

NKANGALA DISTRICT MUNICIPALITY



2016/17-2020/21

FINAL DRAFT INTEGRATED DEVELOPMENT PLAN

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ACRONYMS

ABET	Adult Based Education and Training	ARDF	Agricultural Rural Development Funding
AIDS	Acquired Immune Deficiency Syndrome	ASGISA	Accelerated and Shared Growth Initiative for SA

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

IDP	Integrated Development Plan	MHS	Municipal Health Services
IEDP	Integrated Economic Development Plan	MIG	Municipal Infrastructure Grant
IFSNP	Integrated Food Security Nutrition Programme	MLL	Minimum Living Level
IGR	Intergovernmental Relations	MPG	Mpumalanga Provincial Government
IEM	Integrated Environmental Management	MPCC	Multi Purpose Community Centres
IMEP	Integrated Municipal Environmental Programme	MPRA	Municipal Poverty Rates Act
INEPBPU	Integrated National Electrification Programme Business Planning Unit	MRDP	Mpumalanga Rural Development Programme
INTAC	Integrated Nature-based Tourism and Conversation Management Project	MSA	Municipal Systems Act, Act 32 of 2000
IPA	Irreplaceable Area	MSIG	Municipal Systems Improvement Grant
IS	Information System	MSP	Master Systems Plan
ISF	Integrated Spatial Framework	MTEF	Medium Term Expenditure Framework
ISRDP	Integrated and Sustainable Rural Development Programme	MTGS	Mpumalanga Tourism Growth Strategy
IT	Information Technology	MTSF	Medium Term Strategic Framework
ITP	Integrated Transport Plan	NDPGF	Neighbourhood Development Partnership Grant Fund
KPA	Key Performance Area	NEDA	Nkangala Economic Development Agency
KPI	Key Performance Indicator	NEDLAC	National Economic Development & Labour Council
LAR	Land Audit Report	NEMA	National Environmental Management Act
LDO	Land Development Objective	NEPAD	New Partnership for Africa's Development
LDP	Land Development Principles	NER	National Electricity Regulator
LED	Local Economic Development	NDM	Nkangala District Municipality
LM	Local Municipality	NGO	Non-Governmental Organization
LOA	Leave Of Absence	NHRA	National Heritage Resources Act
LRAD	Land Redistribution for Agricultural Development	NLP	National LandCare Programme
LUM	Land Use Management	NSDP	National Spatial Development Perspective
LUMB	Land Use Management Bill	NWMS	National Waste Management Strategy
LUMS	Land Use Management System	OHSA	Occupational Health and Safety Act
MAM	Multi Agency Mechanism	OLS	Operating Licence Strategy
MDGs	Millennium Development Goals	PA	Protected Area
MDCSR	Mpumalanga Department of Culture, Sports and Recreation	PGDS	Provincial Growth and Development Strategy
MDHSS	Mpumalanga Department of Health and Social Services	PHC	Primary Health Care
MDE	Mpumalanga Department of Education	PHP	Peoples Housing Programme/Process
MEC	Member of Executive Council	PLAS	Proactive Land Acquisition Strategy
MFMA	Municipal Finance Management Act	PMS	Performance Management System
		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	SEAM	Strategic Engagement and Agreement Matrix
RIDS	Regional Industry Development Strategy	SEDA	Small Enterprise Development Agency
RSA	Republic of South Africa	SETA	Sector Education Training Authority
RSC	Regional Service Council	SEMP	Strategic Environmental Management Plan
SABS	South Africa Bureau of Standards	SLA	Service Level Agreement
SACOB	South Africa Chamber of Business	SMART	Specific - Measurable - Accurate - Realistic - Time-Based
SACTRP	South Africa Council for Town and Regional Planners	SMME	Small Medium and Micro Enterprises
SAHRA	South African Heritage Resources Agency	SoER	State of the Environment Report
SALGA	South Africa Local Government and Administration	SUPA	Service Upgrading Priority Area
SAMAF	South African Micro Finance Apex Fund	SWOT	Strength, Weaknesses, Opportunities and Threats Analysis
SANAC	South African National AIDS Council	TLC	Transitional Local Council
SANCO	South Africa National Civic Organization	TOD	Transit Orientated Development
SAPS	South African Police Service	TRC	Transitional Regional Council
SAR	South African Railways	UN	United Nations
SDA	Spatial Development Areas	URDP	Urban and Rural Development Programme
SDLC	System Development Life Cycle	VIP	Ventilated Improved Pit Latrine
SDF	Spatial Development Framework	WMAs	Water Management Areas
		WMP	Waste Management Plan
		WSA	Water Services Authority
		WSDP	Water Services Development Plan

CHAPTER ONE

1.1 Background

This document is a 2016-2021 IDP of the Nkangala District Municipality (NDM), and it represents the 5 years strategic plan of the Council. The strategic objectives and targets contained herein culminate from the extensive systematic and structured internal and external multi-stakeholder consultation through various Public Participation mechanisms with the Community and stakeholders within the Nkangala District Municipal area of jurisdiction.

In terms of the **MSA, Section 25 (1)** each Municipal Council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the Municipality which, *inter alia*, links, integrates and co-ordinates plans and takes into account proposals for the development of the Municipality and aligns the resources and capacity of the Municipality. As far as the status of the IDP is concerned, Section 35 of the Act clearly states that an integrated development plan adopted by the Council of a Municipality is the principal strategic planning instrument, which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the Municipality. It binds the Municipality in the exercise of its executive authority, except to the extent of any inconsistency between a Municipality's integrated development plan and national or Provincial legislation, in which case such legislation prevails. Section 36 furthermore stipulates that a Municipality must give effect to its integrated development plan and conduct its affairs in a manner that is consistent with its integrated development plan.

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

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

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

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

- The Council's operational strategies;
- Applicable disaster management plans;
- A financial plan, which must include a budget projection for at least the next three years; and
- The key performance indicators and performance targets determined in terms of the Performance Management System.

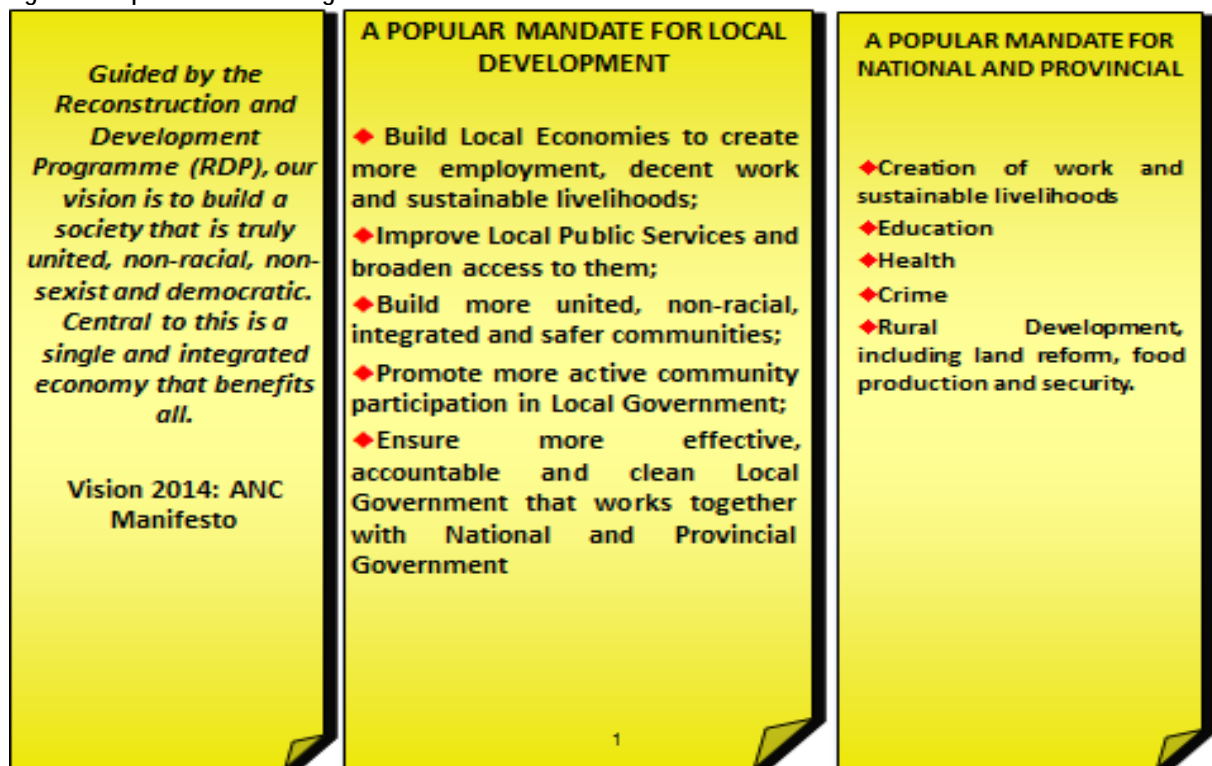
1.2 Guiding Parameters

Within the multitude of government policy frameworks, legislation, guidelines and regulations that seek to advocate for the path, pace and direction for the country's socio-economic development agenda, the section below focuses on Vision 2014; Popular Mandate across Spheres of Government;); the National Development Vision 2030 (NDP); Mpumalanga Vision 2030; National Growth Path; the Mpumalanga Growth Path; Millenium Development Goals; State of the Nation Address (SONA); and State of the Province Address (SOPA).

1.2.1 The popular mandate across Spheres of Government

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

Figure 1: Popular mandate for government



1.2.2 The National Development Plan (NDP): Vision 2030

The National Development Plan¹ developed by the National Planning Commission and unveiled on 11 November 2011 states that:

South Africa can eliminate poverty and reduce inequality by 2030. It will require change, hard work, leadership, and unity. Our goal is to improve the life chances of all South Africans, but particularly those young people who presently live in poverty. The plan asks for a major change in how we go about our lives. In the past, we expected government to do things for us. What South Africa needs is for all of us to be active citizens and to work together – government, business, communities – so that people have what they need to live the lives they would like.

The plan helps us to chart a new course. It focuses on putting in place the things that people need to grasp opportunities such as education and public transport and to broaden the opportunities through economic growth and the availability of jobs.

Everything in the plan is aimed at reducing poverty and inequality. Our view is that government should shift the balance of spending towards programmes that help people improve their own lives and those of their children and the communities they live in. South Africa can become the country we want it to become. It is possible to get rid of poverty and reduce inequality in 20 years. We have the people, the goodwill, the skills, the resources – and now, a plan.

This will be achieved by prioritising the following initiatives:

- An economy that will create more jobs
- Improving infrastructure
- Transition to a low-carbon economy
- An inclusive and integrated rural economy
- Reversing the spatial effect of apartheid
- Improving quality of education, training and innovation
- Quality health care for all
- Social protection
- Building safer communities
- Reforming the public service
- Fighting corruption
- Transforming society and uniting the country

1.2.3. National Growth Path

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

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

JOBS DRIVERS:

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

¹ National Development Plan is available at: <http://www.npconline.co.za>

JOB DRIVER 1: Infrastructure:	1. Public Investment creates 250 000 jobs yearly in energy, transport, water and communication infrastructure and housing through to 2015
JOB DRIVER 2: Main Economic Sectors:	<ul style="list-style-type: none"> • 300 000 in Agriculture smallholder schemes • 145 000 jobs in agro processing by 2020 • 140 000 additional jobs in Mining by 2020, and 200 000 jobs by 2030, not counting the downstream and side stream effects. • 350 000 jobs as per the IPAP2 targets in Manufacturing by 2020 • 250 000 jobs in Business and Tourism by 2020
JOB DRIVER 3: Seizing the Potential of new economies	<ul style="list-style-type: none"> • 300 000 jobs to Green Economy by 2020. • 80 000 in 2020 and 400 000 jobs in 2030 in Manufacturing and the rest in Construction, operations and maintenance of new environmentally friendly infrastructure. • 100 000 jobs by 2020 in the knowledge-intensive sectors of ICT, higher Education, Healthcare, Mining-related technologies, Pharmaceutical and biotechnology.
JOB DRIVER 4: Investing in Social and public Services	<ul style="list-style-type: none"> • 250 000 jobs by NGOs like Co-ops and Stockvel. • 100 000 jobs by 2020 in Public Services (Education, Health and Policing).
JOB DRIVER 5: Spatial Development (Regional Integration)	<ul style="list-style-type: none"> • 60 000 direct jobs in 2015 and 150 000 jobs in 2020 through exports within SADC.

1.2.4 Mpumalanga Growth and Development Path

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

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

PILLAR 1: JOB CREATION	PILLAR 2: INCLUSIVE AND SHARED ECONOMIC GROWTH	PILLAR 3: SPATIAL DISTRIBUTION
<ul style="list-style-type: none"> - Growth in Labour Absorbing Sectors; - Green Jobs; - EPWP 2; - Youth Employment Initiatives; - Value Chain Initiatives between small and large Enterprises; - Industry Diversification; - Increased Labour & regulatory efficiency; and - Support to Co-ops and Informal Business; - SMME Development & Support'; - Labour/Skills Development; 	<ul style="list-style-type: none"> - Cost and Ease of doing Business; - Increased competitiveness; - Beneficiation; - Community led Local Economic Development; - BBBEE; - Municipal Land and Asset ownership; - ICT Deployment; - Innovation and the knowledge Economy; - SMME Development & Support'; - Labour/Skills Development; 	<ul style="list-style-type: none"> - Rural Nodal Development; - Rural Land Tenure transformation; - Food Security; - Agricultural Development; - Transport and Logistics; - Social Economy; - SMME Development & Support'; - Labour/Skills Development; - Infrastructure Development & Maintenance; - Finance & Funding; - Land & Water Resource Management; and - Sustainable Human Settlements.

<ul style="list-style-type: none"> - Infrastructure Development & Maintenance; - Finance & Funding; - Land & Water Resource Management; and - Sustainable Human Settlements. 	<ul style="list-style-type: none"> - Infrastructure Development & Maintenance; - Finance & Funding; - Land & Water Resource Management; and - Sustainable Human Settlements. 	
PILLAR 4: SUSTAINABLE HUMAN DEVELOPMENT	PILLAR 5: ENVIRONMENTAL SUSTAINABILITY	PILLAR 6: REGIONAL CO-ORDINATION
<ul style="list-style-type: none"> - Quality Basic Education; - Community /Heritage Education; - Access to quality Healthcare; - Social Assistance & Insurance; - Social Infrastructure; - Safe Communities. 	<ul style="list-style-type: none"> - Waste Management; - Energy Efficiency; and - Renewable Energy Source. 	<ul style="list-style-type: none"> - Joint Initiatives between MP and Neighbours; and - Sub-Corridor Development.

1.2.5 Sustainable Development Goals

The 17 Sustainable Development Goals for the period 2015-2030 are:

- End poverty in all its forms everywhere
- End hunger, achieve food security and improved nutrition, and promote sustainable agriculture
- Ensure healthy lives and promote well-being for all at all ages
- Ensure inclusive and equitable quality education and promote life-long learning opportunities for all
- Achieve gender equality and empower all women and girls
- Ensure availability and sustainable management of water and sanitation for all
- Ensure access to affordable, reliable, sustainable, and modern energy for all
- Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Reduce inequality within and among countries
- Make cities and human settlements inclusive, safe, resilient and sustainable
- Ensure sustainable consumption and production patterns
- Take urgent action to combat climate change and its impacts (in line with the United Nations Framework Convention on Climate Change)
- Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Strengthen the means of implementation and revitalize the global partnership for sustainable development

1.2.7 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 outlined below under the strategic themes linked to the NDM KFAs:

Table 2: Sectoral Strategic and Operational Plans

Sector Plan	Jurisdictional Issue in the IDP	Status
KPA 1: Municipal Institutional Transformation and Development		
Organizational Performance Management Framework	Issue 2: Organizational Restructuring and Transformation	Adopted
KPA 2: Good Governance and Public Participation		
Public Participation Strategy	Issue 4: Good Governance and Communication	Under Review
NDM Communications Strategy	Issue 4: Good Governance and Communication	Adopted
KPA 3: Local Economic Development		
Local Economic Development Strategy	Issue 20: Economic Development and Job Creation	Under review
Marketing Strategy	Issue 20: Economic Development and Job Creation	Adopted
Industrial Development Strategy	Issue 20: Economic Development and Job Creation	Adopted
Tourism Development & Branding Strategy	Issue 20: Economic Development and Job Creation	Adopted
Human Resource Development Strategy	Issue 20: Economic Development and Job Creation	Adopted
Moloto Rail Corridor Initiative – Detailed Feasibility Report	Issue 20: Economic Development and Job Creation	Adopted
“Tshwe-leni Corridor” (Steve Tshwete-Emalaheni) Development Framework	Issue 20: Economic Development and Job Creation	Adopted
KPA 4: Municipal Financial Viability and Management		
Supply Chain Management Policy	Issue 3: Financial Viability	Adopted
KPA 5: Service Delivery and Infrastructure Development		
Regional Sport & Recreation Master Plan	Issue 9: Culture, Sports and Recreation	To be developed
Formalisation of Cultural & Historical Heritage Sites Plan	Issue 9: Culture, Sports and Recreation	Adopted
Infrastructure Maintenance Plan	Issue 12: Water and Sanitation	To be developed
Regional Water Master Plan	Issue 12: Water and Sanitation	Under Review
Integrated Transport Plan	Issue 15: Transportation	Adopted
Disaster Management Plan	Issue 11: Emergency Services	Adopted

KPA 6: Spatial Rationale and Development		
Spatial Development Framework	Issue 5: Spatial Restructuring and Service Delivery	Adopted
Physical Planning Strategy	Issue 5: Spatial Restructuring and Service Delivery	Adopted
District Land Audit	Issue 5: Spatial Restructuring and Service Delivery	Adopted
Disaster Management Framework	Issue 11: Emergency Services	Adopted
Land Tenure Strategy	Issue 16: Land Reform and Land Administration	Adopted
State of the Environment Report	Issue 18: Environment Management	Adopted
Environmental Management Plan	Issue 18: Environment Management	Adopted
Integrated Waste Management Plan	Issue 18: Waste Management	Adopted

1.2.8 State of the Nation Address (SONA)

State of the Nation Address (SONA) by His Excellency Jacob G Zuma, President of the Republic of South Africa on the Joint Sitting of Parliament, Cape Town on the 11th of February 2016, and highlighted key developmental issues as follows:

The key priorities/focuses identified for the country which influences the development of the Nkangala Integrated Development Plan includes:

- A resilient and fast growing economy must continue to be at the heart of radical economic transformation agenda and National Development Plan (NDP);
- The migration policy must also make it possible to import scarce skills
- Continue to market the country as a preferred destination for investments. This requires a common narrative from all of us as business, labour and government
- Economic transformation and black empowerment must remain a key part of all economic programmes of government
- Big business should partner with new manufacturers including businesses owned by women and the youth, as part of broadening the ownership and control of the economy
- There is a need to empower small, medium and micro enterprises (SMMEs) to accelerate their growth. Access to high-quality, innovative business support can dramatically improve the success rate of new ventures
- Continue to spend public funds wisely and to cut wasteful expenditure, but without compromising on the core business of government and the provision of services to our people
- Continue to promote programmes for the revitalisation of agriculture, such as Agri-Parks Programme. The programmes must empower women farmers as well;
- Continue to promote innovation within the Nine-Point Plan programme, i.e. (1) Revitalisation of the agriculture and agro-processing value-chain; (2) Advancing beneficiation adding value to our mineral wealth; (3) More effective implementation of a higher impact Industrial Policy Action Plan; (4) Unlocking the potential of SMMEs, cooperatives, township and rural enterprises; (5) Resolving the energy challenge; (6) Stabilising the labour market; (7) Scaling-up private-sector investment; (8) Growing the ocean economy; and (9) Cross-cutting areas to reform, boost and diversify the economy;
- The building of water infrastructure remains critical in order expand access to our people and industry;
- To revive HIV/AIDS prevention campaigns especially amongst the youth.

1.2.9 State of the Province Address (SOPA)

During his State of the Province Address on the 26th of February 2016, the Honourable Premier of the Mpumalanga Province Mr DD Mabuza highlighted Provincial Government's achievements over the last five years.

- To ensure that our people are *adequately educated* to find their place in a growing economy, that our people are *healthy, active, and positive contributors* to a growing *multi-skilled workforce*, and that we live, engage and thrive side by side in *appropriately serviced neighbourhoods*;
- We continue the scaling down of costs that is strategically balanced with the scaling up of growth and delivery;
- To support the 2014 ANC manifesto we will continue to focus on the following key areas of government intervention:
 - Improved economic growth and employment to ensure that we grow the economy and create much needed employment
 - Improved quality of education and training to expand the skills base that responds to the needs of the provincial economy
 - Improved healthcare system effectiveness to increase life expectancy and mitigate the negative impact of HIV/Aids, TB and opportunistic diseases.
 - Investing in adequate infrastructure to facilitate the achievement of our priority development goals
 - Building integrated, sustainable human settlements, including economic opportunities, social amenities and access to basic services that contribute towards a better quality of life.
- to focus on mobilising partners and private sector investment in the following *catalytic projects*:
 - A Mining and Metals Technology Park in the Steve Tshwete Local Municipality
- The Mpumalanga Fresh Produce Market remains a critical platform to stimulate agricultural production, downstream beneficiation and investment opportunities across the agro-processing value chain. At the heart of this initiative is the empowerment of emerging Black farmers to access domestic and international markets for their produce.
- Continue to ensure that we inculcate a robust culture of performance and accountability amongst government officials.
- Continue to prioritise the revitalisation of agriculture and the agro-processing value chain as key economic drivers for the Province.
- continue to support our farmers to deal with the negative impact of the current drought and assist them to proactively plan for future drought conditions as we face unpredictable weather phenomena;
- To promote the ongoing investment in agricultural infrastructure, in particular, bulk water supply and irrigation schemes
- To support development, industrialization and economic growth, investment in strategic socio-economic infrastructure is a pre-requisite
- continue to prioritise infrastructure to address backlogs in many parts of our Province.
- To use the ICT Strategy to underpin deliberate and robust business improvements that introduce technology in all aspects of our work ranging from frontline service delivery to our back end administrative and developmental processes.
- To continue supporting our existing SMME Incubation and youth entrepreneurship Programmes
- To continue to provide mentorship, and infrastructure support to ensure that we have small enterprises and cooperatives that are sustainable.
- It is critical to ensure that Black owned enterprises in the tourism sector are supported by government to advance the goals of Broad Based Black Economic Empowerment.
- To continue to prioritise the fly-ash beneficiation programme to create opportunities for youth owned businesses.
- To continue to address the current pressing need of access to water and decent sanitation.
- continue to support the institution of traditional leadership as we deepen participatory democracy and service delivery. We would like to encourage traditional leaders to ensure that Operation Vuka Sisebente is accelerated in areas under the jurisdiction of traditional leadership
- continue to build cohesive and sustainable communities that represent and serve all the races, cultures and creeds of our population.
- Ongoing and future programmes are prioritised in areas in most need of basic services and in areas where we find burgeoning informal settlements or rapid population growth
- the government will continue to support short term relief measures for the poor and vulnerable sectors of our society. However, we are aware that we need to re-energise our efforts to ensure that we prevent our people from falling into deeper poverty by enhancing their capabilities and opportunities through access to economic and social opportunities.

- To support packages and models that address the challenges confronting our youth, starting with a re-assessment of our youth development centres and a strategy for addressing the lamentable increase in gender based violence.
- To remain committed to securing a long and healthy life for all our citizens;
- Going forward we have set ourselves a target to ensure that ALL of our schools meet minimum sanitation standards by December 2016.
- We will continue to provide mentorship, and infrastructure support to ensure that we have small enterprises and cooperatives that are sustainable.

1.2.10 local government back to basics strategy

Background

COGTA has done a review of South Africa's 278 municipalities, which has revealed that we still have a journey to reach the ideal municipality we envisage. The top third municipalities have got the basics right and are performing their functions at least adequately. Within this group, there are a small group of top performers that are doing extremely well. In these municipalities there are innovative practices to ensure sustainability and resilience. This small core represents the desired (ideal) state for all our municipalities. The middle third of municipalities are fairly functional, and overall performance is average. While the basics are mostly in place and the municipalities can deliver on the main functions of local government, we also find some areas of poor performance or decline that are worrying signs. The bottom third of municipalities are frankly dysfunctional, and significant work is required to get them to function properly. Among others we find endemic corruption, councils which do not function, no structured community engagement, and poor financial management leading to continuous negative audit outcomes. There is a poor record of service delivery, and functions such as fixing potholes, collecting refuse, maintaining public places or fixing street lights are not performed. While most of the necessary resources to render the functions or maintain the systems are available, the basic mechanisms to perform these functions are often not in place. It is in these municipalities that we are failing our people dramatically, and where we need to be intervening urgently in order to correct the decay in the system. Institutional incapacity and widespread poverty have undermined the sustainability of the local government project, leading in some instances to a serious breakdown in services.

Some of the problems we face are:

- A collapse in core municipal infrastructure services in some communities, resulting in services either not being provided at all, or provided at unacceptably low levels.
- Slow or inadequate responses to service delivery challenges are in turn linked to the breakdown of trust in the institutions and councillors by communities.
- Social distance by our public representatives is a major cause for concern. This reflects inadequate public participation and poorly functioning ward councillors and committees.
- The viability of certain municipalities is a key concern. The low rate of collection of revenue continues to undermine the ability of municipalities to deliver services to communities.
- Municipalities also need to be driven by appropriately skilled personnel and their correct placement, and there are far too
- Many instances both of inappropriate placements and skills not measuring up to requirements.
- This is compounded by widespread instances of rent seeking and corruption amongst public representatives and business, reflecting a broader breakdown in the values and good governance principles that should be guiding the people we have elected or appointed to run the local government system and those that do business with government.

The so-called service delivery protests are a reflection of community frustration with these failures, especially in economically marginalised communities who experience real or perceived indifference from government officials and politicians. While these protests have generated a negative narrative and perceptions for municipalities, we must recognise them as a serious indictment of our ability to serve our people.

The Mandate of Back to Basic Strategy

Local Government Back to Basic Strategy is a guiding tool driven by Gogta with aim of making the local government to focus on its constitutional mandate and further to ensure that it remain focus on this mandate of providing the basics services such as clean drinking water, sanitation, electricity shelter, waste removal and roads etc. this strategy provide a basic direction for local government to understand where we are, where we could be and what needs to be done to improve performance, and further set a direction for how can the municipalities get basics right.

Goal of Local Government Back to Basic Strategy

The main goal of this strategy is to improve the functioning of municipalities to better serve communities by getting the basics right.

Back to Basics Strategy is driven through Back to Basics- Programme for change

The Back to Basics programme for change emphasise the change in our paradigm to focus on serving peoples and not extractive elite by the implementing the following aspects as part of Back to Basics Programme for Change:

A differentiated approach

The differentiated approach is a transformational agenda of back to Basic strategy with four priorities focusing in Public engagement, good governance, financial management and technical capacity

Defining roles and responsibilities

All the spheres of government have a stake in contributing to service delivery their roles need to be clearly defined by means of:

National government programmes of support and enforcement

- Basic Services: Creating conditions for decent living
- Good governance
- Public Participation: Putting people first
- Sound financial management
- Building Capable Institutions and Administrations.

Provincial Government programmes of support and enforcement

- Basic Services: Creating decent living conditions
- Good governance
- Public Participation: Putting people first
- Sound financial management
- Building Capable Institutions and Administrations

Local Government programmes

- Basic Services: Creating conditions for decent living
- Good governance
- Public Participation: Putting people first
- Sound financial management
- Building Capable Institutions and Administrations

Harmonising Relations between Traditional Leaders and Municipalities to advance Development and Service Delivery

- By ensuring that the Comprehensive framework for the participation of Traditional Leaders in Municipal Council is implemented in order to harmonize the relations between the traditional structures and municipalities.

Conclusion

This strategy has outlined a new approach of how each sphere of government is required to do, in order to address the challenges faced by local government, to address the service delivery challenges we face, and ultimately in order to rebuild the trust of our people in the system of local government. Crucial to this new approach is a system of reporting on, and being accountable for, performance. In order to ensure all municipalities function very well, we must collectively and consistently encourage good performance and intervene where needed.

The strategy will introduce a means by which we can easily compare performance across municipalities. Based on this analysis and it further seek to will incentivise those doing well and where municipalities are not doing well we will use all possible means to both sanction and support them so that they improve performance and get the basics. For the campaign to sustain the momentum, it will need champions at every level of government, as well as in and amongst our communities and private sector. The reform process must release the necessary enthusiasm and commitment amongst the organizations that are

involved. The political leadership and management of municipalities will play a significant role in dynamising change and reform.

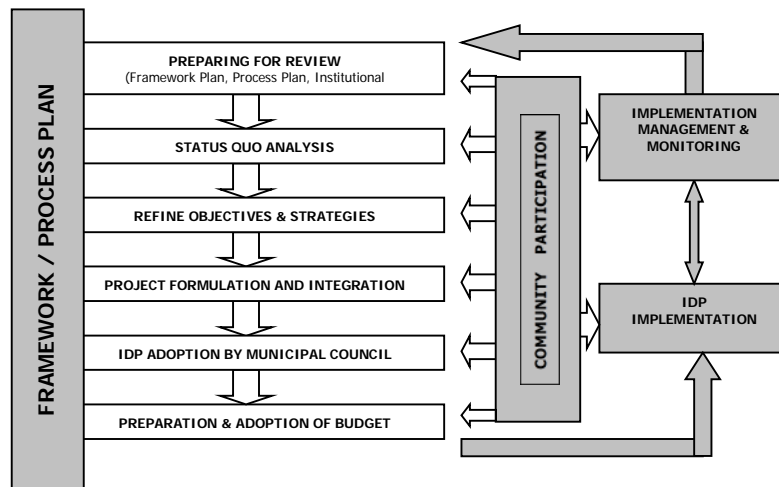
CHAPTER TWO

THE REVIEW PROCESS

2.1 Review Activities

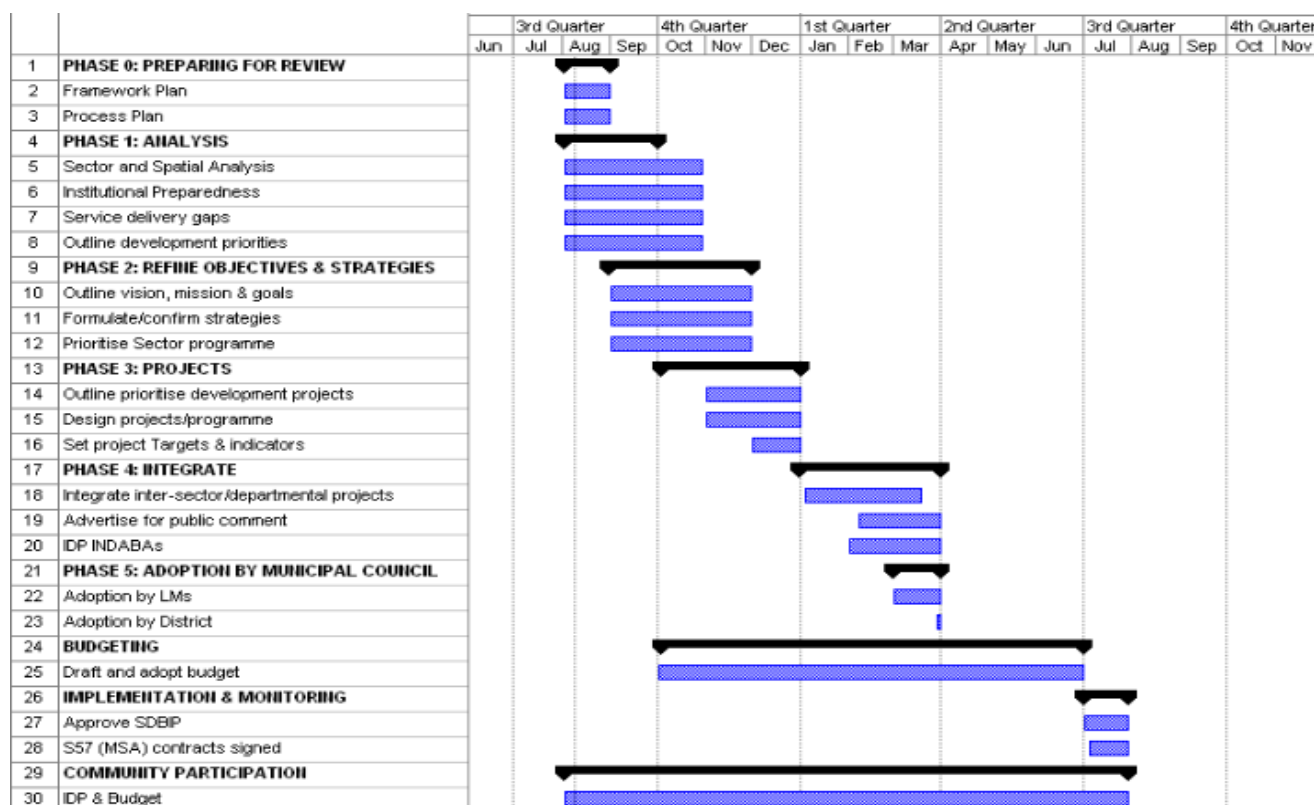
The review process has considered the assessment of the District's performance against organisational objectives as well as implementation delivery, the recommendations of the stakeholder consultation and public participation, IDP engagement processes and also any new information or change in circumstances that might have arisen subsequent to the adoption of the 2016-21 IDP. **Figure 2** depicts a schematic representation of the review process followed.

Figure 2: IDP review process



The manner in which the review was undertaken is outlined in the Municipal Framework/Process Plans, which were prepared and adopted by Municipalities by August 2015 subsequent to the adoption of the District Framework Plan in June 2015. **Figure 3** below presents a summary of the activities and corresponding timeframes followed during the review process.

Figure 2a: Summary of the activities and timeframes for the NDM IDP and Budget Drafting Process



2.1.1. The Integrated Development Plan

2.1.1.1. Introduction and Background

The Municipal Systems Act of 2000, Section 35 states that an integrated development plan (IDP) adopted by the Council of a municipality is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality. Thus, the IDP is the only plan, in terms of the legislation, that is available to municipalities for them to strive to progressively achieve the objects of local government mentioned above. 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. The IDP also promotes intergovernmental co-ordination by facilitating a system of communication and co-ordination between local, provincial and national spheres of government. Among the core components of an IDP, the following matters must also be outlined in the IDP:

- 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.

2.2 The IDP and IGR

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

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

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

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

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

2.3 Distribution of Roles and Responsibilities within Municipalities

As stipulated in Section 2 (b) of the Systems Act, a municipality consists of:

- the political structures
- and administration of the municipality, and
- the community of the municipality

It will be critical that the distribution of roles and responsibilities within the municipality are clearly outlined. The summary of the roles and responsibilities of the discussed external and internal role players is as follows.

DUTIES OF MUNICIPAL COUNCIL	DUTIES OF MUNICIPAL ADMINISTRATION	DUTIES OF COMMUNITIES
<ul style="list-style-type: none"> ▪ The Council of a municipality has the right to govern on its own initiative the local government affairs of the local community; ▪ Exercise the municipality's executive and legislative authority, and to do so without improper interference; and ▪ Finance the affairs of the municipality by charging fees for services and imposing surcharges on fees, rates on property, other taxes, levies and duties ▪ Exercise the municipality's executive and legislative authority and use the resources of the municipality in the best interests of the local community; ▪ Provide, without favour or prejudice, democratic and accountable government; ▪ Encourage the involvement of the local community; ▪ Strive to ensure that municipal services are provided to the local community in a financially and environmentally sustainable manner; ▪ Consult the local community about— <ul style="list-style-type: none"> ○ The level, quality, range and impact of municipal services provided by the municipality, either directly or through another service provider: and ○ The available options for service delivery ▪ Give members of the local community equitable access to the municipal services to which they are entitled; ▪ Promote and undertake development in the municipality; ▪ Promote gender equity in the exercise of the municipality's executive and legislative authority; ▪ Promote a safe and healthy environment in the municipality; ▪ Contribute, together with other organs of state, to the progressive realisation of the fundamental rights contained in Sections 24 (safe and healthy environment), 25 (access to property), 26 (access to housing), 27 (access to Health care, food, water and social security and 29 (access to education) of the Constitution. <p>Councillors, ward committees and CDWs</p> <ul style="list-style-type: none"> ▪ Major link between the municipal government and the residents. ▪ Link the planning process to their constituencies and/or wards; ▪ Be responsible for facilitating the organisation of public consultation and participation; ▪ Ensure the municipal IDP and municipal budget are linked to and based on priorities needs of their constituencies. 	<ul style="list-style-type: none"> ▪ Be responsive to the needs of the local community; ▪ Facilitate a culture of public service and accountability amongst staff ▪ Take measures to prevent corruption; ▪ Establish clear relationships, and facilitate co-operation and communication between it and the local community; ▪ Give members of the local community full and accurate information about the level and standard of municipal services they are entitled to receive; ▪ Inform the local community how the municipality is managed of the costs involved and the persons in charge. ▪ Forms the machinery of a municipality ▪ Undertake the overall management and co-ordination of the planning process; ▪ Ensure that all relevant actors are appropriately involved in municipal planning processes, ▪ Ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements; ▪ Respond to comments from the public on the draft IDP and budget ▪ Horizontal alignment and other spheres of government to the satisfaction of the municipal Council; ▪ Ensure that the needs and priorities of the community are reflected in the IDP. ▪ To ensure that the public participates fully and meaningfully in developing the municipal IDP process. 	<ul style="list-style-type: none"> ▪ Contribute to the decision-making processes of the municipality ▪ Submit written or oral recommendations, representations and complaints to the municipal Council or to another political structure or a political office bearer or the administration of the municipality; ▪ To prompt responses to their written or oral communications, including complaints, to the municipal Council or to another political structure or a political office bearer or the administration of the municipality; ▪ To be informed of decisions of the municipal Council, or another political structure or any political office bearer of the municipality, affecting their rights, property and reasonable expectations; ▪ To regular disclosure of the state of affairs of the municipality including its finances ▪ To demand that the proceedings of the municipal Council and those of its committees must be open to the public, subject to section, be conducted impartially and without prejudice; and be untainted by personal self-interest; ▪ To the use and enjoyment of public facilities: and ▪ To have access to municipal services which the municipality provides, ▪ Members of the local community have the duty when exercising their rights, to observe the mechanisms, processes and procedures of the municipality; ▪ Members of the local community have the duty to pay promptly service fees, surcharges on fees, rates on property and other taxes, levies and duties imposed by the municipality; ▪ To respect the municipal rights of other members of the local community; ▪ To allow municipal officials reasonable access to their property for the performance of municipal functions; ▪ To comply with by-laws of the municipality applicable to them. ▪ The community must fully participate in governing their municipality by attending IDP meetings ▪ The community must inform its municipality of their developmental needs, their problems, challenges and priorities (e.g. Lack of roads, housing, electricity, clean water, etc.). ▪ Participate and influence municipality's budget ▪ To be fully involved in the planning processes ▪ To provide relevant information to the Councillors, ward committees and CDWs ▪ To participate in ward and community meetings and raise their developmental aspirations, service delivery challenges and issues ▪ To assist in facilitating implementation and monitoring of projects ▪ To participate and inform government programmes such as community policing forums ▪ Make recommendations on any matter affecting the ward to the ward committees and ward Councilor or through the ward Councilor and ward committees

2.4 The IDP Review Process

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

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

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

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

2.5 Adoption Process

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

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

- be in accordance with a predetermined programme specifying timeframes for the different steps;
 - through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for:
 - the local Community to be consulted on its development needs and priorities;
 - the local Community to participate in the drafting of the integrated development plan; and
 - organs of state, including traditional authorities. and other role players to be identified and consulted on the drafting of the integrated development plan;
1. provide for the identification of all plans and planning requirements binding on the Municipality in terms of national and Provincial legislation; and
 2. be consistent with any other matters that may be prescribed by regulation.

The Process Plans of Municipalities must include, inter alia:

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

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

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

2.6 IDP Review Phases

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

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

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

Pre-Planning Phase:

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

Analysis Phase:

During this phase, information is collected on the existing conditions within the Municipality. When assessing the existing level of development in the Municipality, the level of access to basic Services and those communities that do not have access to these Services must be identified. Focus must be on the types of problems faced by Community in the area and the causes of these problems. The identified problems are assessed and prioritised in terms of what is urgent and what needs to be done first. Information on availability of resources is also collected during this phase. Priority issues highlighted during the 2015/16 IDP processes will also be revised and confirmed during this phase. Community meetings, stakeholder meetings, surveys, opinion polls and researched information should form the basis of this phase.

Strategies Phase:

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

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

Projects Phase:

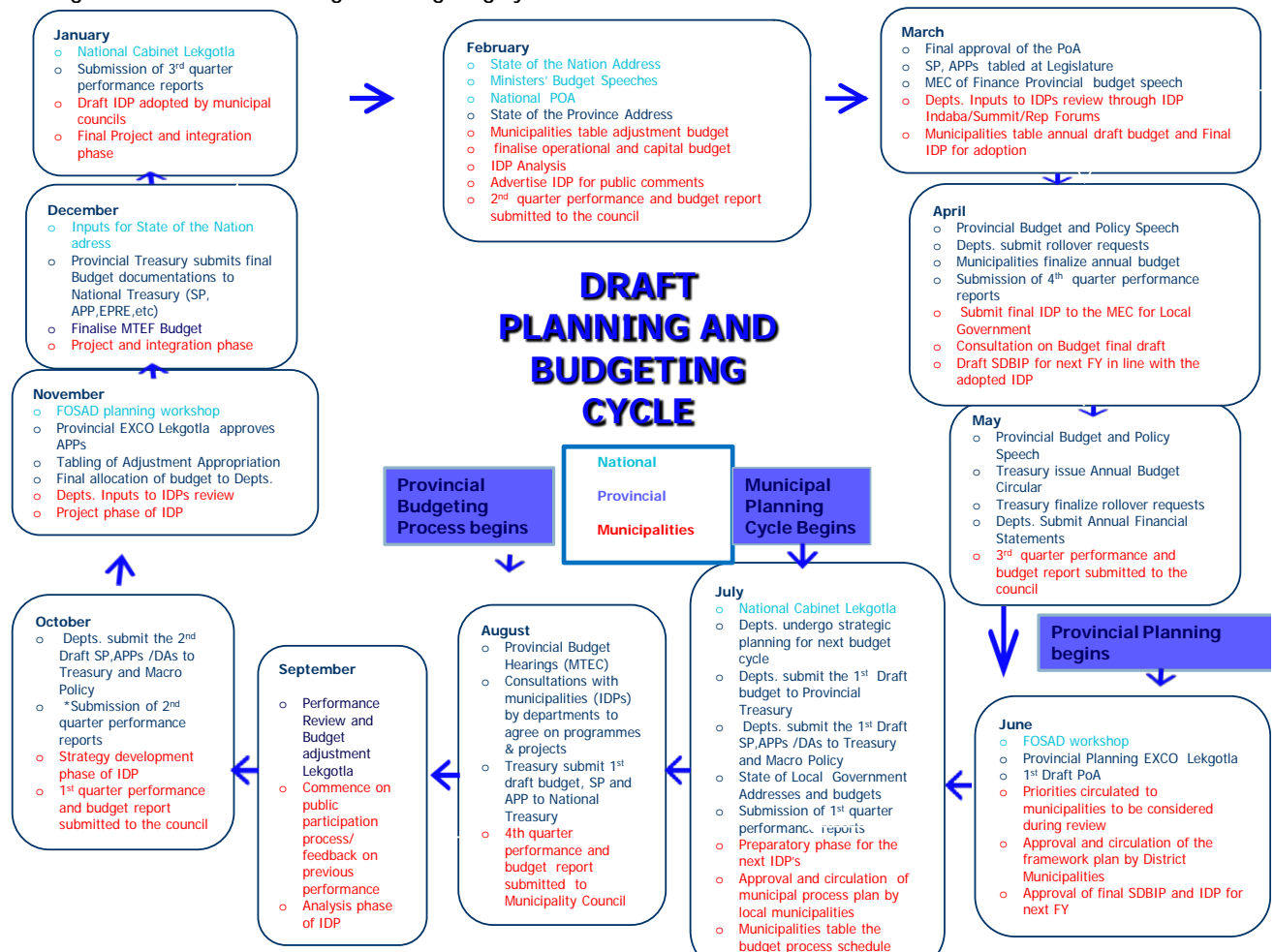
During this phase the Municipality works on the designs and content/specifications of projects identified during the prior phases. Clear details for each project have to be worked out. Clear targets must be set and indicators worked out to measure performance as well as the impact of individual programmes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

Integration Phase:

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

During this period, as per **Figure 4**, **Provincial Sector Departments** will have finalized their **Draft Strategic plans**.

Figure 4: Provincial Planning and budgeting cycle



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

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

In terms of S30 of the MSA, the executive committee or executive mayor of a Municipality must, *inter alia*, in accordance with S29 of the MSA, submit the draft plan to the Municipal Council for adoption. Thus, adoption of the draft IDP by the Municipal council will be a precondition for the advertisement of the draft IDPs for 2016/17 financial year in order to, *inter alia*, improve transparency and accountability between the council and the communities. Thus, all Municipalities were envisaged to have presented their draft IDPs for 2016/17 financial year before their respective councils for adoption by the February 2016 in order to publish the adopted draft IDPs for public comment on or before the February 2016. The District Draft 2016-21 IDP was presented before the District Council on the 24th of February 2016 for adoption and followed by the publishing for public comment on March 2016. This was shortly after the District held its Strategic Lekgotla on the 04 – 06 of February 2016. Culminating from all the aforementioned processes, the Integration Phase was completed by the 18th of March 2016 subsequent to the District IDP Indaba held on 17th – 18th of March 2016.

Adoption Phase:

After the completion of the IDP compilation process, the IDP document must be presented to the council for consideration and adoption. All Local Municipalities must adopt their final IDP for 2016/17 by of March 2016 to enable the District to adopt its 2016-21 IDP by the 26th of April 2016. In terms of S36 of the MSA, a Municipality must give effect to its IDP and must conduct its affairs in a manner, which is consistent with its integrated development plan. The adopted IDP must inform the budget of the Municipality. The public must be informed of the adoption of the reviewed Integrated Development Plan by notice in a newspaper circulating in the District or by placing the notice on official notice boards in terms of Section 25 (4) of the Act. It is critical to note that in terms of S25 (4) (b) of the Act Municipalities must after adoption of the IDP publicise a summary of the Plan.

2.7 Mechanisms and Procedures for Public Participation

2.7.1 Ward committees and CDWs

One of the intrinsic features about the Integrated Development Planning process undertaken by the Nkangala District Municipality is the involvement of Community and stakeholder organisations in the process. Participation of affected and interested parties ensures that the IDP addresses the core developmental aspirations of the District's citizenry. To further strengthen Community engagement the District has in collaboration with its constituent Local Municipalities established **143 Ward Committees**, which were launched between June and September 2011, and trained during the subsequent Financial Years.

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

- Lack of understanding and clarity on the roles and responsibilities;
- The different literacy levels and the general understanding of Local Government between ward committees, CDWs and ward Councillors;
- Poor coordination of ward committee and Community meetings;
- Lack of commitment on some of the ward committee members and support staff;
- Incredible reports and/or attendance registers;
- The fact that CDWs operate in Local Municipalities albeit report at the Provincial level;
- Conflict resolution to avert the perceived tension between Ward Councillors, Ward Committee members and CDWs respectively.

The District has established a **Speakers' Forum**, which meets quarterly. The Speaker of the District as the Chairperson, and all the Speakers of the constituent Local Municipalities within the District as well as public participation/liaison practitioners (officials) from all Municipalities within the District constitute this Forum. The primary purpose of this forum is to facilitate public participation within the District through providing a platform for discussion and resolution of challenges confronting Local Municipality's Community participation mechanism and structures such as ward Councillors, ward committees and Community Development Workers (CDWs). They also utilise this Forum as a consultation mechanism with the Local Municipalities on all issues relating to public participation such as planning for the Community Outreach meetings, ward committees and CDW conference, ward committee and CDWs training, etc. This Forum also acts as a feedback mechanism to the **Provincial Public Participation Forum**.

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

2.6.2 District Community Outreach Programme

As part of the 2016/21 IDP process, the Nkangala District Municipality undertook its annual community outreach programme to consult with, and give feedback to communities within the six constituent Local Municipalities therein on issues pertinent to their development towards 'a better life for all'. All local municipalities within the District's area of jurisdiction are visited twice per Financial Year. The meetings are attended by Councilors 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.

The Community Outreach Programme aims at improving communication and interaction between the District, the local municipalities and the community at large on issues of service delivery and development. In a nutshell, the purpose of the meetings is therefore:

- To afford the community of the local municipalities an opportunity to guide the planning and budgeting process of Nkangala District Municipality through highlighting needs important for the development of their respective wards and municipality at large, which must be the focus of the 2016/17 Financial Year.
- To provide a platform for the community to participate and inform the IDP of the District.
- To assess the extent to which the current programmes/projects' initiatives implemented by Local Municipality, Nkangala District Municipality and Provincial Sector Departments address local developmental needs and concerns
- To afford the municipalities an opportunity to present to their communities programmes and projects that seeks to strategically address the developmental needs and concerns of our communities as identified in the proceeding engagements and IDPs.
- To afford the Municipality and the community an opportunity to appraise the implementation progress and challenges in terms of all projects that are implemented in local communities.

The schedule of all the planned meetings for the first round of community outreach meetings for the 2015/16 financial year is outlined in **Table 3**.

Date	Local Municipality	Time	Venues
10 SEPTEMBER 2015	DR JS MOROKA LM	10h30	KAMEEL REVIER GA-MORWE COMMUNITY HALL
12 SEPTEMBER 2015	VICTOR KHANYE LM	10h30	EXT 3 COMMUNITY HALL
13 SEPTEMBER 2015	STEVE TSHWETE LM	10h30	KWAZAMOKUHLE STADIUM
18 SEPTEMBER 2015	THEMBISILE HANI LM	10h30	BUNDU OPEN GROUP
19 SEPTEMBER 2015	EMALAHLENI LM	10h30	SPRING VALLEY OPEN GROUND
20 SEPTEMBER 2015	EMAKHAZENI LM	10h30	MGWENYA STADIUM
27 JANUARY 2016	DR JS MOROKA LM	14H00	PHAKE 2, RATLHAGANE JUVENTUS SPORT GROUND
28 JANUARY 2016	STEVE TSHWETE LM	16:00	ROCKDALE OPEN GROUND
31 JANUARY 2016	THEMBISILE HANI LM	10:30	TWEEFONTEIN F, ZAMANI PRIMARY SCHOOL SPORT GROUND,
31 JANUARY 2016	EMAKHAZENI LM	10H30	EMTHONJENI, FANI MASINA STADIUM
31 JANUARY 2016	VICTOR KHANYE LM	10H30	N12 OPEN GROUND
31 JANUARY 2016	EMALAHLENI LM	10:30	EMALAHLENI CIVIC CENTRE

Summary of the issues raised in the September 2015 and January 2016 outreach community meeting per each municipality:

1. DR JS MOROKA LOCAL MUNICIPALITY

WARD	ISSUE RAISED
VAALBANK	RDP/poor water supply
ST. 681	Poor time keeping for meetings/satellite office of Eskom/agenda of the meeting should be presented correctly for the benefit of community members present
WARD 19	Appreciated NDM outreach meeting and service delivery/shelter for hawkers/job creation for women
WARD 1	Complained about late arrival of transport/job creation/better roads in Kwa-Phahla
WARD 7	Appreciated support given to sub-contractors by NDM/road construction
WARD 7	Requested that corrections be made on the previous minutes/ complained that a bridge in the area is poorly build/requested for a community centre
WARD 17	Appreciated good work of the Ward Councillor/establishment of youth center/fencing of cemetery/CDW & Ward Committees are non-functional/still waiting for training certificates from MRTT
WARD 10	Appreciated NDM service delivery report on water reservoir & bridge/Kakarela road too dusty
WARD 10	Clinic too small
WARD 9	Appreciated job creation initiatives/alleged improper employment of learnership/empty stands are a breeding ground for drugs/role of Amakhosi be clarified in the allocation of stands/concerned about the tree cutting project
WARD 9	She is unemployed and her husband, therefore request for job creation opportunities
WARD 8	Need support from the municipality on a street names
WARD 14	Asbestos roof leaking of PHP housing

2. VICTOR KHANYE LOCAL MUNICIPALITY

WARD/AREA	ISSUES RAISED
WARD 1	Dire need for a RDP house. Live with disability and destitute
STRELLA FARM	RDP house
MANDELA/ST 765	RDP house Poor communication on government services
N12	Alleges that he was given a RDP house but was evicted
WARD	Appreciated prompt response from the Dept of Health on dental care and RDP house
WARD 6	Appreciated NDM Exco Mayor on the empowering of sub-contractors. He is involved in the construction industry. Requested VKLM to improve on its data base management. Encouraged SMMEs to invest wisely
WARD 5	She alleges that she paid for electricity which she is not getting. Need for a RDP house
WARD 3	Appreciated NDM job creation projects

GOMASAKHO	Geezer not working
N12	Appreciated NDM outreach meeting and water supply. Need for agriculture space – food gardening
ST. NO. 4152	Need a RDP house and his family is deceased
WARD 2	Appreciated NDM outreach meeting/ward 2 storm water problematic/asbestos a health risk/alleges that the VKLM CFO receives double salary
WARD 7	Need for Agri-Village
WARD 2	Complained that the craft centres are owned by foreigners/Cooperatives benefiting Councillors relatives/ allege corruption in the employment process/sports ground too small
WARD 5	Appreciated NDM service delivery in the area/local contractors should be used/RDP houses list is too high/need for clinic services in farms on daily basis
	Requested for financial support for women projects
WARD 4	Youth centre not supported
WARD 4	Appreciated NDM service delivery/complained about improper allocation of RDP houses
WARD 5	Appreciated NDM service delivery/bad smell from a chicken company/SMMEs at Shoprite are foreigners/sports development for basketball/support for artist through access to studios
WARD 5	Complained that Councillors are using the community to fight their selfish interests
WARD 7	Requested for a pedestrian bridge at Ematjotjombeni
WARD 4	Job creation

3. STEVE TSHWETE LOCAL MUNICIPALITY

WARD	ISSUES RAISED
WARD 1	Appreciated NDM outreach meeting/job creation for the youth/RDP house
EXT 7/KWAZA	Improved access roads
EXT 1/KWAZA	Complained of abuse by SASSA officials
WARD 2	Appreciated NDM outreach meeting/appreciate pending building of a clinic/appreciated women empowerment/encouraged other women to stand up
EXT 2/KWAZA	Complained about Eskom inability to provide electricity in farms & poor service delivery
BOSMANSFONTEIN	Appreciated NDM outreach report/slow service delivery in farms/discharged from work after 36 years' service without benefits/little grazing land for farm workers
STEIN FARM	Was promised to inherit a farm from a deceased farmer but the family only gave him 25 hectors
WARD 6	Complained that staff at the Dept of Labour only work for 2 hours a day
WARD 2	Requested that NDM legacy project should be the allocation of building stands for people who do not qualify for RDP houses
WARD 4	NDM report should cater for Hendrina/requested selling of stands by STLM
WARD 2	Lack of sports facilities and the youth is bullied by SAPS team from using football ground

WARD 5	Appreciated the coming mall/RDP houses for farm areas/poor roads/requested that follow ups should be made on all issues raised/selective electricity supply is a concern/improve water supply in farms/concerned about restriction imposed on cattle ownership and grazing land for farm residents
WARD 8/UITKYK	Reported that a senior citizen born in 1945 has no ID document & she is destitute/no service delivery as the area is privately owned
KWAZAMOKUHLE	Reside in temporal settlement area/requested for storm water drainage/illegal dumping
UITGESOEG FARM	Complained about poor water supply in farms & inadequate grazing land
UITGESOEG FARM	Complained about poor water supply
WARD 2	Appreciated NDM outreach meeting/requested that the clinic function for 24 hours/complained about improper employment at SAPS & nepotism at STLM with Councillors involved
	Reported that she is staying with 5 orphans & she needs help

4. THEMBISILE HANI LM

WARD	ISSUES RAISED
WARD 23	Concerned about awarding of tenders to contractors from outside the municipality/ this practice causes unemployment and lack of empowerment to local communities
TWEEFONTEIN B2	Reported that she is staying with orphans/roof leaking/no clinic/no street lights
BUNDU	Complained that tenders given to outsiders/requested that contractors should plough back to the community/no community hall
WARD 31	Complained about unfulfilled promise made in February 2015 about the tarring of roads
WARD 17	Reported that the NDM agriculture Indaba made promises on availing grazing land bu this has not been done & their livestock is dying
WARD 23	Appreciated service delivery in the area/incomplete bus roads/insufficient water supply
WARD 27	Appreciated service delivery in the area/thanked the Indlu yaMakhosi for supporting them with land but the area needs further development/requested for more water bore holes
WARD 23	Need for high mast lights/speed humps/pedestrian bridge
WARD 9	Maintenance of high mast lights/incomplete bus road of Buhlebuzile
TWEEFONTEIN- J	Need for a hall/clinic
	Requested for the renovations of some classrooms at Buhlefundu school

5. EMALAHLENI LM

WARD	ISSUE RAISED
WARD 34	Appreciated NDM outreach meeting/He is a Mozambican citizen with a valid passport/ complained about xenophobia/drug problem
WARD 34	Requested that houses be built with the R1,8 million allocated for the solar system
WARD 3	Spoke against discrimination and urged the community to be united
WARD 34	Inquired about the future of Spring Valley
WARD 34	Retracted the issues he raised in the previous outreach meeting/sports development & crime prevention/promotion of chess

WARD 34	Prefers water tanks than solar system for security concerns/request for proper resettlement / poor health services
WARD 34	Appreciated NDM service delivery projects which should cater for all residents/requested information on job creation
WARD 3	Requested for an old age centre/library/paving of roads
WARD 34	Area not safe & crime prevention/ budget for solar system be used for other urgent service delivery projects
WARD 34	Information on the future of Spring Valley as it affects senior citizens/budget allocated should be used for other important projects
WARD 34	Promised RDP house long time ago
WARD 34	Appreciated NDM outreach meeting/allegation of improper allocation of RDP houses
WARD 13	Poor roads which affects ambulance services/poor numbering of stands in informal settlement/improper employment processes
WARD 34	Reported that Emalaheni LM has not budgeted for service delivery in the area/inquired if solar panel will be safe from theft
WARD 34	Appreciated NDM outreach meeting/requested information on the availability of construction projects for the youth and bursaries
WARD 19	Facing relocation to a permanent site/library services/non-functional LM youth desk/fight against drug abuse
WARD 34	No ABET in the area/facility on improving matric results
WARD 34	No scholar patrol/information on Agriculture/RDP house
WARD 34	Appreciated NDM outreach meeting/area untidy/job creation/crime prevention/service delivery
WARD 34	Raised concerns about Councillors not communicating community meetings correctly/appreciated NDM outreach meeting/requested for increase of bursaries for accounting & town planning studies/tourism safety officers be in guests house/CSI be managed properly/information on small factories & youth center
WARD 15	Appreciated NDM outreach meeting/appreciated service delivery/ complaint about poor service delivery at the Witbank Hospital on transfare of patients
WARD 15	Complained about water leakages/information on subsistence farming/requested speed humps
WARD 21	Youth summit to discuss employment conditions at the mines/youth desk should be visible
WARD 6	Requested that 40% of employment be reserved for the youth
WARD 6	Appreciated sub-contracting as spearheaded by NDM/requested land for agriculture Cooperatives & 5 year lease agreement be given for manufacturing of chuck coal & job creation

6. EMAKHAZENI LOCAL MUNICIPALITY

WARD	ISSUES RAISED
WARD7	Area seriously underdeveloped/poor roads/people with disabilities treated badly/alleged unfair employment procedures
WARD 1	Appreciated NDM outreach report/request for improved roads/no electricity/need for a RDP house/crime prevention/incomplete houses are a haven for rape and drugs
WARD 4/HEMLOCK	No sanitation/water/harassed by snakes, pythons/harassed by the white farmer

WARD 4	No sanitation/high teenage pregnancy/poor conditions of sports facilities/requested the community not to vandalise sports facilities
WARD 7	Appreciated the presence of the Executive Mayor of Emakhazeni/inquired about the update on the decision of the Surveyor General about the development of stands
STOFFBERG	No service delivery in farm areas/ Land Depart in Witbank not helpful/alleges that people have title deeds with no houses/ insufficient water
WARD 7	Appreciated community presence in the meeting/inquired about the amalgamation of Emakhazeni & STLM/alleges that no ward meetings are conducted/no service delivery/requested that the brick plant process be suspended/complained that Councillors are useless and should be removed
WARD 7	Alleges that Emakhazeni LM indicated that no services will be delivered in the area as its rocky
WARD 3	Appreciated housing project of Emadala & service delivery albeit it is slow/requested NDM to look into the creation of an Industrial site
WARD 1/WONDERFONTEIN	Explained that service delivery is linked to a budget and felt that the projects mentioned in report the are unrealistic
WARD 7	Complained that she reside in the mountain section and paying for services she is not receiving/ poor access roads for ambulances & funerals/ she lives with a very sick child
WARD 7	Refuse removal should be revamped as its slow/appreciated NDM outreach meeting/Gugulethu project should be speeded up/ cleaning of the cemetery
WARD 7	Complained that the Tourism Ambassador is not a resident of the area, thus ineffective/balcony at the waterfall collapsed & a tourist fell/requested that the Surveyor General should approve the Gugulethu project
WARD 7	Requested for allocation of stands at Gugulethu
WARD 7	RDP house/service delivery & job creation opportunities
KWAGGASKLOOF	Poor roads in farms
WARD 3	He reported that the issue of paving of roads he raised previously has not been addressed/appreciate skills development initiatives of the LM/ companies doing work in the area should plough back in the community/job creation
WARD 2	Alleges that promises made on water & solar system have not been addressed as yet
WARD 7	Pleaded with the community to respect each other/fire station be fenced/housing should benefit the elderly/complained that the CDW of Ward 7 be removed
WARD 4	Complained that the sports stadium is poorly equipped/need for a hall/incomplete paving of road/no sanitation/clinic building too small
WARD 7	She has 6 children and live a single room/job creation & allocation of stands
WARD 4	Allocation of stands/renovations of stadium/road construction/servicing of street lights/community hall/storm water drainage
	Gugulethu issue be resolved/prioritising of Cooperatives/job creation

2.6.5. Participation by Traditional Authorities

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

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

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

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

2.6.6. Nkangala District Municipality 2016 Strategic Lekgotla

On the 04-06 of February 2016, the District held its annual Strategic Lekgotla at the Kivietskroon and Conference Center in Gauteng, of which its theme, overarching objectives and Resolutions respectively included amongst others the following:

Municipal Governance, Institutional Development and Municipal Transformation and public participation	Municipal Planning and Development, Economic Development and Job creation
<ul style="list-style-type: none"> • Submit to Council for considerations – to either confirm and/or review the Vision, Mission and Goals of NDM • Conduct workshops through South African Local Government Bargaining Council/and or South African Local Government Association on issues of Local Labour Forum • Reconstitution of the editorial committee for the publication of the quarterly newsletter. • Develop a language policy which will encompass interpretation services • Adhere to the organisational procurement plans to minimise SCM deviations • Prioritise training in the WSP; and the use of government training institutes i.e. SALGA, MISA, NATIONAL SCHOOL OF GOVERNMENT, and ETCETERA. • Develop a Staff retention policy to counter high staff turnover • Amend PMS policy to cater for the Cascading of PMS to all employees • Develop/procure a Contract management system, and related staff be trained/capacitated • Centralise the contract management in the legal unit • Adhere to every provision in all the policies and legislations injunction; and Training workshops to all stakeholders • Amend the SCM policy to specify ICT corporate governance imperatives; and also allow ICT unit to input about the services and products to be procured • Adhere to the IDP framework be maintained by both NDM and LM's for seamless coordination of public participation • Functionality of IGR structures be included in the Scorecards of managers and political heads 	<ul style="list-style-type: none"> • Engage the District Land Reform Committee and District Agri-Park Council to expedite the approval of applications by 2016 • Host Land Summit by 30 December 2016 • Facilitate the establishment of the Agri-park Concept in NDM from 2016-2021 • Provide on-going skills development amongst emerging farmers from 2016-2021 • Provide mechanization to farmers from 2017-2021 • Establish a techno-park (Greenhouse tunnels) in all LMs from 2017-2019 • More engagements with the private sector on sub-contracting opportunities for SMMEs and Cooperatives from 2016-2018 • Advocate for sub-contracting opportunities with sector departments from 2016-2018 • Develop databases of SMMEs, Cooperatives and Informal traders' for All LMs by 2017 • Monitoring of implementation of SLPs & CSIs through LED Forum from 2016-2021 • Host Mining/Industrial Summit by June 2017 • Capacitation , establish panel of mentors, technical advisors and coaches from 2016-2018 • Establish a NDM Micro finance bank from 2016-2021 • Organize SMMEs into cooperatives from 2017-2018 • Establish an ICT centre in the NDM from 2017-2018 • Establish two Business Incubation centres in each LM from 2016-2021 • Organize NDM Trade fair once a year from 2016-2021 • Conduct annual census of SMMEs, Cooperatives and Informal traders in NDM from 2016-2021 • Expedite the establishment of NEDA from 2016-2021 • Pilot 1 vocational centre within NDM by 2018
<p>Municipal Financial Viability and Management</p>	

- Introduction of Environmental health revenue (tariffs, fees etc)
- Introduction of business tax and Tourism levy
- Installation & replacement of meters
- Review of databases and data cleansing projects
- Review of databases and data cleansing projects
- Introduction of sub committees to CFO forum to deal with revenue management issues
- Communication with NT on grant reforms
- Roll out and implementation of tariff setting model. Improve management of distribution losses
- Appointment of debt collecting companies (no recovery no commission)
- Use electronic media on communication
- Review retention strategy and approval
- Engage with NT on SCA
- Adopt format of Section 72 report for all quarters
- Continuous training Develop framework in conjunction with IT for phased in approach over long term
- Review outdated procedures and develop new ones
- Contract register and review SCM organogram
- Communicate with service providers (persons responsible for completion of tenders to attend compulsory briefing sessions)
- Local Municipalities be incorporated in the shared Audit Committee
- Skills transfer from co-sourced ICT Audit Risk Management performance indicators to be included on SDBIP and Performance Agreements of Managers.
- Local Municipality must recruit Risk Management Staff with adequate qualifications and experience.
- Risk Management performance indicators to be included on SDBIP and Performance Agreements of Managers.
- Local Municipality must recruit Risk Management Staff with adequate qualifications and experience.
- District Risk Management Unit be supported with (2) Two additional Risk officer at level 5.
- Local Municipalities must report progress on all programmes that were initiated and supported by the District

Social Development and Disaster Management

- Filling in of vacant positions and LMs to dedicate staff to disaster management issues
- Strengthen the disaster management advisory forum
- Construction of the disaster management centre outside the municipal building and far from the national key points
- Procurement of disaster relief material
- LMs to budget for the disaster relief material and Disaster risk reduction awareness campaigns
- Reviewal of the NDM Disaster Management Plan
- Restructuring of the fire station's organogram
- Capacitation of positions in accordance with SANS 10090
- Continue to support LMs and procure fire and rescue equipment as per their needs
- Enter into SLAs with experts for maintenance of the fire and rescue services plant and equipment
- Completion of the fire station at DrJSM
- Upgrade the existing fire station at Thembisile Hani LM to have training facilities
- Construction of fire station at Emakhazeni LM
- Construction of fire houses (THLM/DRJSM)
- Improve communication by considering new technology (two-way radio)
- NDM ICT to interface old and new landlines at the THLM fire station
- Develop fire and rescue policies and standard operating procedures
- Corporate Services to conclude gazetting of Fire, Municipal Health Services and Air Quality By-laws
- Complete the transfer of MHS staff from DoH and STLM to NDM
- Extend the current NDM Collaborator SLAs to include Municipal Health Services(MHS) Information Management System
- Continue with environmental management and MHS awareness campaigns
- Awareness, branding and marketing of MHS as a function
- Improve communication and ICT infrastructure at all the MHS site offices
- Acquire additional offices esp. DRJSM and THLM
- Strengthen the water quality monitoring system by identify non-complying hotspots of water sampling points and refer the to NDM Technical Services for support.
- Appoint Air Quality Management (AQM) staff as per the Council approved Air Quality Management Plan (AQMP) specifically to strengthen monitoring compliance and enforcement.

- Establish learnerships programmes in the vocational centres from 2016-2021
- Implementation of Investment Summit resolutions from 2016-2021
- Development of NDM Vision 2030 by June 2017
- Establish a milling factory in rural LMS from 2016-2021
- Establish a cheese processing factory from 2016-2021
- Establish a meat processing Plant from 2016-2021
- Create a 'job centre' website within NDM by June 2017
- Roll out solar water heaters from 2016-2021
- Implement Anchor projects as part of job creation from 2016-2021
- Develop Bankable Business Plans and Feasibility Studies for ALL Anchor projects from 2016-2018
- Implementation of the Investment & Promotion Strategy from 2016-2021
- Implementation of the recommendations of the existing NDM land tenure Strategy
- Implementation of the recommendations of Industrial Hub Strategy
- Proper enforcement for compliant with SDFs and Land use management Schemes
- Initiating of the working group that will involve the mining sectors, Municipalities and Department of Mineral resource
- NDM to provide full GIS support to the 4 LMs that do not have a fully functional GIS from 2016-2021
- Facilitate the procurement of the land closure to existing economic zones (integrated Human Settlement)
- Procurement of land closer to existing economic zones
- Municipalities to embark on the registration of potential beneficiaries in the Housing Need Register and publish the list in the local news papers as a notice for prospective beneficiaries from 2016-2021
- NDM need to utilise the Urban Transport funds from DOT to fund more its Public Transport infrastructure and other transport related project from 2016-2021
- NDM needs to utilise the transport funding from the private sector (Sasol transport funding for taxi ranks) from 2016-2021
- Development of transport by-laws for LMs from 2016-2021
- LMs to include transport planners in their organogram from 2016-2021
- All research related projects be centralised in the DPU from 2016-2021
- Conduct quarterly Business Confidence surveys from 2016-2021
- Conduct customer satisfaction surveys after every six months from 2016-2021
- Conduct Impact assessment studies twice a year from 2016-2021

Infrastructure Development and Service Delivery

- Comply with SANS 241 with regards to Water and sanitation quality management(Blue & Green Drop)
- water and sanitation challenges: Conduct feasibility studies; application of EIA and WULA
- Develop water and sanitation master plan,
- Review WSDP annually,
- Develop technical report on water and sanitation
- Exploration and development of alternative water source(e.g. underground)
- Water recycling(e.g. wastewater return flows)
- Augmentation of catchment areas
- Upgrade and refurbishment of treatment works and bulk supply
- Construction of bulk supply pipelines and treatment works (Bulk Supply Schemes)
- Pressure management(e.g. Pressure reducing valve, bulk and zonal metering)
- Revenue enhancement (e.g. Installation of smart metering)
- Installation of telemetry system(e.g. water monitoring) Develop a replacement program based on Master Plan (Ageing of infrastructure)
- Develop roads and stormwater master plan
- Review and update standard road specification
- Provision of stormwater infrastructure
- Drainage of underground water
- Install smart electrical metering
- The capital project shall be implemented in three financial years. The first year be the planning and the outer years be the implementation.

- Continue with training of AQM and associated staff
- Outsource the AQM legal and technical firm to assist on some legal and technical issues.
- Implement the AQMP (including the Highveld Priority Area AQMP-Implementation Task Team meetings) as approved by Council
- Procure a mobile gas monitoring equipment for Air Quality Monitoring.
- Review the IWMP of NDM and other LMs
- Support and encourage the licencing of the unpermitted landfills in the LMs
- Continue to support the procurement of waste collection equipment for the LMs as per the requests
- Implement the NDM Internal Waste Recycling Project.
- Facilitate the construction of sports and recreation facilities within our LMs
- Provide an enabling environment for creating youth employment opportunities
- Promote and support TVET and other higher institutions of learning
- Support through Mayoral bursary fund
- Strengthen the IGR and the Youth Manager's Forum
- Support the LMs in the development of their youth integrated strategies
- Strengthen relations between the NDM and private sector through Stakeholder's Forum
- Conduct awareness campaigns on the High teenage pregnancy rate and High usage of substance and drugs
- Intensify HIV and AIDS awareness campaigns and door to door on HCT
- Implementation of the Employment Equity Act (EEA)
- Meet the 2% target i.t.o the employment of people with disabilities
- Conduct awareness campaigns on the High rate of gender based violence
- Develop the transversal strategy to guide us on mainstreaming
- Continue with the construction of parks for the LMs
- Construction of the 2nd phase of Emakhazeni community park.
- Construction of the NDM regional freedom park at DRJSM
- Support the arts and cultural activities within the District
- Convene/facilitate arts and cultures festivals
- Develop the sports masterplan for the District

2.6.7. NDM 2016 IDP INDABA

Prior to the adoption of the final 2016-21 IDP an IDP INDABA was convened on the 17th – 18th March 2016 to further solicit additional input and submissions from various stakeholders subsequent to the 21-day advertisement period as per legislation as well as to confirm programmes and projects and commitments by various stakeholders. The convening of the IDP INDABA followed an extensive systematic and structured internal and external consultation through various public participation mechanisms with the Community and stakeholders within the Nkangala District Municipal area of jurisdiction. Various interest groups and all other key stakeholders were invited to make representation, contributions and comments before the adoption of the final IDP. The primary purpose of the IDP INDABA was to:

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

2.6.8. Section 79 and 80 Committees

In addition to these Public Participation and consultation processes and mechanisms, the Council resolved to establish Six Section 79 and Section 80 Committees congruent with its mandate as follows: Infrastructure Development and Service Delivery, Water, Sanitation, Electricity, Roads and Maintenance Committee; Social Services, Disaster Management, Youth, Women, Disabled, Sports Arts & Culture, Health and Education Committee; LED, Human Settlements and Tourism Committee; Finance Committee; Corporate Services; Human Resources Management & Development and Legal Services Committee; Rural Development, Agriculture, Public Safety and Transport Committee.

2.6.9. IDP Institutional Arrangements

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

- Mayors' Forum and Municipal Managers' Forum;
- IDP / LED Forum;
- IDP & PMS Technical Committee;
- IDP LED Working Groups;
- Other specialised forums.

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

The institutional outlook comprises the IDP Joint Forum, IDP Technical Committee and the seven IDP Working Groups (WGs) (see figure 5). The WGs are Infrastructure and Service delivery; Local Economic Development; Financial Viability; Performance Management Systems; Community Participation and IGR; IDP and PGDS; and IDP Monitoring and Implementation.

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

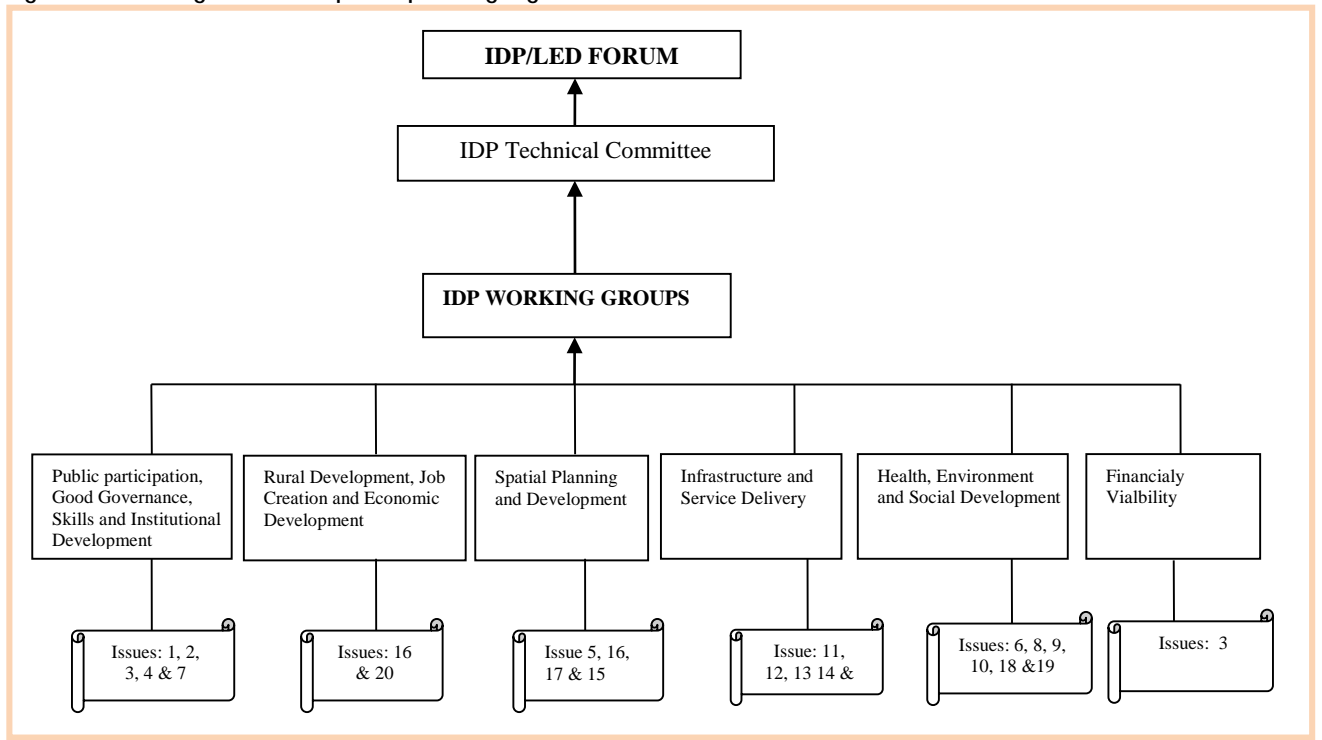
A concept document that was developed and adopted by Council in November 2009 recommended as follows:

- Merging the LED Forum and the IDP Forum into one IDP/LED Forum. This should lead to enhanced alignment between IDP and LED matters and the number of meetings will be reduced.
- Retaining the IDP Technical Committee.
- Reconfiguration of the IDP and LED Working Groups in the following format:
 - Establishment of "Public Participation, Good Governance, Skills and Institutional Development Working Group" dealing with IDP Priority Issues 1, 2, 3, 4 and 7.
 - Establishment of "Rural Development, Job Creation, and Economic Development Working Group" to deal with IDP Priority issues 16 and 20. This Committee could have two (2) subcommittees as follows:
 - Land Reform, Food Security and Tourism Development Working Committee; and
 - Business Development and Economic Empowerment
 - Establishment of "Spatial Planning and Development Working Group" dealing with IDP Issues 5, 16 and 17.
 - Establishment of "Infrastructure and Service Delivery Working Group" dealing with IDP Priority Issues 11, 12, 13, 14 and 15
 - Establishment of "Health and Social Development Working Group" dealing with IDP Priority Issues 6, 8, 9, 10, 18 & 19.

- The number of working group meetings is reduced from six (6) to four (4) in a financial year.
- The number of IDP/LED Forum meetings be maintained at four (4) in a financial year.
- The membership of the IDP forum and LED forum be merged and updated to constitute membership of the reviewed IDP/LED Forum.
- The IDP and LED Management Committees are retained albeit their membership be reviewed and/or updated.

The new IDP organizational arrangement as approved by Council in terms of the above review is depicted in **figure 5** below;

Figure 5 : The integrated development planning organisational structure



The workflow is structured in a bottom-up approach in which issues emanating from the WGs find their way through to the IDP/LED Joint Forum. This facilitates the process of bottom-up people-centred development planning and to ensure that Local Municipalities within the District influence the planning process and prioritization.

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

The composition and terms of reference for these structures is briefly outlined in **Table 4** below. The terms of reference outlined below may only be used as guidelines and the scope may vary depending on the Municipal circumstances.

4: Composition and proposed terms of reference for IDP structures

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

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

2.7 Strengths, Weaknesses, Opportunities and Threats

The synopsis of the key internal and external environment concerns confronting NDM and its Local Municipalities indicating the strengths, weaknesses, opportunities and threats were reviewed during the Strategic Lekgotla 2016 as follows: (see Figure 6).

Figure 6: SWOT

Weaknesses	<ul style="list-style-type: none"> • Internal and external communication • Audit Committee (not all the local municipalities make use of the shared audit committee) • Effective Integrated Government Relation (IGR) structures • Insufficient skills to exploit existing opportunities • Huge backlogs in infrastructure (homeland heritage) • Deteriorating rural infrastructure (such as road infrastructure) • Uncoordinated development and service delivery • Retention of key and personnel
Strengths	<ul style="list-style-type: none"> • Effective functional internal Audit, risk and MPAC and institutional capacity • Capacity to assist local municipalities to improve on service delivery • Effective Policies • Financial reporting and budgeting • Good financial management with the above average financial ratios in terms of liquidity • Planning and rezoning (formalisation) of local municipalities • Effective ICT governance Framework implementation • Strong skills development • Successfully established intergovernmental fora which are all functional • Strong political and administrative leadership • Stable political environment
Opportunities	<ul style="list-style-type: none"> • Key LED anchor projects identified (Kusile Power Station, Rust de Winter Development Initiative, Zithabiseni-Loskop tourism belt, Agro-processing, Catalytic Converter, Truck and logistics hub, the N4 Maputo Development corridor, Moloto Rail Development Corridor and MPCCs) present great opportunities to attract investors • Tourism opportunities: Ndebele foundation, Mdala nature reserve, Mkhohlwane lodge, a proposed cultural village, arts , craft and tourism information centre (Waterval/Kameel River); historic sites e.g. Siyabuswa tree (struggle victim commemoration), Ikageleng school (dates to 1880), Icon of Ndebele culture: Easter Mahlangu • Tourism marketing initiatives exists and established tourism attraction e.g. The Trout Triangle, Loskop-Zithabiseni tourism precinct • Strong tourism and government services sectors • Culturally diverse communities • Resuscitation of Mafutha-1 (model from Sasol) • Reviving of the Zithabiseni tourism belt within Nkangala e.g. R573/N11 • Close proximity to Gauteng - a great tourism source market and export opportunities • Located on the strategic N4 route/Maputo Corridor • The Maputo corridor is a provincial priority • Large areas of State owned land • Land is available at low-cost for implementation of projects including tourism, light and heavy industry • Diversification into manufacturing and construction

Threats

- Business: SMME development and some ASGISA needs identified - cultural village, retail development, rehabilitate Marapyane shopping centre, Siyabuswa mall (land identified)
- Capitalise on the positive perception of the region as offering consistent service excellence
- Good access to basic infrastructure
- Good road infrastructure
- Rehabilitation of coal dumps and mine land
- Railway lines leading from area to two harbours (Maputo and Richards Bay)
- Stable Economic Growth
- NDM is a peri-urban municipality that can tap into CRDP and Urban Renewal Programmes
- Availability of Natural resources (e.g. Coal)
- Home of coal mining and energy companies
- Existing steel cluster
- Strong agriculture, mining, tourism and government services sectors
- Good Climatic conditions conducive to maize farming
- Developed National Legislation and Guidelines
- Supportive external stakeholders
- NDM is the industrial Hub in the Province (Energy and Manufacturing)
- Cultural and economic pattern spreads beyond the district into other provinces
- Mobilise private sector to promote green economy and promote renewable energy
- Availability of under-developed/ undeveloped land for attracting investors
- Learnerships and bursaries
- Technical Vocational Educational Institutions in the District (FETs)
- Available labour force
- Reasonably priced undeveloped land
- Working public private partnership initiatives

- High unemployment rate, poverty, underdevelopment and HIV/AIDS
- Informal land invasion
- Rehabilitation of mined areas
- Coal mining is a diminishing resource
- Heavy reliance on primary sectors and dependence on limited large sectors
- Competing water requirement needs
- Large distance between rural settlements and amenities offered by towns, with poor public transport
- Poverty and low skills levels among the community
- High illiteracy level
- Insufficient research and development (to capitalise on the manufacturing companies)
- Climate changes (natural disaster, food security, industrial emissions)
- Foreign owned business
- Substance abuse
- Electricity supply
- Population growth
- No strong diversified industries to drive economic activities and underdeveloped sectoral opportunities
- Vast, sparsely populated area with low population densities
- Dispersed and fragmented urban structure and poor accessibility to service centres for rural communities

CHAPTER 3

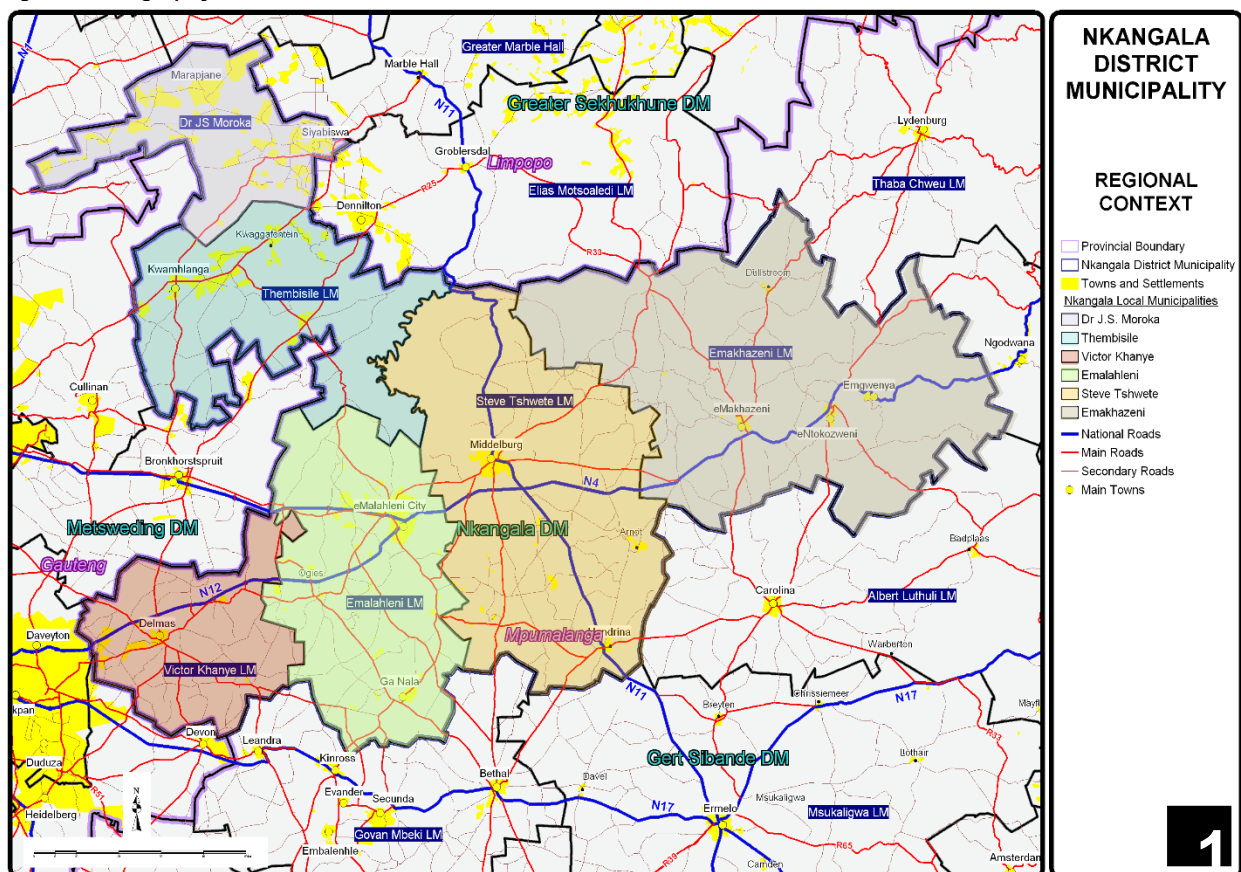
3. BRIEF SOCIO-ECONOMIC OVERVIEW

It is important to clearly understand the development context within which the District operates, to effectively plan and deliver services to the residents of NDM. This chapter provides an overview of the NDM's demographics, the needs of its population as well as anticipated changes or trends in these areas during the rest of the term of office. The District reflects on substantial information from recent reports and research conducted including the 2011 national Census conducted by StatsSA. Information on level of development therein is elucidated through statistics from the Census 2011, other Data enhancing Agencies like HIS Global Insight and varying Sector Departments are detailed in the relevant sections throughout this chapter.

3.1 District Geography

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

Figure 7: Geography of the District



3.2 Brief Overview of Constituent Local Municipalities

3.2.1 Emalahleni Local Municipality

Emalahleni Local Municipality is situated on the Highveld of Mpumalanga. The geographical area of the Municipality is approximately **2,677 square kilometres**. The Municipality consists of a number of towns, including Balmoral, Clewer, Coalville, Hlalanikahle, Kendal, Kriel, Kwaguqa, Lynnville, Matla, Minnaar, New Largo, Ogies, Paxton, Phola, Rietspruit, Thubelihe, Van Dyks Drif, Wilge, and Witbank. Witbank is one of the major urban concentrations in the Nkangala District Municipality and within Mpumalanga as a whole. Emalahleni is located close to Gauteng, adjacent to the N4 and N12 National Roads, which serve as an important transport link. The Local Municipality is predominantly an industrial zone, originally known for coal Mining.

The vision of the Emalahleni Local Municipality is “striving together to be an excellent centre for service delivery”. The Municipal Headquarters are located in eMalahleni which is home to 27 Economic Hubs constituent of 883 businesses inclusive of Multinationals such as Evraz Highveld Steel and Vanadium; Anglo Coal, Extrata, BHP Billiton/Ingweand Eskom. Important sectors in this area are Manufacturing, Trade, transport, and Finance and Community Services. eMalahleni is one of the major urban concentrations within Mpumalanga. The Municipality has a Tress Index of 25.60, which measure the extent to which the Economy is complex and diversified.

3.2.2 Steve Tshwete Local Municipality

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

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

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

3.2.3 Victor Khanye Local Municipality

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

The vision of the Victor Khanye Local Municipality is “**a cohesive, caring and prosperous Community , within which a decent life is attainable within the parameters of sustainable development**”. The head quarters of the Municipality are in Delmas (a French word meaning small farm). Victor Khanye is currently characterized by an increase in the number of Mining and related activities in the Leandra area. In addition to Mining (concentrating on coal and silica), other important sectors in this area are Agriculture (a major provider of food and energy source – maize and coal Mining); Finance and

Manufacturing (capitalizing on proximity to Gauteng). The area is strategically located close to the metropolitan areas of Gauteng, Tshwane and Ekurhuleni. Delmas also has good infrastructure.

3.2.4 Emakhazeni Local Municipality

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

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

3.2.5 Dr JS Moroka Local Municipality

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

The vision of the Municipality is ***“Striving to become the best economically developing town mostly admired for taking care of its people”***. The Municipal head quarters are located in Siyabuswa. The area is characterised by the existence of a variety of urban, peri-urban and agricultural settlements (Cattle, maize and vegetables are the main agricultural produce). There is a yearly show called Business Development and Cultural Show which needs focused marketing. Tourism attractions include Ndzundza Mabhoko Royal Kraal, Mkhombo Dam (popular with fishermen), Mdala Nature Reserve, Khethiwe Park in Siyabuswa, Kwa-Nostokana Arts and Craft Centre, and Sazama Craft Centre. The arts and culture stalls are flagship projects to be exposed to the broader market. Icons such as Ester Mahlangu have entrenched the Ndebele culture.

3.2.6 Thembisile Hani Local Municipality

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

The vision of the Municipality is ***“to better the lives of our people through equitable, sustainable service delivery and economic development”***. The Municipality is situated in the western part of the Nkangala District and is located in the area of KwaMhlanga. The area is characterized by large rural component, high unemployment, isolated and has very narrow economic base. The Moloto road, which links this area with the northern parts of Gauteng, provides the dominant movement in the area. The area previously received incentives, which contributed towards unsustainable development. Important sectors are Agriculture, Trade, transport, Finance and Community service. The tourism potential in Thembisile is underutilised.

Tourist attractions include:

- The Ngodwana Ndebele Village, which consists of a reconstruction of Ndebele dwellings, an exhibition of arts and crafts, demonstrations of beadwork, weaving, situated along the KwaMhlanga-Ekangala road.

- Loopspruit- the most easterly wine estate in South Africa, which is open for daily cellar tours and wine tasting.

3.3 Demographics

The current Total Population of NDM as depicted in **Table 5** below according to the Census 2011 is 1 308 129 constituting approximately 32.38% of Mpumalanga's population. The population growth rate of the District was 2.50% between the period 2001 and 2011. Steve Tshwete Local Municipality recorded the largest growth rate of 60% in the District between the same period, which is equivalent to the annual rate of 6%. The black population formed the bulk of the District's population with 90.9 %, followed by the White population with 7.8 %, and the Indian and Coloured constituting the remaining 1.3%. The majority of the population in the District resides in Emalahleni Local Municipality (MP312), which accounts for 35.4% of the population of the District and 11.9% of the Provincial population. Emakhazeni Local Municipality has the smallest population in the District, with only 3.6% of the District's population and 0.9% of the Provincial population living there.

Table 5: NDM Population, Household size and Population Growth Rates between 2001 , 2011 & 2014

Category	Persons(2001)		Households(2001)		Population Growth rate 2006-2011	Persons(2011)		Households(2011)		Population Growth rate 1996-2014
	Actual	%	Actual	%		Actual	%	Actual	%	
Mpumalanga	336554	-	830984	-		4039939	-	1075488	-	
NKANGALA	1018422	100	256818	100	2.5%	1308129	100	356911	100	1.6%
Dr JS Moroka	243313	23.8	54339	21.2	3.0%	249705	19.1	64971	18.2	2.0%
Emakhazeni	43007	4.2	10937	4.3	3.0%	47216	3.6	13722	3.8	2.9%
Emalahleni	276413	27.1	82298	32.1	5.2%	395466	30.2	119874	33.6	3.3%
Steve Tshwete	142772	14.0	37115	14.5	-0.4%	229831	17.6	62162	17.4	1.0%
Thembisile Hani	256583	25.2	58137	22.6	1.9%	310458	23.7	83874	23.5	1.1%
Victor Khanye	56335	5.5	13992	5.5	0.8%	75452	5.8	19838	5.6	-0.6%

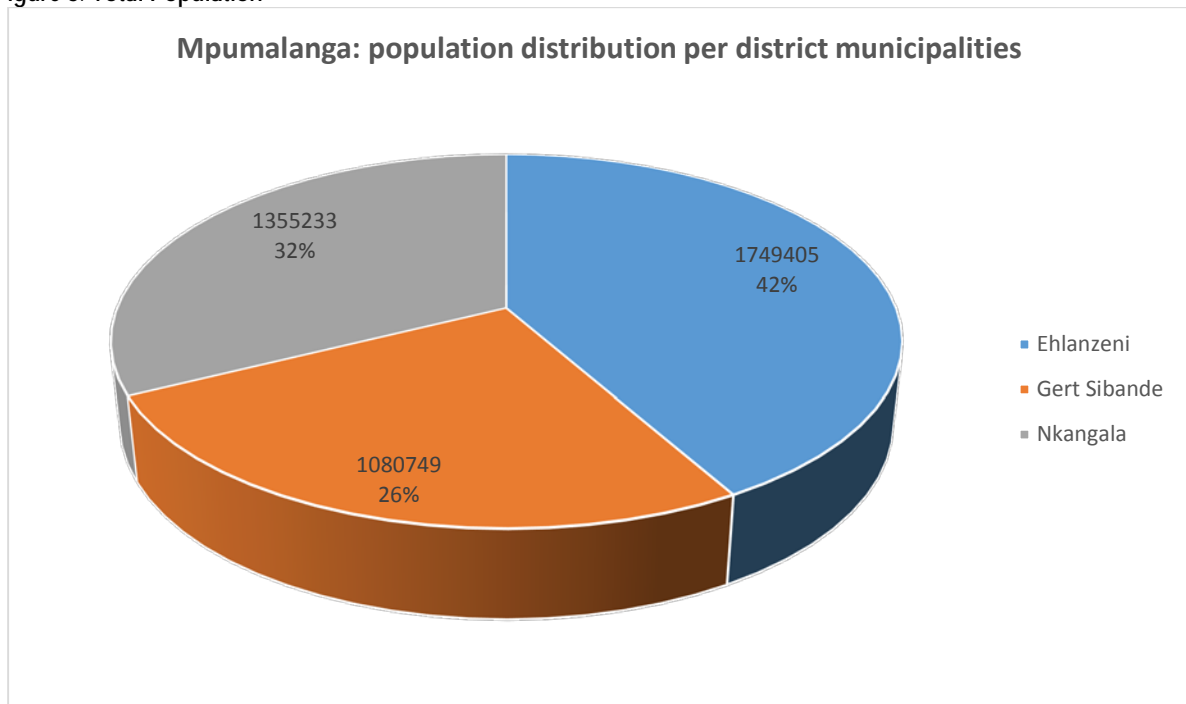
Source: Global Insight

Whilst all the Municipalities within the District as reflected in table 5 above registered a proportionate increase in their respective populations, the increase varies as indicated by number of factors therein, which includes migration patterns owing to levels of development, employment opportunities and proximity to socioeconomic amenities therein amongst others.

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

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

Figure 8: Total Population



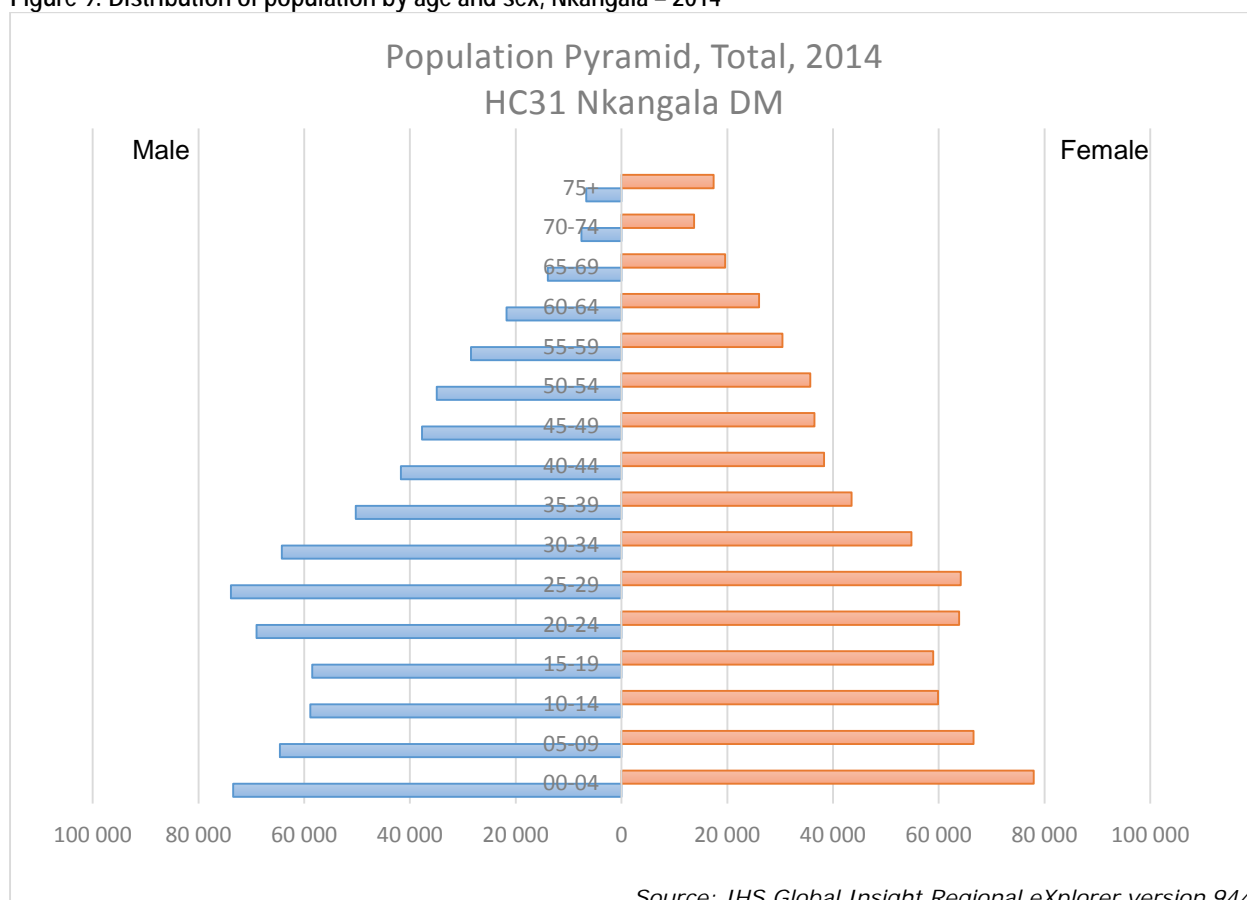
Source: South African Institute of Race Relations (SAIRR): 2014

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

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

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

Figure 9: Distribution of population by age and sex, Nkangala – 2014



Source: IHS Global Insight Regional eXplorer version 944

Table 6 : Total population - local municipalities of Nkangala District Municipality, 2008, 2011 and 2014 (Numbers,%)

Municipalities	2008	2011	2014	Average Annual growth
Victor Khanye	69 184	75 952	82 858	2.8%
Emalahleni	361 427	398 143	437 661	3.0%
Steve Tshwete	197 811	231 696	265 193	4.3%
Emakhazeni	47 480	47 280	48 412	0.8%
Thembisile Hani	293 833	311 049	326 309	1.6%
Dr JS Moroka	244 774	250 386	252 588	0.4%
Nkangala	1 214 509	1 314 507	1 413 021	2.3%

Source: IHS Global Insight Regional eXplorer version 752

The Steve Tshwete local municipality increased the most, in terms of population, with an average annual growth rate of 4.6%, the Emalahleni local municipality had the second highest growth in terms of its population, with an average annual growth rate of 3.0%. The Emakhazeni local municipality had the lowest average annual growth rate of 0.11% relative to the other within Nkangala District Municipality.

Number of Households by Population Group

If the number of households is growing at a faster rate than that of the population it means that the average household size is decreasing, and vice versa. In 2013, the Nkangala District Municipality comprised of 396 000 households. This equates to an average annual growth rate of 3.35% in the number of households from 2003 to 2013. With an average annual growth rate of 2.20% in the total population, the average household size in the Nkangala District Municipality is by implication decreasing. This is confirmed by the data where the average household size in 2003 decreased from approximately 3.9 individuals per household to 3.5 persons per household in 2014

Table 7: Number of households - Nkangala, Mpumalanga and National Total, 2004-2014 (Number & percentage)

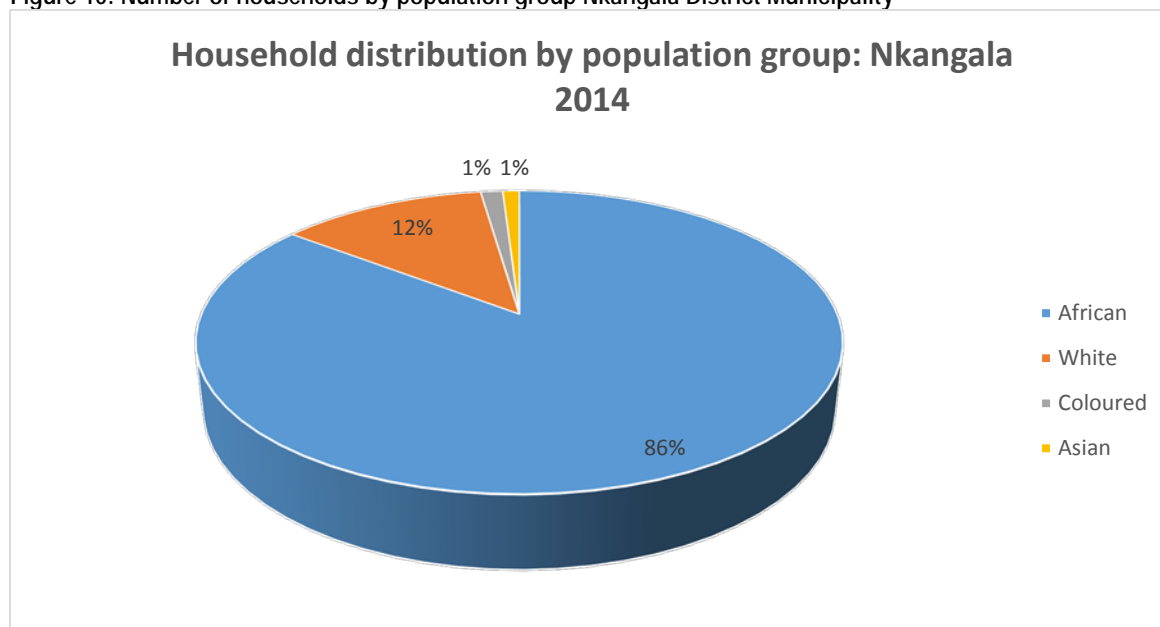
	Nkangala	Mpumalanga	National Total	Nkangala as % of province	Nkangala as % of national
2004	292,000	937,000	12,700,000	31.2%	2.3%
2005	302,000	962,000	13,100,000	31.4%	2.3%
2006	314,000	993,000	13,400,000	31.6%	2.3%
2007	328,000	1,030,000	13,700,000	32.0%	2.4%
2008	341,000	1,050,000	14,100,000	32.3%	2.4%
2009	351,000	1,070,000	14,300,000	32.7%	2.5%
2010	360,000	1,090,000	14,500,000	33.1%	2.5%
2011	371,000	1,110,000	14,600,000	33.5%	2.5%
2012	383,000	1,130,000	14,900,000	33.8%	2.6%
2013	396,000	1,160,000	15,100,000	34.2%	2.6%
2014	404 320	1 171 610	15 302 374	34.5%	2.64%
Average Annual growth					
2004-2014	3.35%	2.37%	2.00%		

Source: IHS Global Insight Regional Explorer version 752

Relative to the province, the Nkangala District Municipality had a higher average annual growth rate of 3.35% from 2003 to 2013. In contrast, South Africa had a total of 15.1 million households, with a growth rate of 2.00%, thus growing at a lower rate than the Nkangala.

The composition of the households by population group consists of 86.8% which is ascribed to the African population group with the largest amount of households by population group. The White population group had a total composition of 11.3% (ranking second). The Coloured population group had a total composition of 1.2% of the total households. The smallest population group by households is the Asian population group with only 0.8% in 2014.

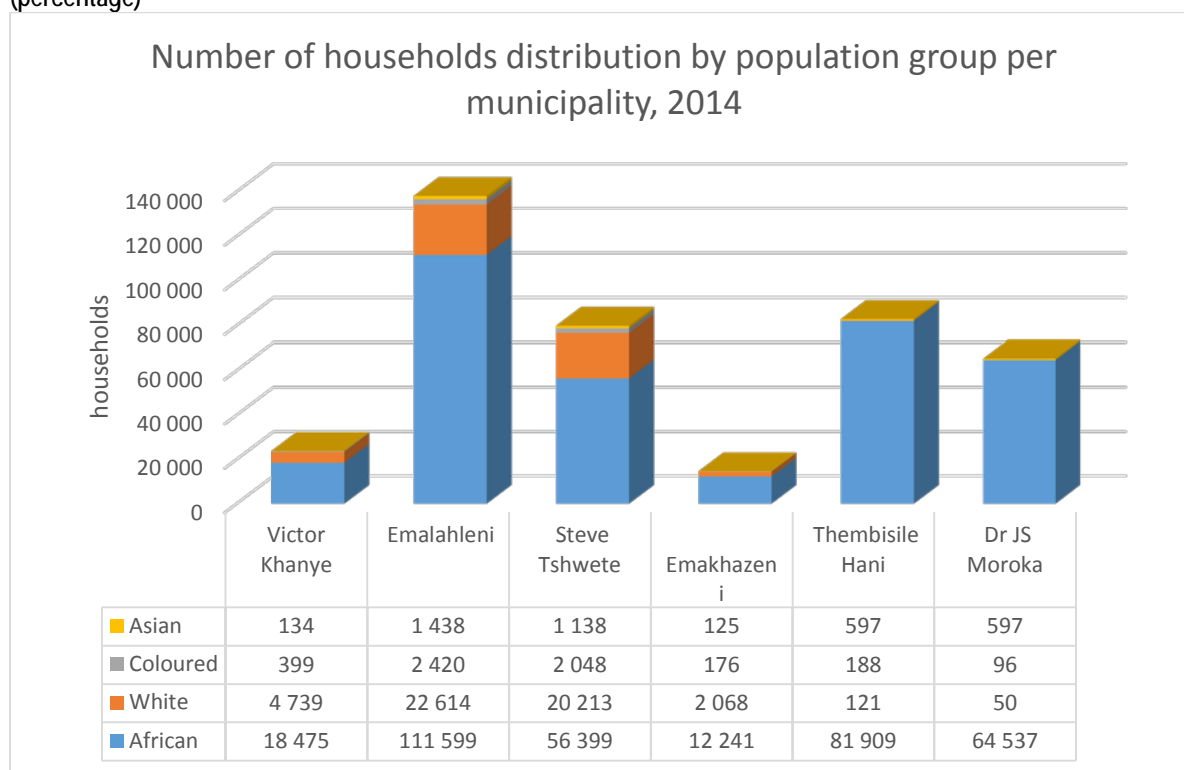
Figure 10: Number of households by population group Nkangala District Municipality



Source: Global Insight

The growth in the number of African headed households was on average 3.06% per annum between 2004 and 2014, which translates in the number of households increasing by 89 500 in the period. Although the Asian population group is not the biggest in size, it was however the fastest growing population group between 2003 and 2013 at 13.42%. The average annual growth rate in the number of households for all the other population groups has increased with 3.30%.

Figure 11: Number of households by population group - local municipalities of Nkangala District Municipality, 2014 (percentage)

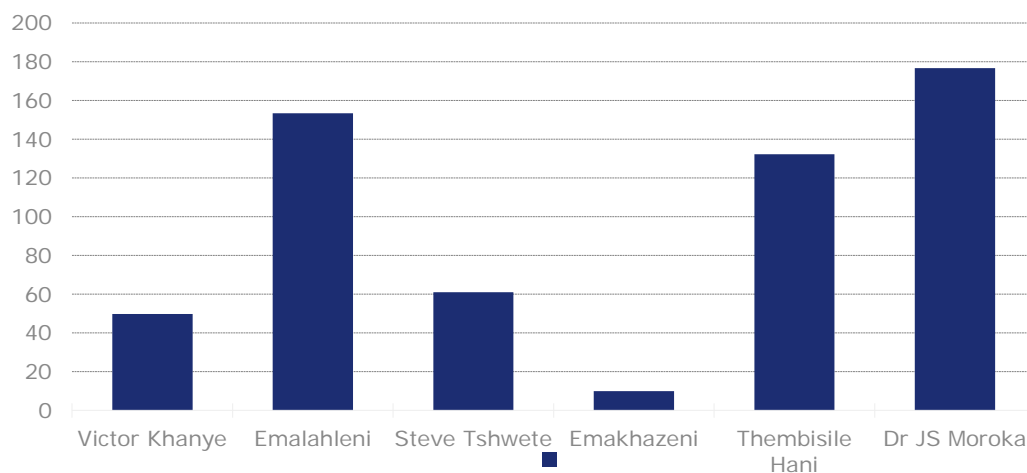


3.4 Population Density

Population density measures the concentration of people in a region. To calculate this, the population of a region is divided by the area size of that region. The output is presented as the number of people per square kilometre.

In 2012, NDM had a population density of 80.2 per square kilometre and it ranked highest amongst the three (3) DMs in the Province. The region with the highest population density per square kilometre were the Nkangala with a total population density of 80.2 per square kilometre. In terms of growth, Nkangala District Municipality had an average annual growth in its population density of 2.07% per square kilometre. The region with the highest growth rate in the population density per square kilometre was Nkangala with an average annual growth rate of 2.07% per square kilometre. In 2012, the region with the lowest population density is Gert Sibande with a 33.3 people per square kilometre, it was also the region with the lowest average annual growth with 0.87% people per square kilometre.

Figure 12 : Population Density: Per LM within NDM, 2014 (Percentage)



Source: IHS Global Insight Regional eXplorer version 711, Feb 2014

In terms of the population, density for each of the Local Municipalities within the NDM as depicted on Figure 12 above, Dr JS Moroka had the highest density, with 177 people per square kilometre. The lowest population density can be observed in the Emakhazeni with 10 people per square kilometre.

Using population density instead of the total number of people creates a better basis for comparing different regions or economies. A higher population density influences the provision of household infrastructure, quality of services, and access to resources like medical care, schools, sewage treatment, community centres, etc.

Population by population group, Gender and Age

The total population of a region is the total number of people within that region measured in the middle of the year. Total population can be categorised according to the population group, as well as the sub-categories of age and gender. The population groups include African, White, Coloured and Asian, where the Asian group includes all people originating from Asia, India and China. The age subcategory divides the population into 5-year cohorts, e.g. 0-4, 5-9, 10-13, etc.

Table 8: Population by gender - Nkangala and the rest of Mpumalanga Province, 2014 (Number).

	Male	Female	Total
Nkangala	688,000	691,000	1,380,000
Gert Sibande	525,000	551,000	1,080,000
Ehlanzeni	814,000	916,000	1,730,000
Mpumalanga	2,030,000	2,160,000	4,180,000

Source: IHS Global Insight Regional eXplorer version 752

Nkangala District Municipality's male/female split in population was 99.5 males per 100 females in 2014. The Nkangala District Municipality has significantly more males (49.89%) relative to South Africa (48.60%), and what is typically seen in a stable population. This is usually because of physical labour intensive industries such as mining. In total there were 691 000 (50.11%) females and 688 000 (49.89%) males. This is different from Mpumalanga Province as a whole where the female population counted 2.16 million which constitutes 51.57% of the total population of 4.18 million.

Table 9: Population by population group, Gender and Age - Nkangala District Municipality, 2014(Number)

	African		White		Coloured		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male
00-04	69,300	65,500	5,400	5,060	1,070	979	552	508
05-09	57,400	55,800	5,590	5,450	893	803	365	438
10-14	51,700	51,000	5,920	5,680	902	900	367	433
15-19	52,000	51,900	5,710	5,460	666	599	336	399
20-24	57,200	62,800	5,830	5,410	915	812	406	674
25-29	55,500	64,500	6,020	5,400	1,150	1,240	644	1,330
30-34	45,400	52,800	5,720	5,860	1,070	1,210	680	1,330
35-39	35,700	40,000	5,340	6,210	861	951	460	1,000
40-44	30,800	34,700	6,130	5,250	543	504	260	363
45-49	30,600	31,400	5,120	5,140	395	421	194	164
50-54	28,300	28,400	5,720	4,860	391	351	138	175
55-59	23,900	22,600	5,080	4,260	296	257	156	159
60-64	20,400	15,900	3,480	4,240	217	165	147	96
65-69	15,900	9,550	2,510	3,260	142	92	85	82
70-74	11,200	5,020	1,680	2,010	80	61	92	67
75+	14,100	4,260	2,170	1,970	144	54	68	50
Total	599,000	596,000	77,400	75,500	9,740	9,400	4,950	7,260

Source: IHS Global Insight Regional eXplorer version 752

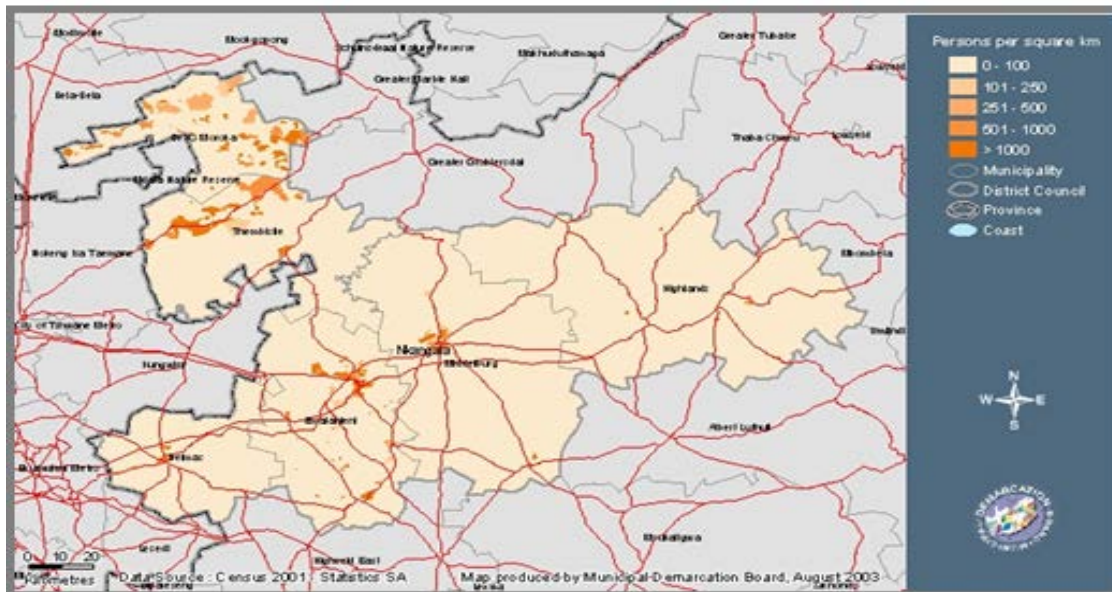
In 2013, the Nkangala District Municipality's population consisted of 86.64% African (1.2 million), 11.09% White (153 000), 1.39% Coloured (19 100) and 0.89% Asian (12 200) people.

The largest share of population is within the young working age (25-44 years) age category with a total number of 419 000 or 30.4% of the total population. The age category with the second largest number of people is the babies and kids (0-14 years) age category with a total share of 28.4%, followed by the teenagers and youth (15-24 years) age category with 251 000 people. The age category with the least number of people is the retired / old age (65 years and older) age category with only 74 600 people, as reflected in the population pyramids below.

3.5 Spatial distribution of population

There are noticeable variations in the distribution of population within the NDM as shown in **Figure 13**. The District is also characterised by geographical disparities and dispersed settlement pattern as illustrated above. The largest concentrations of people are found in Emalahleni, Thembisile Hani and Dr JS Moroka Local Municipalities. This presents challenges for service delivery as the population is dispersed raising the costs of delivery and infrastructure provision.

Figure 13: Spatial concentrations of population within the NDM



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

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

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

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

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

3.6 HIV/AIDS Prevalence

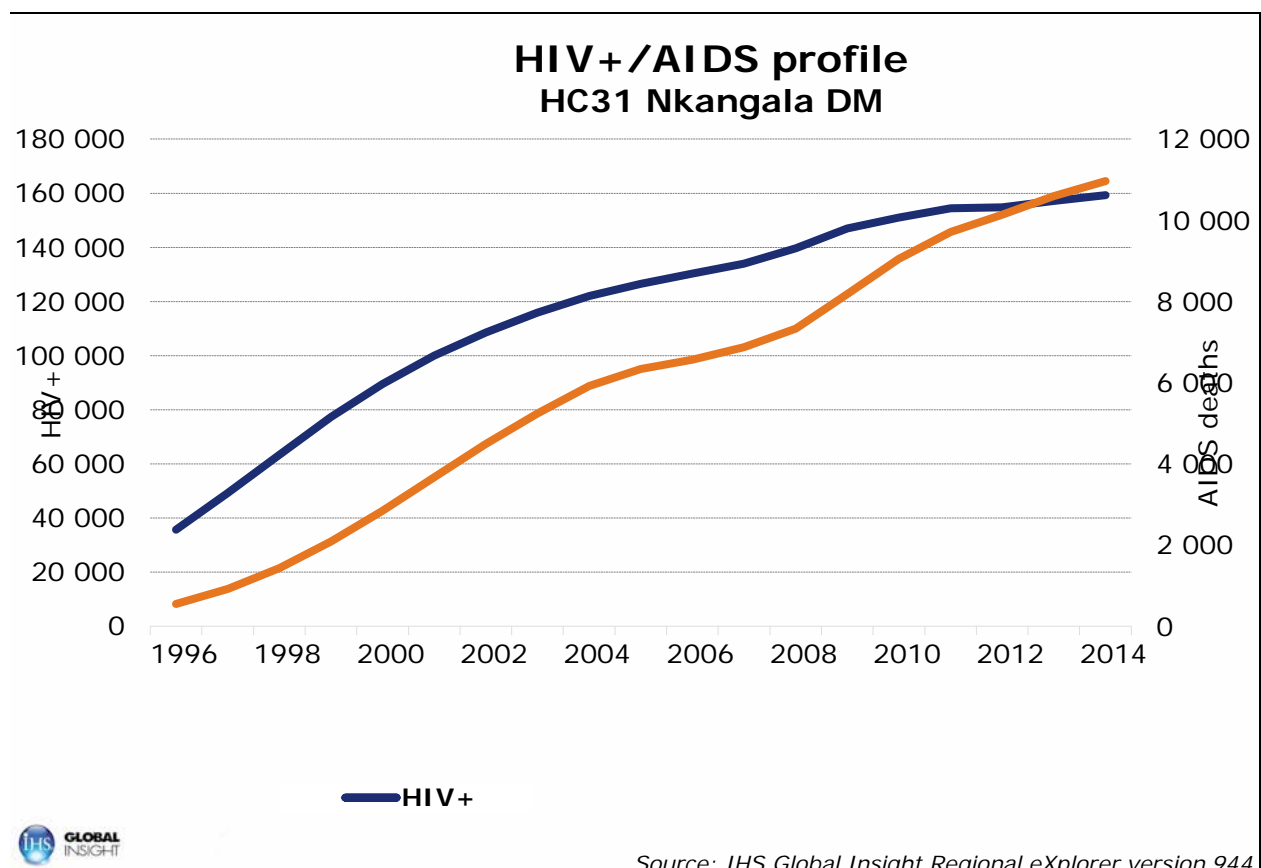
HIV and AIDS epidemic remains a major challenge for South Africa as a developmental State. The epidemic has grown rapidly over the years. At the end of 2012, South Africa was still the Country with highest number of HIV-positive people in the World.

The number of HIV-positive people is currently estimated to be 5.6 million. To manage the epidemic, the National Strategic Plan on HIV, STI and TB for 2012 – 2016 provides overall Strategic directions to Provinces and Municipalities. In line with the UNAIDS and the World Health Organization, the National Strategic Plan includes a vision of having zero new HIV and TB infections, zero IDAS-related deaths and zero stigma and discrimination against people living with HIV and AIDS by 2030.

According to the 2011 Annual Antenatal HIV and Syphilis Survey (DoH, 2012), the HIV prevalence rate for NDM had decreased from 32.6% in 2009 to 27.2% in 2010. However, the prevalence rate for the District has increased significantly to 29.6% in 2011. The 2011 rate for the District is slightly above the National average of 29.5%. The HIV prevalence for 2011 by sub-Districts as per the depictions on Figure 14.

Figure 14: Estimated HIV and AIDS numbers in Nkangala, 1990-2011

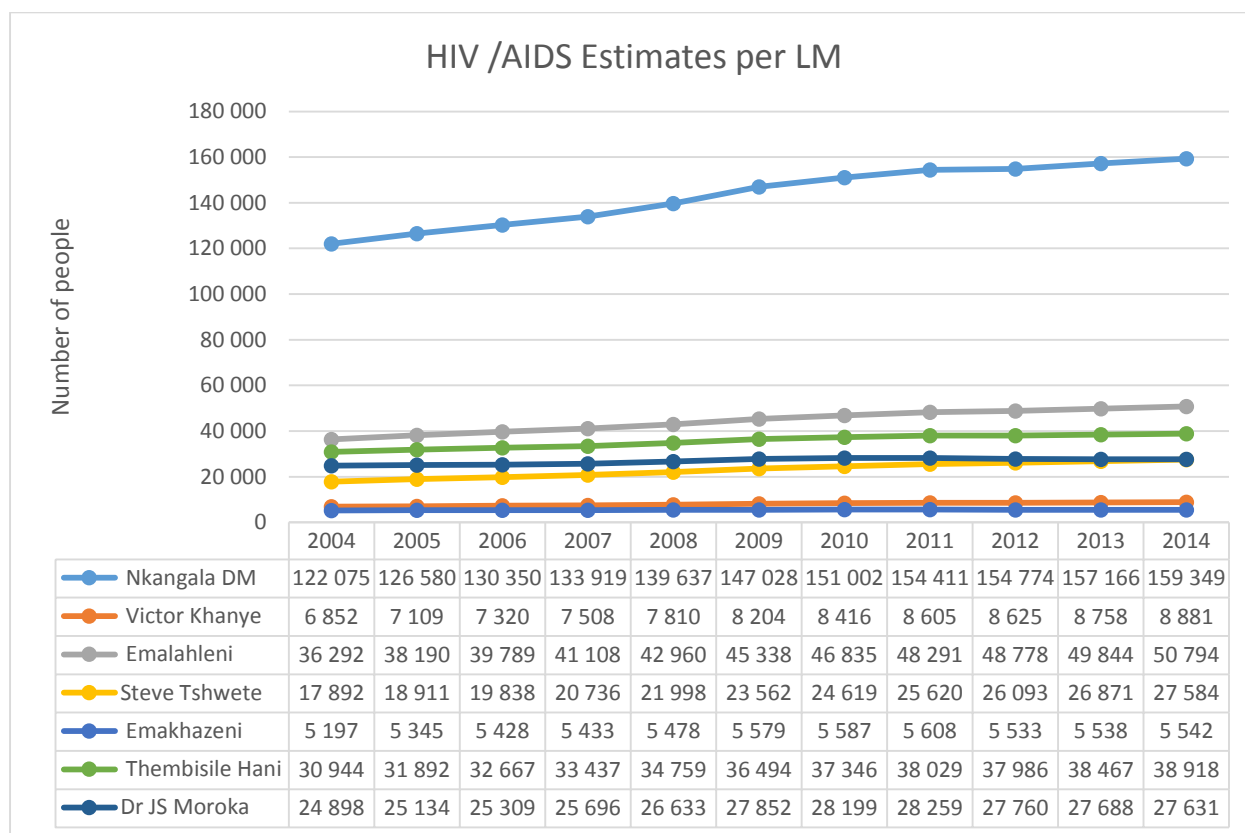
[Source: Department of Health, 2013]



HIV+ and AIDS estimates

HIV and AIDS can have a substantial impact on the growth of a particular population. However, there are many factors affecting the impact of the HIV virus on population progression: adult HIV prevalence rates; the speed at which the virus progresses; age distribution of the virus; the mother-to-child transmission; child treatment; adult treatment; and the percentage by which the virus decreases total fertility. ARV treatment can also prolong the lifespan of people that are HIV+. In the absence of any treatment, people diagnosed with HIV live for approximately 10 years before reaching the final stage of the disease (called AIDS). When patients reach this stage, recovery is highly unlikely.

Figure : Number of HIV+ people - Nkangala, Mpumalanga and National Total, 2004-2014(Number and percentage)



Source: Global Insight

Number of HIV+ people - Nkangala, Mpumalanga and National Total, 2004-2014(Number and percentage)

YEAR	Nkangala DM	Mpumalanga	National Total	NDM as % of Province	NDM % of National
2004	122 075	427 169	4 598 914	28.6%	
2005	126 580	445 005	4 806 048	28.4	
2006	130 350	460 012	4 970 297	28.3	
2007	133 919	472 738	5 087 515	28.3	
2008	139 637	482 189	5 192 471	29.0	
2009	147 028	489 664	5 274 240	30.0	
2010	151 002	497 437	5 351 410	30.4	
2011	154 411	504 184	5 421 609	30.5	
2012	154 774	509 429	5 477 131	32.6	
2013	157 166	514 122	5 527 169	32.8	
2014	159 349	518 297	5 573 300	30.7	

In 2014, 159 349 people in the Nkangala District Municipality were infected with HIV. This reflects an increase at an average annual rate of 3.84% since 2004, and in 2014 represented 12.25% of the district municipality's total population. Mpumalanga Province had an average annual growth rate of 2.43% from 2003 to 2013 in the number of people infected with HIV, which is lower than that of the Nkangala District Municipality. When looking at South Africa as a whole it can be seen that the number of people that are infected increased from 2003 to 2013 with an average annual growth rate of 2.47%.

3.7 Urbanisation

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

3.8 Employment

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

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

In Nkangala, Steve Tshwete Local Municipality registered an increase in employment rate by 15.70%, which is the highest, followed by Victor Khanye with 14.60%. Whilst the unemployment rates in both Dr JS Moroka and Thembisile Hani Local Municipalities are still very high, both Municipalities registered increases of 14.10% and 14.20% respectively in their employment rates between 2001 and 2011.

Table 11: Employment Rate within the District between 2004 & 2014

Municipality	UNEMPLOYMENT RATE % (15-65)				EMPLOYMENT RATE % (15-65)			
	Actual 2004	% 2004	Actual 2014	% 2014	Actual 2004	% 2004	Actual 2014	% 2014
Mpumalanga Province	365 675	30.3%	436 549	31.60	831 801	56.9	1 043 448	28.7%
Nkangala District	242 509	30.2% ₈	152250	29.99	199272	56.2	352 927	26.4%
Victor Khanye	9809	29.0%	8573	28.19	17 922	57.4	25 556	22.8%
Emalahleni	47703	26.1%	52114	27.33	116 306	61.6	169 035	23.0%
Steve Tshwete	22798	22.1%	21101	19.71	65 067	64.6	106 598	16.5%
Emakhazeni	5021	21.2%	4783	25.92	14 125	70.0	15 269	23.2%
Thembisile	35188	36.8%	36139	36.97	17 432	48.8	23 454	34.0%
Dr JS Moroka	34633	46.1%	29539	46.60	11 658	39.3	13 015	46.8%

Source: Global Insight

All the key contributing factors to the reduction of unemployment rates since 2004 within the District must be sustained. On the other end, new alternatives must also be explored with the primary aim of increasing the pace with which job opportunities are created and the unemployed are absorbed in the job market. This will include amongst others the use of the current District CEOs Forum to initiate and oversee implementation of robust job creating strategies within a specific period and the establishment of Special Economic Zone (SEZ) to take advantage of the Manufacturing potential of the District.

Increasing the number of employed women and youth in particular as per s 12 and 13 below will prove to be pivotal to the overall developmental imperatives of the District. This is because these categories constitute majority of the population of the District.

Table 12: Employment of Women between 2004 & 2014

Municipality	EMPLOYMENT RATE % - FEMALE (15-65)				UNEMPLOYMENT RATE % - FEMALE (15-65)			
	Actual 2004	% 2004	Actual 2014	% 2014	Actual 2004	% 2004	Actual 2014	% 2014
Mpumalanga	206 869	45.9	395303	60.8	206 869	54.0	254709	39.19
Nkangala DM	67 118	44.0	138167	62.3	67 118	56	83436	37.65

Victor Khanye	4 143	42.4	7612	62.0	4 143	57.6	4648	37.91
Emalahleni	21 224	46.2	48287	63	21 224	53.7	28441	37.07
Steve Tshwete	9 904	50.8	31558	72.2	9 904	49.2	12124	27.76
Emakhazeni	2 326	56.8	5188	66	2 326	43.2	2687	34.12
Thembisile	14 985	41.7	29315	60.1	14 985	58.3	19457	39.89
Dr JS Moroka	14 537	33.8	16206	50.2	14 537	66.2	16080	49.81

Source: Statsa- Global Insight

Table 13: Employment of Youth between 2004 & 2014

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

Source: Statsa- Global Insight

Table 14: Sectoral Employment in Nkangala and Local Municipalities, 2014

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

Source: Statsa- Global Insight

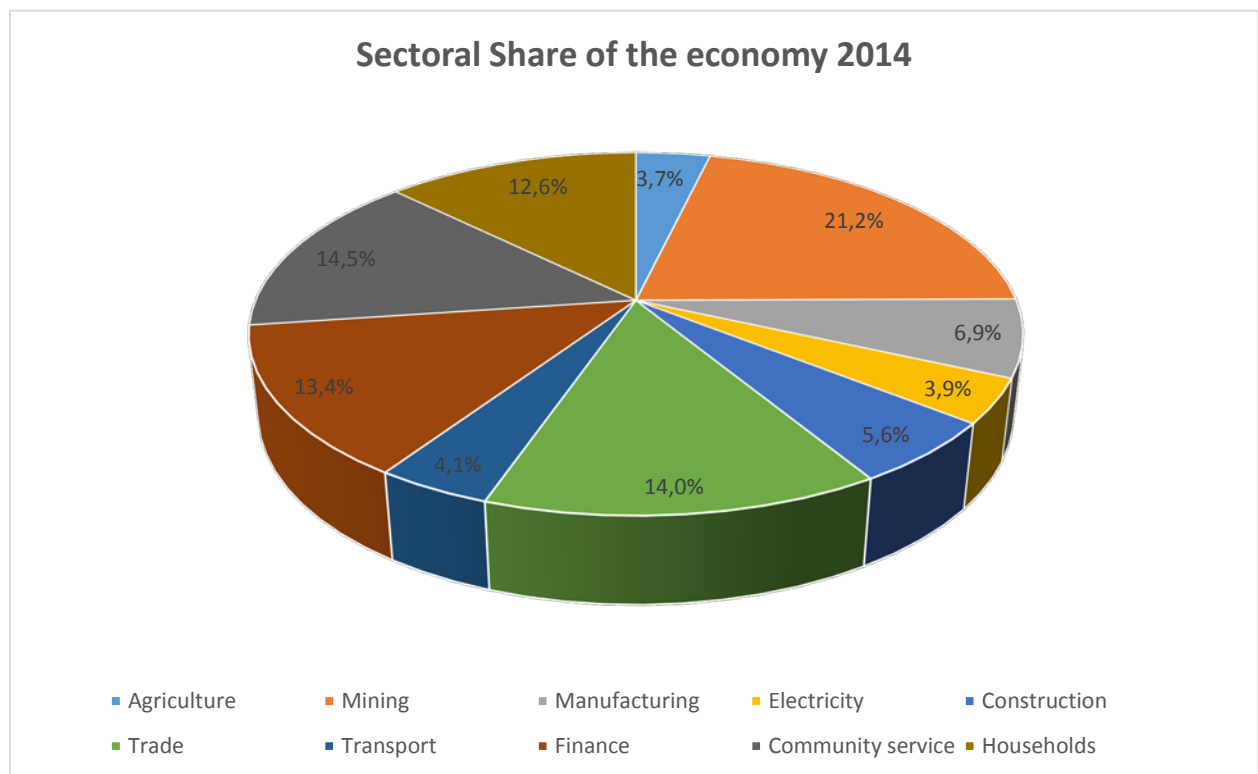
The unemployment rate of the District has been reduced from 43.8 % in 2004 to 30 % in 2014. Leading sectors in terms of employment are Trade with 21.0 % followed by Mining with 18.6 % and lastly Community Services with 16.1 %, as illustrated in Figure 12. The leading sectors in terms of percentage contribution to Nkangala District Municipality's economy are Mining at 28.8 %, manufacturing with 13.6 % and Community Services with 13.5 %. The formal sector (non-agricultural) in Nkangala was responsible for 53.8 % of total employment in the District in 2011, the informal sector (non-agricultural) 21.0 %, Agriculture 5.0 % and private households 43.9 %, as illustrated in Figure 15. The province as a whole registered a lower share in the formal sector (55.4 %) and subsequently higher shares by the three other sectors.

Emalahleni dominated Nkangala's employment numbers with a 45.2 % share of the total employment. Steve Tshwete was the second largest provider with 37.8 %, while Dr JS Moroka (3.4 %) contributed the least to employment figures. Except for the Agriculture sector, Emalahleni was the leading contributor to the employment figures of each of Nkangala's sectors. Incidentally, Victor Khanye Local Municipality was the leading employer of the Agriculture sector.

In 2011, the Trade was the biggest employer in Nkangala with a share of 21.0 % (Figure 15). Mining (18.6 %), Community Services (16.1 %) and Manufacturing (12.8 %) contributed significantly to employment in the District. The Trade sector was the leading sector in terms of employment provision in all Municipal areas, with Emalahleni being the highest contributor at 44.3 % followed by Steve Tshwete at 23.7% and Thembisile Hani at 17.5%.

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

Figure 15: Sectoral share of the economy



Source: Global Insight

Leading Industries in terms of employment –Mining 21.2%, Community Services 14.5% and Trade 14.0%. Increasing role/share of Mining & Community Services - decreasing role/share of Trade and Agriculture as employer

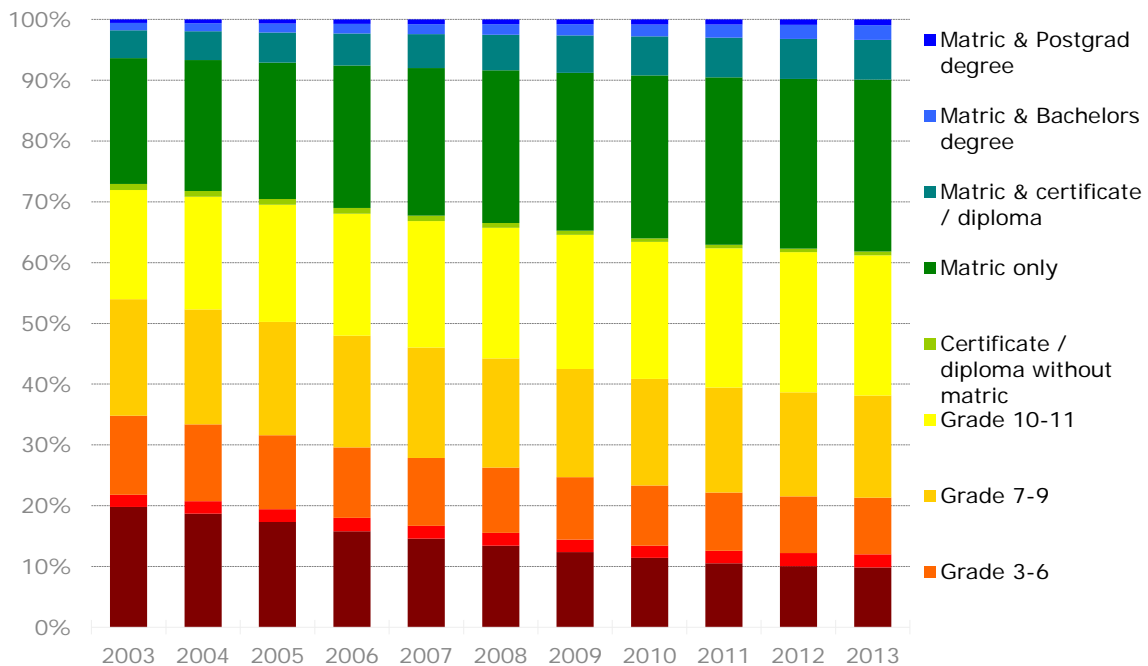
3.9 Literacy Level

Education is important to the economic growth in the District as it is in the Country and the development of its industries, providing a trained workforce and skilled professionals required.

The education measure represents the highest level of education of an individual, using the 15 years and older age category. (According to the United Nations definition of education, one is an adult when 15 years or older. Furthermore, the age of 15 is also the legal age at which children may leave school in South Africa).

Figure 16: Highest Levels of Education within NDM: Age 15 + , 2003 – 2013 (Percentages)

Highest level of education: age 15+
Nkangala, 2003-2013



Source: IHS Global Insight Regional eXplorer version 752

The number of people without any schooling within Nkangala District Municipality, decreased from 2003 to 2013 with an average annual rate of -4.23%, while number of people with a 'matric only', increased from 132,000 to 236,000 . The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 6.35%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 10.33%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

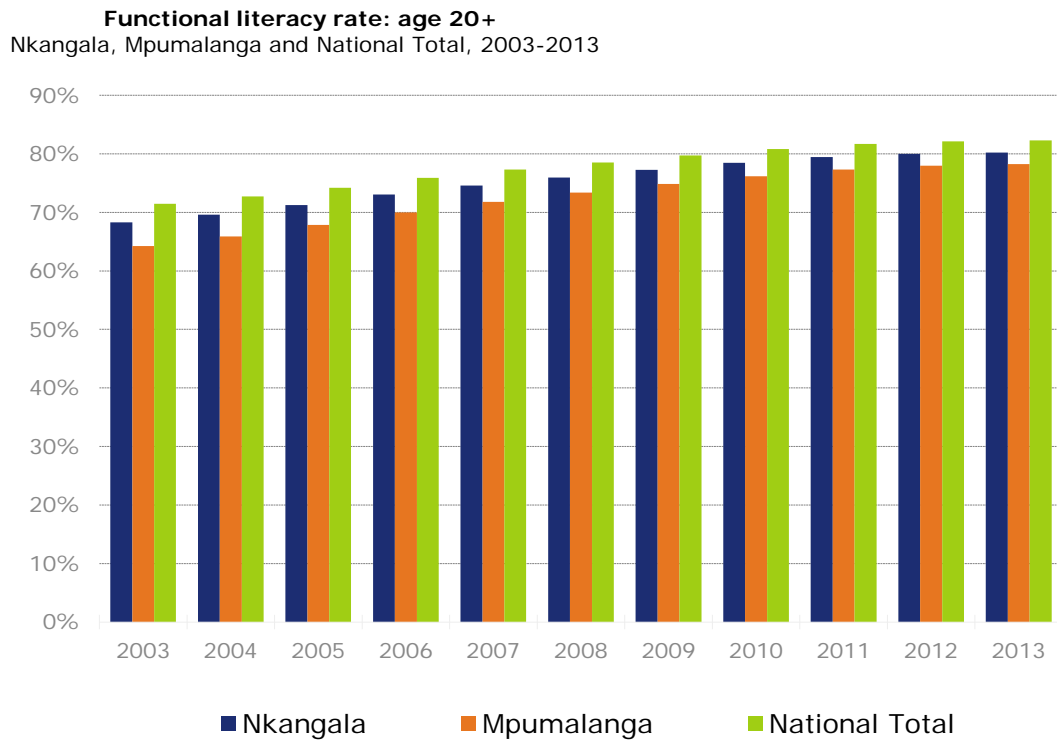
3.9.1 Functional Literacy

Functional literacy describes the reading and writing skills that are adequate for an individual to cope with the demands of everyday life - including the demands posed in the workplace. This is contrasted with illiteracy in the strictest sense, meaning the inability to read or write. Functional literacy enables individuals to enter the labour market and contribute towards economic growth thereby reducing poverty.

A total of 771 000 individuals in Nkangala District Municipality were considered functionally literate in 2012, while 193 000 people were considered to be illiterate. Expressed as a rate, this amounts to 79.96%, which is an increase of 12.84% percentage points since 2002 (67.13%). The number of illiterate individuals decreased - by -2.41% annually from 2002 to 2012, with the number of functional literate people increasing at 4.36% annually.

Nkangala District Municipality's functional literacy rate of 79.96% in 2012 as depicted in **Figure 16** below is higher than that of Mpumalanga at 77.94%. When comparing to National Total as completely, which has a functional literacy rate of 82.08%, it can be seen that the functional literacy rate is higher than that of the Nkangala District Municipality.

Figure 17: Functional Literacy: Age 20+, Completed Grade 7 of Higher, NDM, Mpumalanga and National Total, 2003 – 2013 (Percentage)

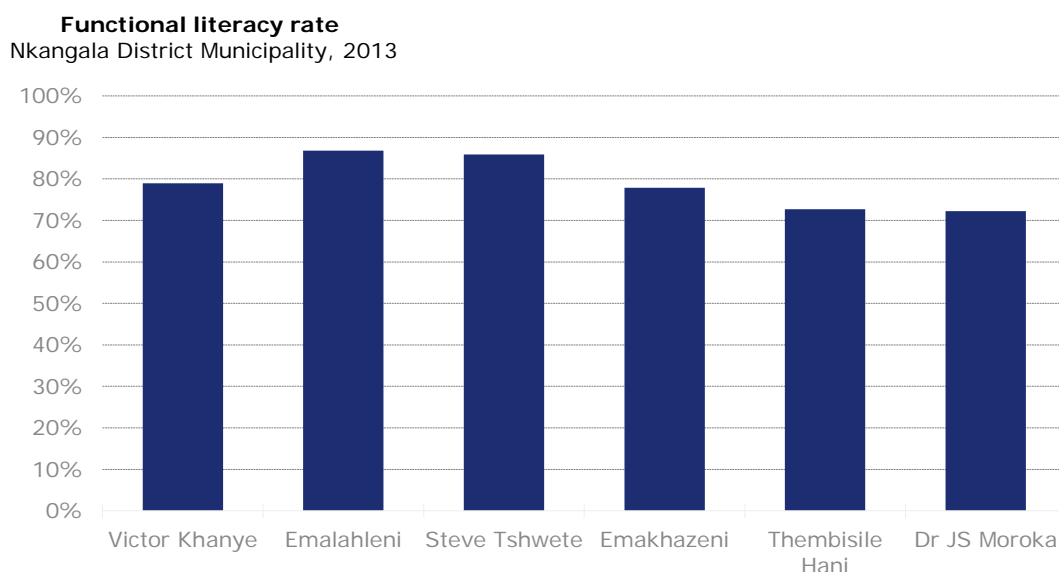


Source: IHS Global Insight Regional eXplorer version 752

Nkangala District Municipality's functional literacy rate of 80.22% in 2013 is higher than that of Mpumalanga at 78.26%. When comparing to National Total as whole, which has a functional literacy rate of 82.30%, it can be seen that the functional literacy rate is higher than that of the Nkangala District Municipality.

A higher literacy rate is often associated with higher levels of urbanization, for instance, where access to schools is less of a problem, and where there are economies of scale. From a spatial breakdown of the literacy rates in South Africa, it is perceived that the Districts with larger cities normally have higher literacy rates. In the case of NDM as depicted on Figure 18 below, this is evident at Emalahleni and Steve Tshwete LMs respectively.

Figure 18: Functional Literacy Rate per LM in NDM, 2013 (Percentage)



Source: IHS Global Insight Regional eXplorer version 752

In terms of the literacy rate for each of the LMs within the NDM as shown above, Emalahleni had the highest literacy rate, with a total of 86.6%. The lowest literacy rate can be observed in the Dr JS Moroka with a total of 72.2%.

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

Table 15: Highest qualifications in Nkangala District Municipality

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

[Source: StatsSA: Census 2011

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

Victor Kanye Local Municipality

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

Emalahleni Local Municipality:

- Best ranking of Population over the age of 20 with no schooling at 5.8%, which equals 14 993 people (16.3% of Nkangala's number).

- Population over the age of 20 with Matric & Higher at 45.3%, which third best of the 18 Municipal areas in the Province.
- Functional literacy rate (15+ with grade 7+) improving and highest in Province.
- Matric pass rate in 2012 at 72.0%, which is seventh highest in Province declined and University/degree admission rate low at only 19.0% in 2012.
- In general encouraging Education Indicators.

Steve Tshwete Local Municipality:

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

Emakhazeni Local Municipality:

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

Thembisile Hani Local Municipality:

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

Dr J.S Moroka Local Municipality:

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

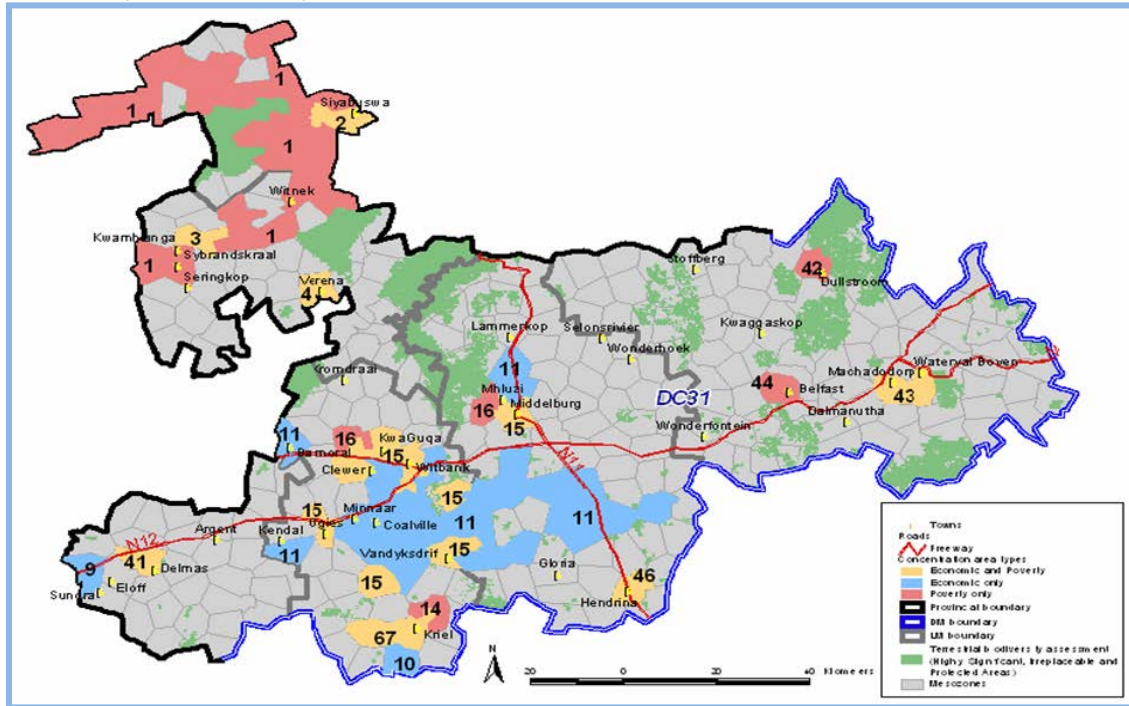
It is clear from these indicators that Emalahleni LM at 5.8% and Steve Tshwete LM at 7.4% respectively are the two Municipalities within the District with rates of people over the age of 20 without schooling. On the other end, Thembisile Hani LM at 18% and Dr J.S Moroka LM at 17.4% respectively have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

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

3.10 Spatial distribution of economic activity areas and poverty pockets

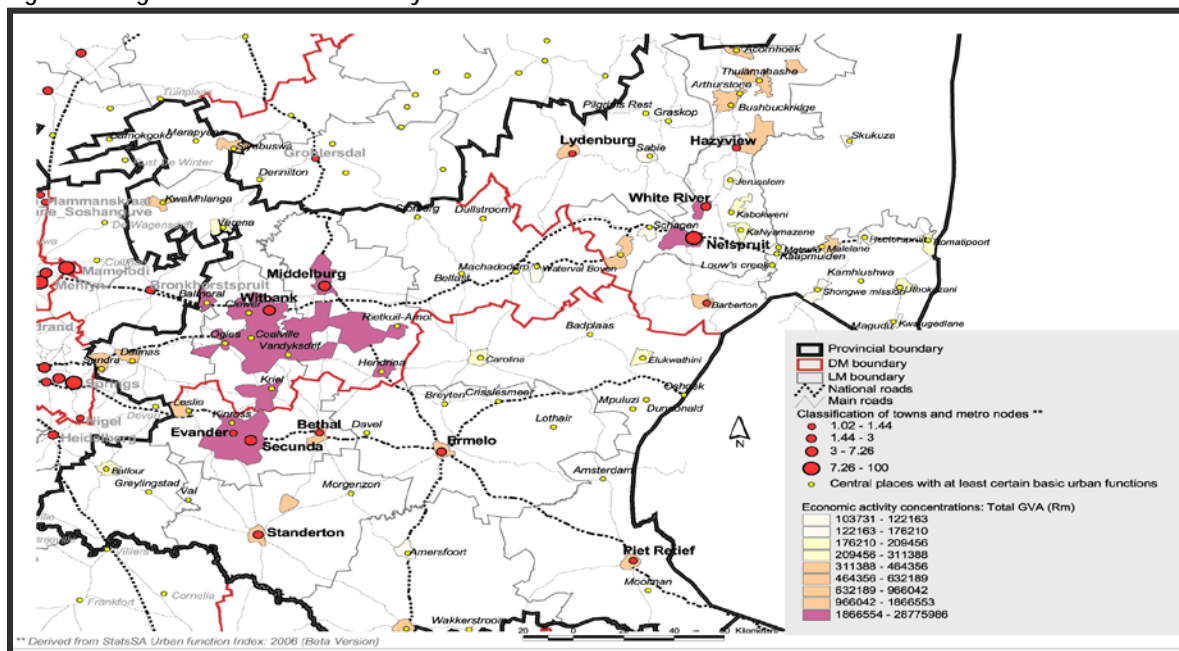
The spatial prominence of relatively large poverty pockets, particularly in Dr JS Moroka and Thembisile Hani Local Municipalities, is depicted in Figure 19 below. This is over and above these Municipalities being the most populous within the District

Figure 19: Activity concentration types



At a Provincial scale, as depicted in Figures 19 (above) and 20 (below) the Emalaheni, Middelburg area of the NDM is home to major economic activity concentrations. However, the main concentrations of economic activity around Emalaheni and Middelburg are starting to encroach on environmentally highly significant areas and important and necessary areas.

Figure 20: Significant Economic Activity: Total GVA



The southwestern regions of the District are referred to as the Energy Mecca of South Africa, due to the large deposits of coal reserves and associated power stations, particularly the Emalahleni and Steve Tshwete areas. The regeneration of some of the mothballed power stations pose opportunities for the Mining and energy sectors, as well as the regeneration of some of the smaller towns in the District such as Delmas, Hendrina and Arnot. Greater portions of the District, particularly the Dr JS Moroka – Thembisile Hani Municipal areas, are characterised by subsistence Agriculture.

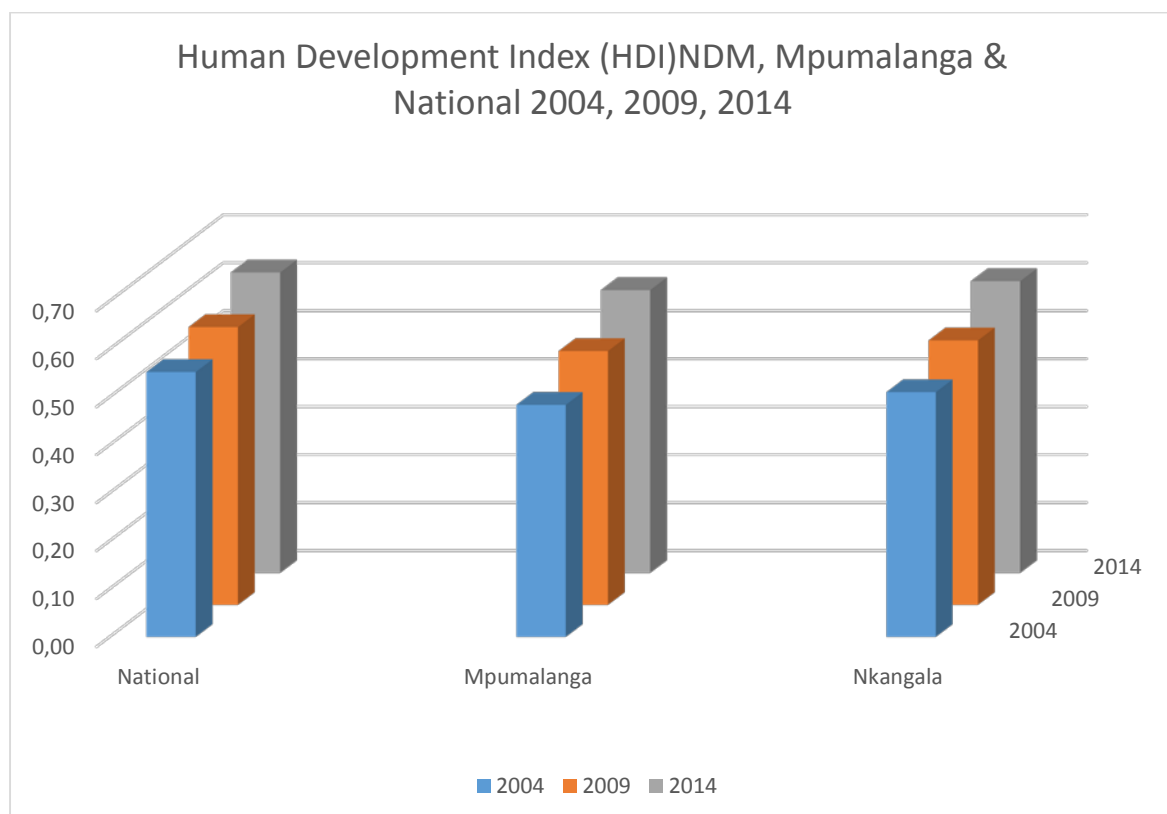
3.11 Human Development Index (HDI) and Gini-Coefficient

Indicators of development, like the Human Development Index (HDI), Gini Coefficient (income inequality), poverty and the poverty gap, and education, are used to estimate the level of development of a given region in South Africa relative to the rest of the country.

Another indicator that is widely used is the number (or percentage) of people living in poverty. Poverty is defined as the deprivation of those things that determine the quality of life, including food, clothing, shelter and safe drinking water. More than that, other "intangibles" is also included such as the opportunity to learn, and the privilege to enjoy the respect of fellow citizens. Curbing poverty and alleviating the effects thereof should be a premise in the compilation of all policies that aspire towards a better life for all.

HDI is the combination of three basic dimensions of human development: A long and healthy life, knowledge and a decent standard of living. A long and healthy life is typically measured using life expectancy at birth. Knowledge is normally based on adult literacy and / or the combination of enrolment in primary, secondary and tertiary schools. In order to gauge a decent standard of living, we make use of GDP per capita. On a technical note, the HDI can have a maximum value of 1, indicating a very high level of human development, while the minimum value is 0, indicating no human development.

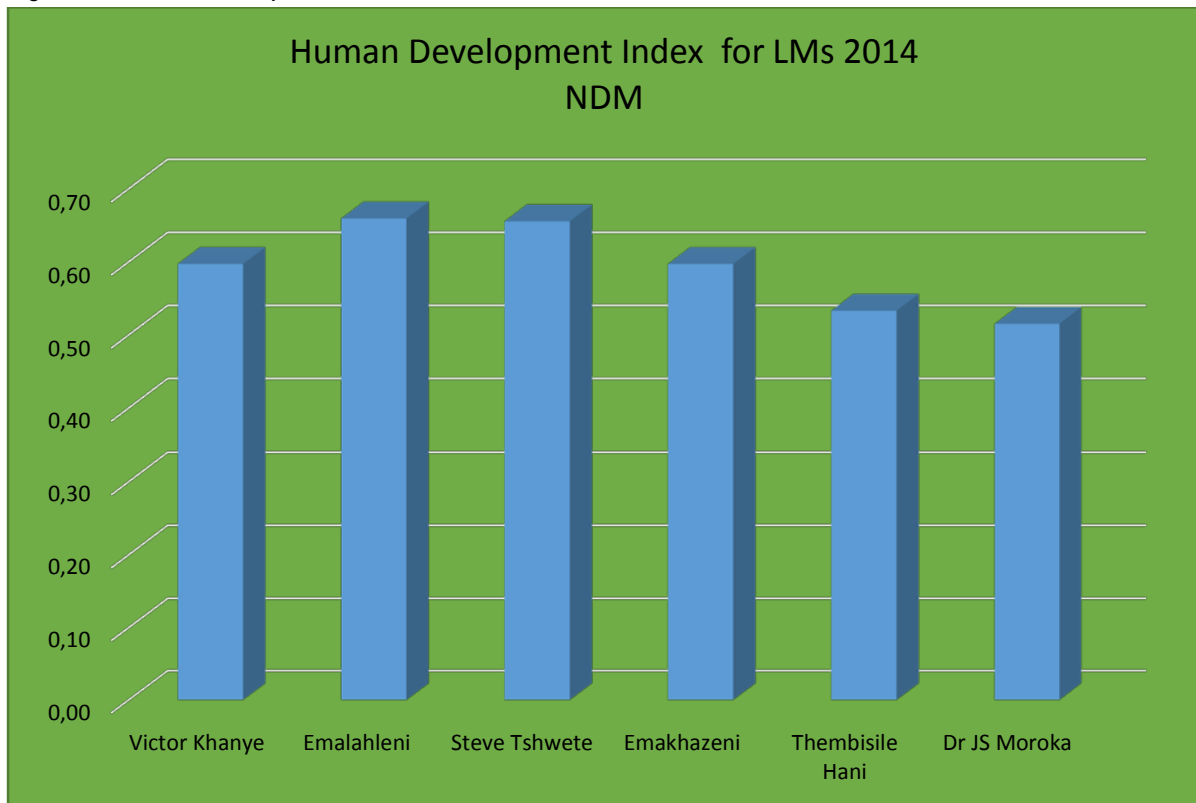
Figure 21: Human Development Index (HDI): NDM, Mpumalanga and National Total, 2004, 2009 & 2014 (%)



In 2014, according to figure 21 above, NDM had an HDI of 0.61% compared to the Mpumalanga with a HDI of 0.59 and 0.61 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2014 when compared to Nkangala District Municipality which translates to worse human development for Nkangala District Municipality compared to South Africa. South

Africa's HDI increased at an average annual growth rate of 1.34% and this increase is lower than that of Nkangala District Municipality (1.79%).

Figure 22: Human Development Index (HDI) for LMs in NDM, 2014 (%)

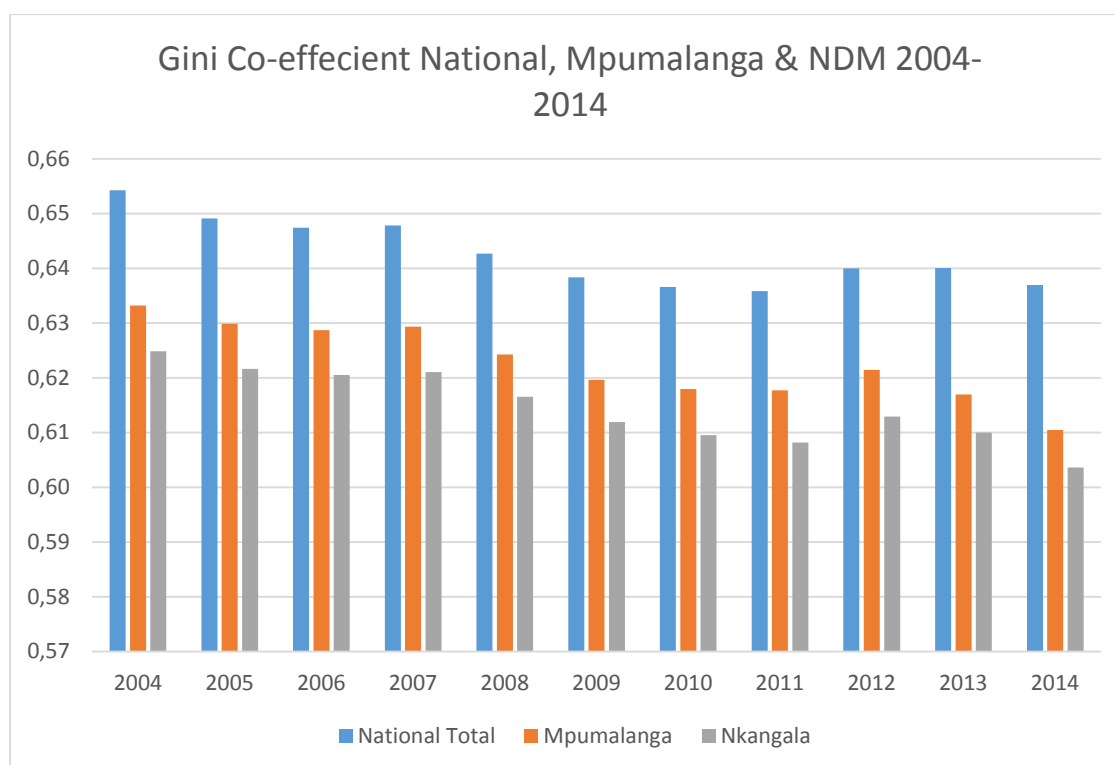


Source: Global Insight

In terms of the HDI for each of NDM's constituent Local Municipalities as depicted on Figure 22 above, Emalahleni has the highest HDI, with a index value of 0.669. The lowest can be observed in the Thembisile Hani with a index value of 0.564

The Gini coefficient is a summary statistic of income inequality. It varies from range 0 to 1. If the Gini coefficient is equal to zero, income is distributed in a perfectly equal manner, in other words there is not a lot of variance between the high and low income earners within the population. In contrast, if the Gini coefficient equals 1, income is completely inequitable, i.e. one individual in the population is earning all the income and the rest has no income. Generally this coefficient lies in the range between 0.25 and 0.70.

Figure 23: Gini Coefficient: NDM, Mpumalanga and National Total, 2004 – 2014 (Numbers)



In 2014, according to the figure 23, income inequality as measured by the Gini coefficient in the Nkangala District Municipality was at 0.59. Comparing that to the past decade's numbers, it has decreased since 2004. The Mpumalanga Province and South Africa, both had a better spread of income amongst their residents (at 0.59 and 0.62 respectively) when compared to Nkangala District Municipality.

Table 23 (a) Gini Coefficient by Population Group: Nkangala, 2004 – 2014 (Numbers)

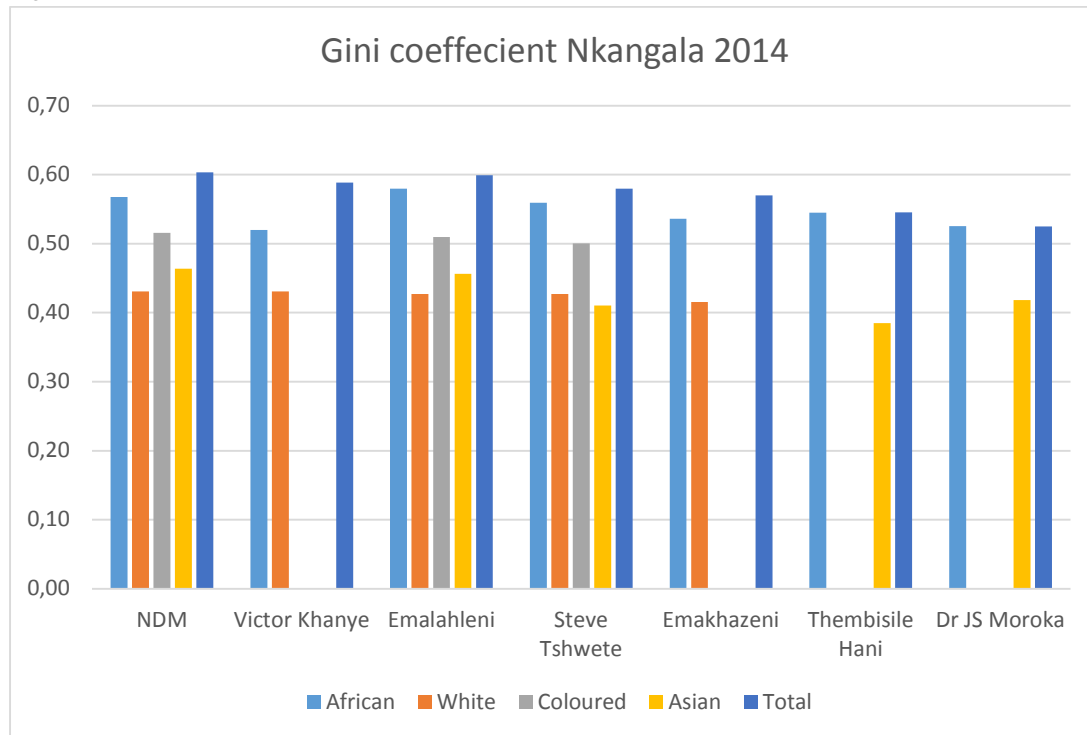
	African	White	Coloured	Asian
2004	0.57	0.47	0.59	0.50
2005	0.57	0.46	0.58	0.49
2006	0.57	0.46	0.58	0.49
2007	0.57	0.46	0.57	0.49
2008	0.56	0.45	0.55	0.47
2009	0.56	0.43	0.54	0.47
2010	0.56	0.43	0.53	0.46
2011	0.55	0.42	0.53	0.46
2012	0.56	0.43	0.53	0.48
2013	0.57	0.43	0.53	0.48
2014	0.57	0.43	0.52	0.46
Average Annual growth				
2004-2014	-0.92%	-1.69%	-1.65%	-1.36%

Source: IHS Global Insight Regional eXplorer version 711, Feb 2016

According to Table 23a above, the population groups within the NDM it can be seen that the Gini coefficient for African population group decreased the least compared to that of Coloured population group with an average annual growth rate of -

0.80%. The Coloured population group decreased the most with an average annual growth rate of -1.23%. This implies that both the population groups have improved in terms of income equality within its own population group.

Figure 24: Gini Coefficient for LMs within NDM, 2014 (Numbers)



Source: Global Insight

In terms of the Gini coefficient for each Local Municipality within the NDM as depicted on Figure 24 above, Emalahleni has the highest Gini coefficient, with a index value of 0.60. The lowest Gini coefficient can be observed in the Thembisile Hani with a index value of 0.54.

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

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

One of the triple developmental challenge we are confronted with as a Country and District alike as glaringly identified in the National Development Plan is that of inequality. Hence the articulation of the levels of inequality in Table 17 per Municipality within the District.

3.12 Average Household Income

Table 17 below, demonstrates the District's Average household income improved from R35 177 to R89 006 and ranked highest amongst the three District Municipalities in the Province in 2011, and was better than the Provincial average of R77 597 per annum. Steve Tshwete Local Municipality is the lowest at R134.026, and Dr JS Moroka is the lowest at R40 421 within the District.

Table 17: Average Household Income

MUNICIPAL AREA	2001	2011	Ranking: highest (1) – lowest (18)
Nkangala DM	R35 177	R89 006	1 (out of the 3 DMs)
Steve Tshwete	R55 369	R134 026	1
Emalahleni	R51 130	R120 492	3
Victor Khanye	R35 281	R80 239	9
Emakhazeni	R36 170	R72 310	10
Thembisile Hani	R18 229	R45 864	15
Dr JS Moroka	R17 328	R40 421	17

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

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

3.13 Income distribution

In a growing economy among which production factors are increasing, most of the household incomes are spent on purchasing goods and services. Therefore, the measuring of the income and expenditure of households is a major indicator of a number of economic trends. It is also a good marker of growth as well as consumer tendencies

The number of households is grouped according to predefined income categories or brackets, where income is calculated as the sum of all household gross disposable income: payments in kind, gifts, homemade goods sold, old age pensions, income from informal sector activities, subsistence income, etc.). Note that income tax is included in the income distribution.

Income categories start at R0 - R2 400 per annum and go up to R2 400 000+ per annum. A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. These income brackets do not take into account inflation creep: over time, movement of households "up" the brackets is natural, even if they are not earning any more in real terms

Table 18: Household by Income Category – NDM, Mpumalanga and National Total, 2013, Number & %

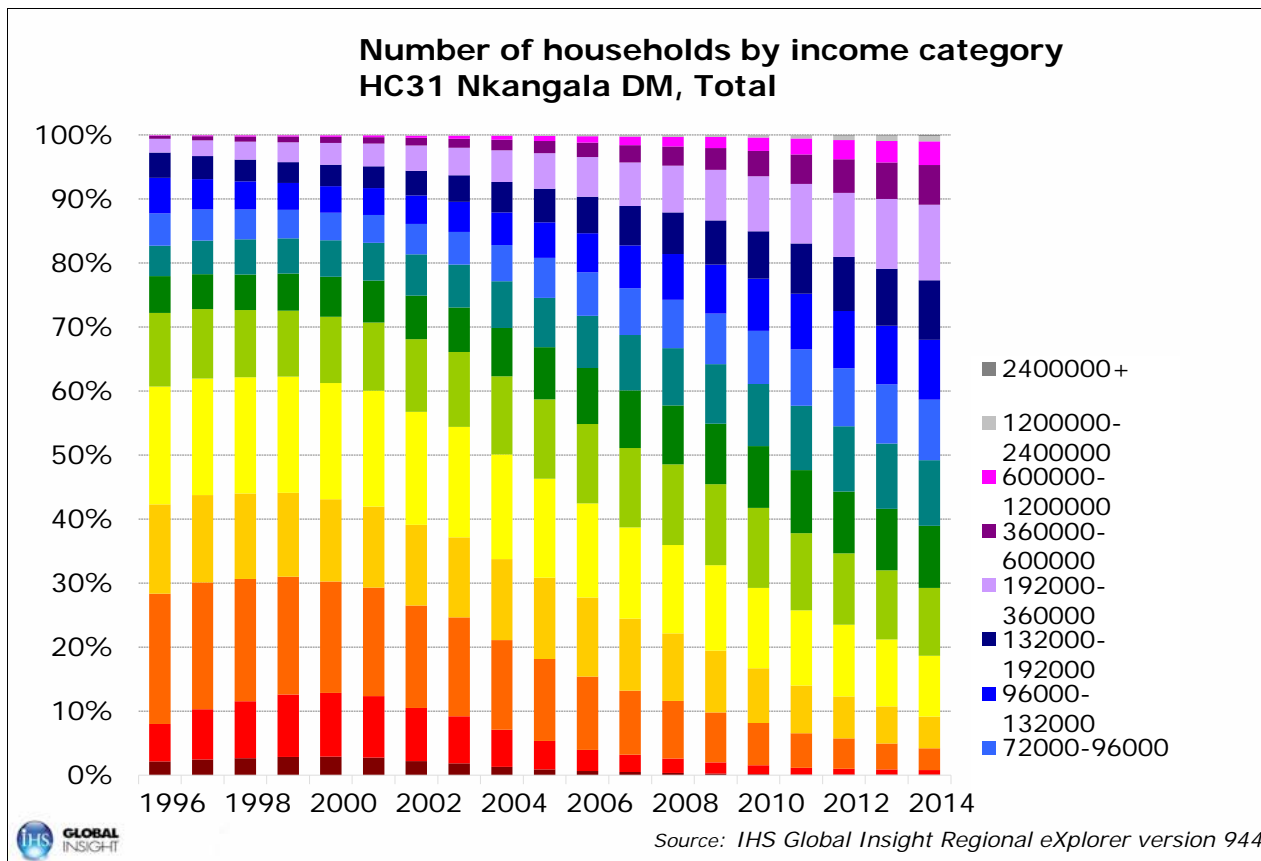
	Nkangala	Mpumalanga	National Total	Nkangala as % of province	Nkangala as % of national
0-2400	346	1,070	12,900	32.4%	2.7%
2400-6000	1,890	5,860	73,100	32.3%	2.6%
6000-12000	14,100	45,500	589,000	30.9%	2.4%
12000-18000	20,800	67,400	846,000	30.8%	2.5%
18000-30000	39,400	132,000	1,630,000	29.8%	2.4%
30000-42000	50,100	168,000	2,040,000	29.9%	2.5%
42000-54000	40,800	132,000	1,620,000	30.9%	2.5%
54000-72000	40,000	122,000	1,510,000	32.9%	2.6%
72000-96000	36,800	104,000	1,310,000	35.5%	2.8%
96000-132000	37,500	98,100	1,260,000	38.2%	3.0%
132000-192000	33,800	83,900	1,130,000	40.3%	3.0%
192000-360000	44,200	111,000	1,550,000	39.9%	2.9%
360000-600000	22,400	55,800	841,000	40.1%	2.7%
600000-1200000	12,700	31,200	598,000	40.7%	2.1%
1200000-2400000	1,700	4,010	125,000	42.4%	1.4%
2400000+	143	353	10,900	40.5%	1.3%

Total	396,000	1,160,000	15,100,000	34.2%	2.6%
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Source: IHS Global Insight Regional eXplorer version 752

It was estimated that in 2013 19.29% of all the households in the Nkangala District Municipality, were living on R30,000 or less per annum, see Table 18 above. In comparison with 2003's 55.85%, the number is about half. The 30000-42000 income category has the highest number of households with a total number of 50 100, followed by the 192000-360000 income category with 44 200 households. Only 140 households fall within the 2400000+ income category.

Figure 25: Households by Income Bracket – NDM, 1996 – 2014 (Percentage)



For the period 2004 to 2014 the number of households earning more than R30,000 per annum has increased from 44.15% to 80.71%. It can be seen that the number of households with income equal to or lower than R6,000 per year has decreased by a significant amount.

For the period 2002 to 2012 the number of households earning more than R30 000 per annum has increased from 76.80% to 47.93%. It can be seen that the number of households with income equal to or lower than 6000 per year has decreased by a significant amount

3.14 GDP growth

The Nkangala District Municipality does not function in isolation from Mpumalanga, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

According to Table 19 below, in 2013, the NDM achieved an annual growth rate of 2.83% which has a higher GDP growth than the Mpumalanga Province's 1.25%, and is higher than that of South Africa as a whole, where the 2013 GDP growth rate was 1.89%. The economic growth in Nkangala peaked in 2005 at 5.91%.

Table 19: GDP Growth NDM, Mpumalanga and National Total (Annual % Change, Constant 2005 Prices)

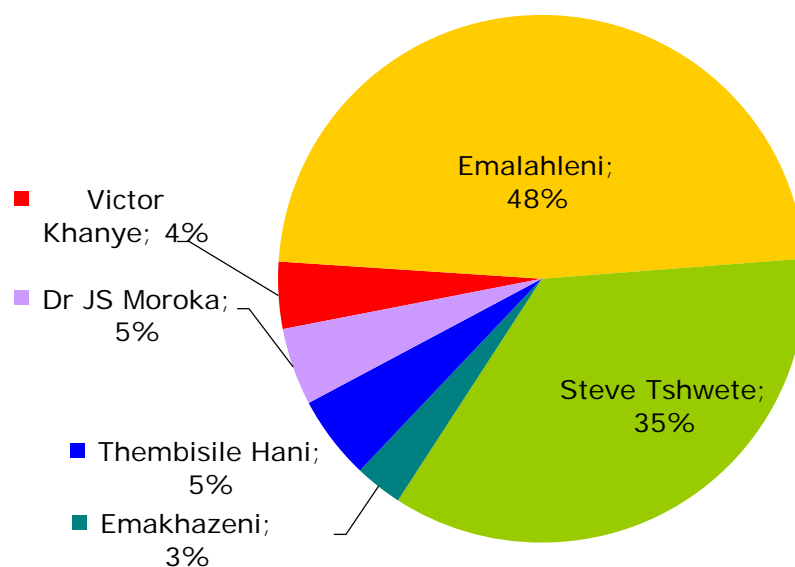
	National	Mpumalanga	Nkangala
2004	4.4%	4.0%	5.7%
2005	5.1%	4.4%	6.0%
2006	5.3%	4.2%	3.3%
2007	5.4%	4.1%	5.6%
2008	3.2%	1.3%	-3.6%
2009	-1.5%	-1.3%	-2.6%
2010	3.0%	2.7%	0.7%
2011	3.2%	2.1%	0.0%
2012	2.2%	2.1%	3.1%
2013	2.2%	1.7%	4.4%
2014	1.5%	1.8%	2.1%

Source: IHS Global Insight Regional eXplorer version 752

With a GDP of R 108 billion in 2013 (up from R 35.1 billion in 2003), the Nkangala District Municipality contributed 44.21% to the Mpumalanga Province GDP of R 245 billion in 2013 increasing in the share of the Mpumalanga from 38.73% in 2004. The Nkangala District Municipality contributes 3.20% to the GDP of South Africa which had a total GDP of R 3.39 trillion in 2013 (as measured in nominal or current prices). It's contribution to the national economy stayed similar in importance from 2003 when it contributed 2.76% to South Africa, but it is lower than the peak of 3.21% in 2011.

Figure 26: GDP Contribution by LMs in Nkangala District

Gross Domestic Product (GDP)
Nkangala District Municipality, 2014

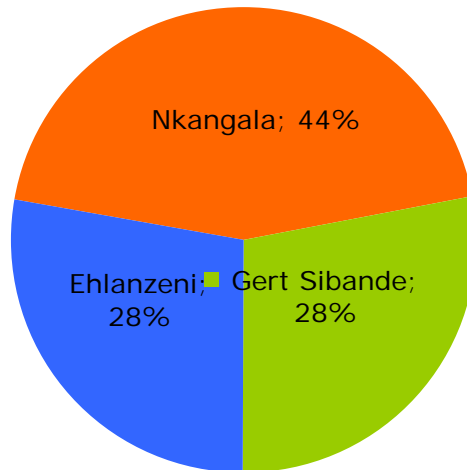


Source: IHS Global Insight Regional eXplorer version 752

The greatest contributor to the Nkangala District Municipality economy is the Emalahleni local municipality with a share of 47.76% or R 51.7 billion, increasing from R 15.6 billion in 2003. The economy with the lowest contribution is the Emakhazeni local municipality with R 3.14 billion growing from R 1.03 billion in 2004.

Figure 27 : Gross Domestic Product (GDP) – NDM And the rest of Mpumalanga

Gross Domestic Product (GDP)
Mpumalanga Province, 2014

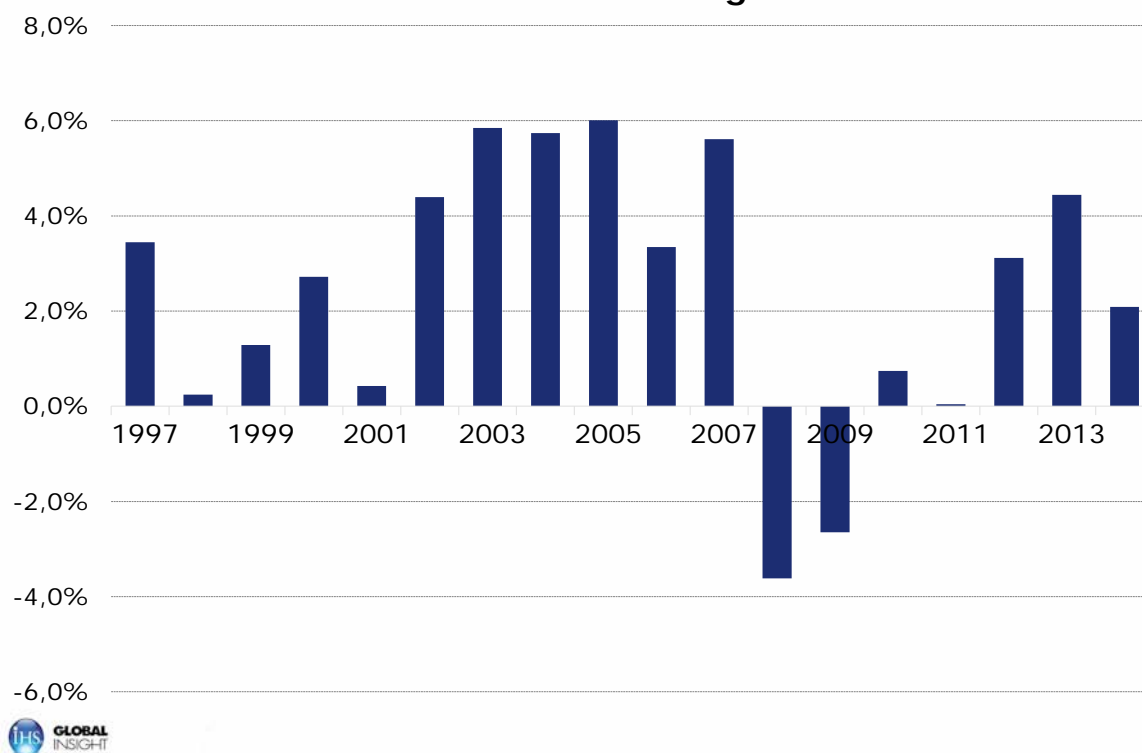


Source: IHS Global Insight Regional eXplorer version 752

The Nkangala District Municipality had a total GDP of R 108 billion and in terms of total contribution towards the Mpumalanga Province the Nkangala District Municipality ranked highest relative to all the regional economies to total Mpumalanga GDP. This ranking in terms of size compared to other regions of Nkangala remained the same since 2004. In terms of its share, it was in 2014 (44.2%) significantly larger compared to what it was in 2004 (38.9%). For the period 2004 to 2014, the average annual growth rate of 2.9% of Nkangala was the highest relative to its peers in terms of growth in constant 2005 prices.

Figure 28: Gross Domestic Product (GDP) – Mpumalanga and National Total 2003 – 2013 (Average Annual Growth Rate Constant 2005 Prices)

GDP-R Total Growth HC31 Nkangala DM



Source: IHS Global Insight Regional Explorer version 9.4.4

By 2018, Nkangala's forecasted GDP will be an estimated R 59.2 billion (constant 2005 prices) or 38.4% of the total GDP of Mpumalanga. The ranking in terms of size of Nkangala will remain the same between 2013 and 2018, with a contribution to the Mpumalanga Province GDP of 38.4% in 2017 compared to the 38.7% in 2013. At a 3.64% average annual growth in GDP between 2013 and 2018, Nkangala ranked the second compared to the other regional economies.

3.15 Gross Value Added by Region (GVA – R)

Nkangala District Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its "value added" produced in the local economy.

The summary table 20 below puts the Gross Value added (GVA) of all the regions in perspective to that of the Nkangala District Municipality

Table 20: Gross Value Added by Broad Economic Sectors – Nkangala District Municipality, 2014 (R Billions, Current Prices)

	National	Mpumalanga	Nkangala
Agriculture	2.5%	3.1%	2.2%
Mining	8.4%	24.7%	41.4%
Manufacturing	13.3%	12.9%	8.3%
Electricity	3.7%	7.3%	10.0%
Construction	4.0%	3.3%	2.6%
Trade	14.9%	15.7%	11.3%
Transport	10.0%	6.8%	5.5%
Finance	20.6%	10.6%	8.2%
Community services	22.7%	15.7%	10.6%

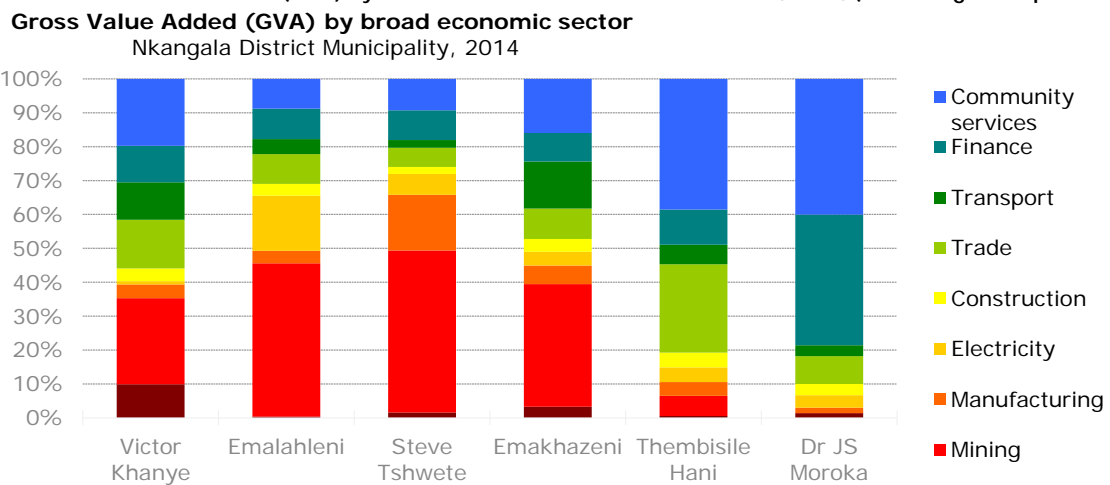
Total Industries	100.0%	100.0%	100.0%
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[Source: IHS Global Insight Regional eXplorer version 711]

In 2014 as depicted in Table 20 above, the mining sector is the largest within Nkangala District Municipality accounting for R 40.9 billion or 41.4% of the total GVA in the district municipality's economy. The sector that contributes the second most to the GVA of the Nkangala District Municipality is the community services sector at 10.6%, followed by the electricity sector with 10.0%. The sector that contributes the least to the economy of Nkangala District Municipality is the agriculture sector with a contribution of R 2.2 billion or 2.2% of the total GVA.

According to Figure 29 below, the Community Sector, which includes the government services, is generally a large contributor towards GVA. When looking at NDM constituent Local Municipalities, it is clear that the Emalahleni contributes the most Community Services towards its own GVA, with 34.21%, relative to the other LMs within Nkangala District Municipality. Emalahleni contributed R 44.4 billion or 47.97% to the GVA of Nkangala District Municipality. The Municipality within NDM that contributes the most to the GVA of the District Municipality was the Emakhazeni with a total of R 2.9 billion or 3.14%.

Figure 29: Gross Value Added (GVA) by Broad Economic Sector – LMs of NDM, 2014, (Percentage Composition)



Source: IHS Global Insight Regional eXplorer version 752

Based on the typical profile of a developing country, we can expect faster growth in the secondary and tertiary sectors when compared to the primary sector. Also, remember that the agricultural sector is prone to very high volatility because of uncertain weather conditions, pests and other natural causes - and the forecasts presented here is merely a long-term trend rather than trying to forecast the unproductive weather conditions.

The **primary sector** consists of two broad economic sectors namely the mining and the agricultural sector. The following chart represents the average growth rate in the GVA for both of these sectors in Nkangala District Municipality from 2004 to 2014.

Between 2003 and 2013 the agriculture sector experienced the highest positive growth with an average rate of 22.7%. The mining sector reached its highest point of growth of 11.3% in 2005. The agricultural sector experienced the lowest growth for the period during 2006 at -12.5% between 2002 and 2014, while the mining sector reaching its lowest point of growth in 2009 at -2.4%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.

The **secondary sector** consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. The following chart represents the average growth rates in the GVA for these sectors in Nkangala District Municipality from 2004 to 2014.

The **tertiary sector** consists of four broad economic sectors namely the trade sector, transport sector, finance sector and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in Nkangala District Municipality from 2004 to 2014.

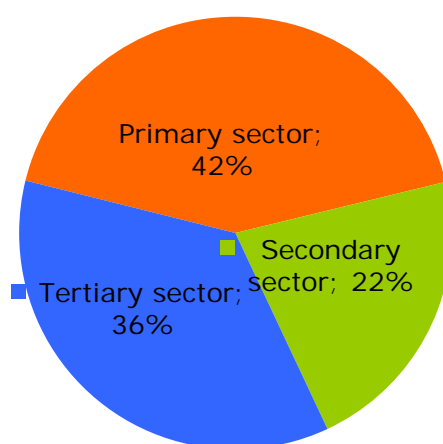
The Trade sector experienced the highest positive growth in 2004 with an average growth rate of 5.4%. The Transport sector reached its highest point of growth in 2004 at 11.4%, while the Finance sector experienced the highest positive growth in 2005 when it recorded growth of 11.6%. The Finance sector recorded the lowest growth rate in 2010 with -0.1% growth rate, while

the Trade sector had the lowest growth rate in 2004 at 0.3% which is a lower growth rate than that of the Finance sector. The Community Services Sector, which largely consists of government, experienced its highest positive growth in 2004 with 5.4% and the lowest growth rate in 2004 with 0.7%.

The primary sector contributes the most to the Gross Value Added within the Nkangala District Municipality at 42.3%. This is significantly higher than the national economy (11.6%). The tertiary sector contributed a total of 35.9% (ranking second), while the secondary sector contributed the least at 21.8%.

Figure 30: Gross Value (GVA) by Aggregate Economic Sector – ndm, 2013 (%)

Gross Value Added (GVA) by aggregate sector
Nkangala District Municipality, 2014



Source: IHS Global Insight Regional eXplorer version 752

3.16 Sector Growth forecast

The GVA projections are based on projected growth rates derived from two sources: historical growth rate estimates and national level industry forecasts. The projections are therefore partly based on the notion that regions that have performed well in the recent past are likely to continue performing well (and vice versa) and partly on the notion that those regions that have prominent sectors that are forecast to grow rapidly in the national economy (e.g. finance and telecommunications) are likely to perform well (and vice versa). As the target year moves further from the base year (2005) so the emphasis moves from historical growth rates to national-level industry growth rates.

For the period 2014 and 2004 the GVA in the construction sector had the highest average annual growth rate in Nkangala at 7.00%. The industry with the second highest average annual growth rate is the finance sector averaging at 5.17% per year. The manufacturing sector had an average annual growth rate of 1.83%, while the agriculture sector had the lowest average annual growth of 0.17%. Overall a positive growth existed for all the industries in 2014 with an annual growth rate of 3.15% since 2012.

Table 21: Gross Value Added by Broad Economic Sectors – Nkangala District Municipality, 2014 (R Billions, Constant 2005 Prices)

	2004	2009	2014	Average Annual Growth
Agriculture	0.85	0.86	0.87	0.17%
Mining	11.46	12.92	14.59	2.45%
Manufacturing	5.12	6.16	6.14	1.83%
Electricity	3.10	3.51	3.78	2.00%
Construction	0.50	0.80	0.99	7.00%

Trade	2.97	3.62	4.20	3.52%
Transport	2.84	3.63	4.22	4.05%
Finance	3.55	5.02	5.88	5.17%
Community services	4.83	5.66	6.28	2.65%
TOTAL INDUSTRIES	35.23	42.19	46.95	2.91%

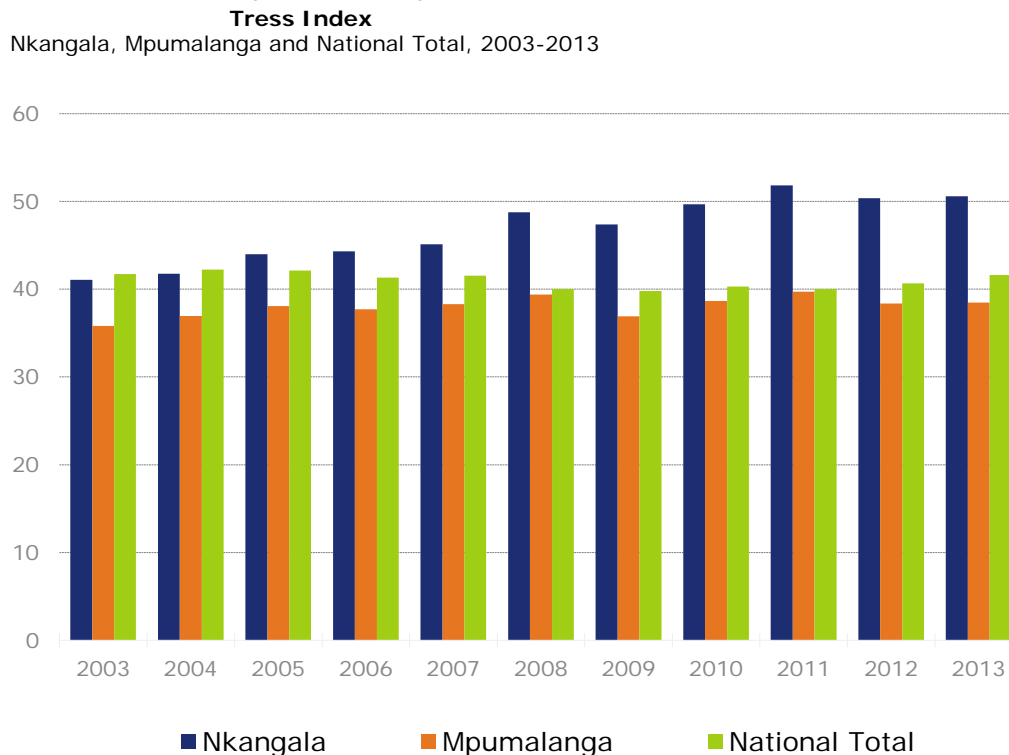
Source: IHS Global Insight Regional eXplorer version 752

According to Table 21 above, the Transport sector is expected to grow the most at an average of 4.9% annually from R 4.11 billion in Nkangala District Municipality to R 5.21 billion in 2017. The Mining sector is estimated to be the largest sector within the Nkangala District Municipality in 2017 with a total share of 30.7% of the total GVA, growing at an average annual rate of 3.8%. The sector that is estimated to grow the least is the Agriculture sector with an average annual growth rate of 1.9% it is expected to only increase with R 82.7 million.

3.17 Tress Index

The Tress index is estimated by ranking the nine sectors according to their contribution to Gross Value Added (GVA) and then adding the values cumulatively and indexing them. A Tress index value of 0 means that all economic sectors in the region contribute equally to GVA, whereas a Tress index of 100 means that only one economic sector makes up the whole GVA of the region.

Figure 31: Tress Index – Nkangala, Mpumalanga and National Total, 2013 [Number]



Source: IHS Global Insight Regional eXplorer version 752

In 2013, Nkangala's Tress Index was estimated at 50.6 which are higher than the 38.5 of the province and higher than the 38.5 of the South Africa as a whole. This implies that - on average - Nkangala District Municipality is less diversified in terms of its economic activity spread than the national's economy. The Nkangala District Municipality has a very high concentrated mining sector.

In 2013 as depicted by **Figure 31** above, Nkangala's Tress Index was estimated at 50.8 which are higher than the 38.2 of the Province and higher than the 38.2 of the South Africa as a whole. This implies that - on average - Nkangala District Municipality is less diversified in terms of its economic activity spread than the national's economy.

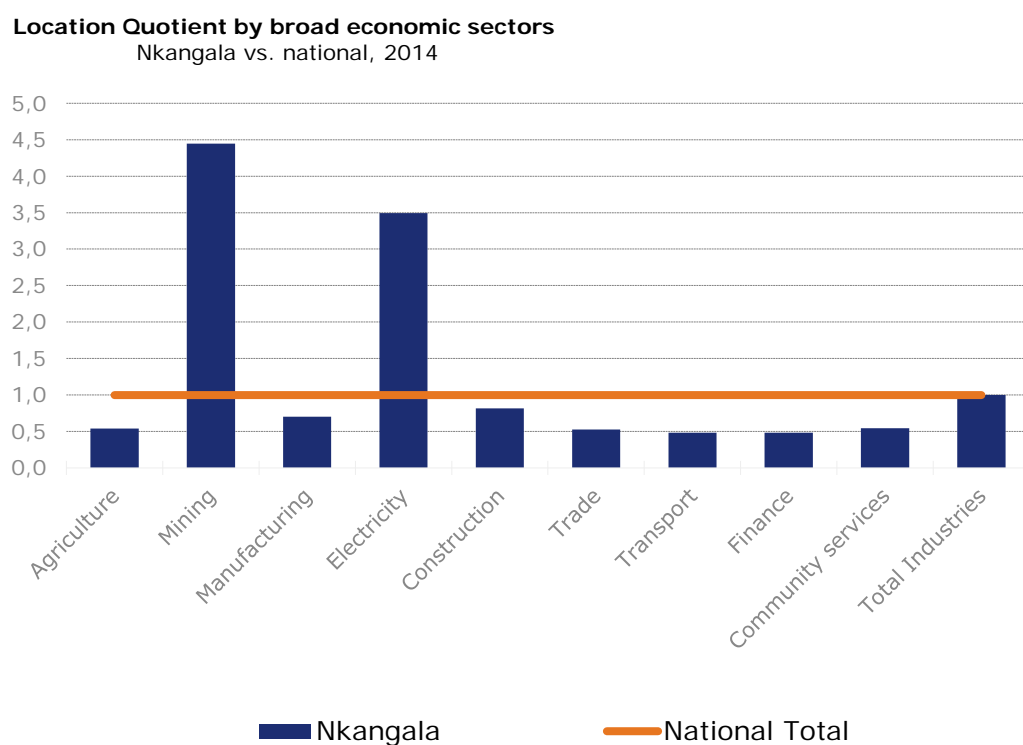
The more diverse an economy is, the more likely it is to create employment opportunities across all skills levels (and not only - for instance - employment opportunities that cater for highly skilled labourers), and maintain a healthy balance between labour-intensive and capital-intensive industries. If both economic growth and the alleviation of unemployment are of concern, clearly there need to be industries that are particularly profitable, as well as those that typically employ large numbers of unskilled labourers. Unfortunately, in many cases (but not always), industries that are particularly profitable (and boost economic growth) are not those that create many employment opportunities for unskilled labourers (and alleviate unemployment).

3.18 Location Quotient

A specific regional economy has a comparative advantage over other regional economies if it can more efficiently produce the same good. The location quotient is one way of measuring this comparative advantage by taking into account production and employment.

If the location quotient is larger than one for a specified sector within a region, then that region has a comparative advantage in that sector. This is because the share of that sector of the specified regional economy is greater than the same sector in the national economy. The location quotient is usually computed by taking the percentage share of the sector in the regional economy divided by the percentage share of that same sector in the national economy.

Figure 32: Location Quotient by Broad Economic Sector – NDM and South Africa , 2014 (Numbers)



Source: IHS Global Insight Regional eXplorer version 752

For 2013 Nkangala District Municipality, as per the depiction in **Figure 32** above, has a very large comparative advantage in the mining sector. The electricity sector also has a very large comparative advantage. The Nkangala District Municipality has a comparative disadvantage when it comes to the finance and transport sector, which has a large comparative disadvantage. In general mining is a very concentrated economic sector. The entire Nkangala District Municipality-economy is centred around the mines in the area, with an LQ of 4.44.

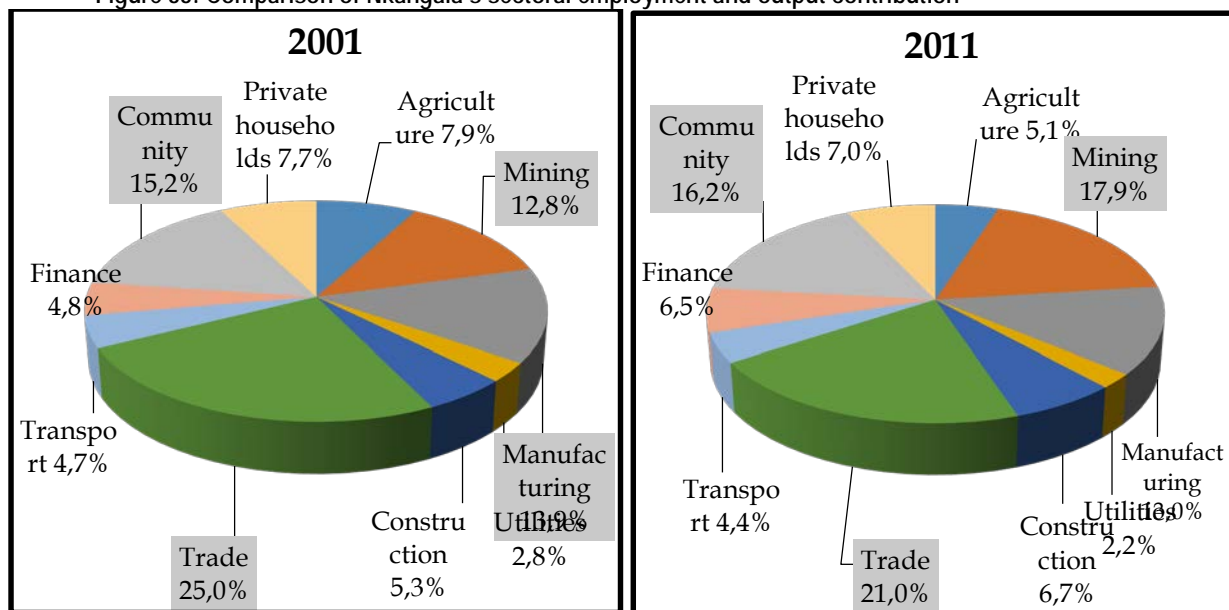
The Nkangala District Municipality has a comparative disadvantage when it comes to the Finance sector which has a comparative disadvantage. The Trade sector has a comparative disadvantage compared to the economy of South Africa as a whole. The Transport also have a comparative disadvantage compared the economy of South Africa as a whole.

3.19 Sectoral employment and output

Figure 33 below provides a comparison of employment with output at sectoral level as of 2011. Leading Industries in terms of employment within the District are Trade 21.0%, Mining 17.9% and Community Services 16.2%.

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

Figure 33: Comparison of Nkangala’s sectoral employment and output contribution



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

Within the respective Local Municipalities the picture is as follows:

Victor Khanye LM:

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

Emalahleni LM

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

Steve Tshwete LM

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

Emakhazeni LM

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

Thembisile Hani LM

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

Dr JS Moroka LM

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

CHAPTER FOUR

A: Institutional Priority Issues and Developmental Needs

4.1. Council's Vision, Mission and Goals

THE VISION:

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

THE MISSION:

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

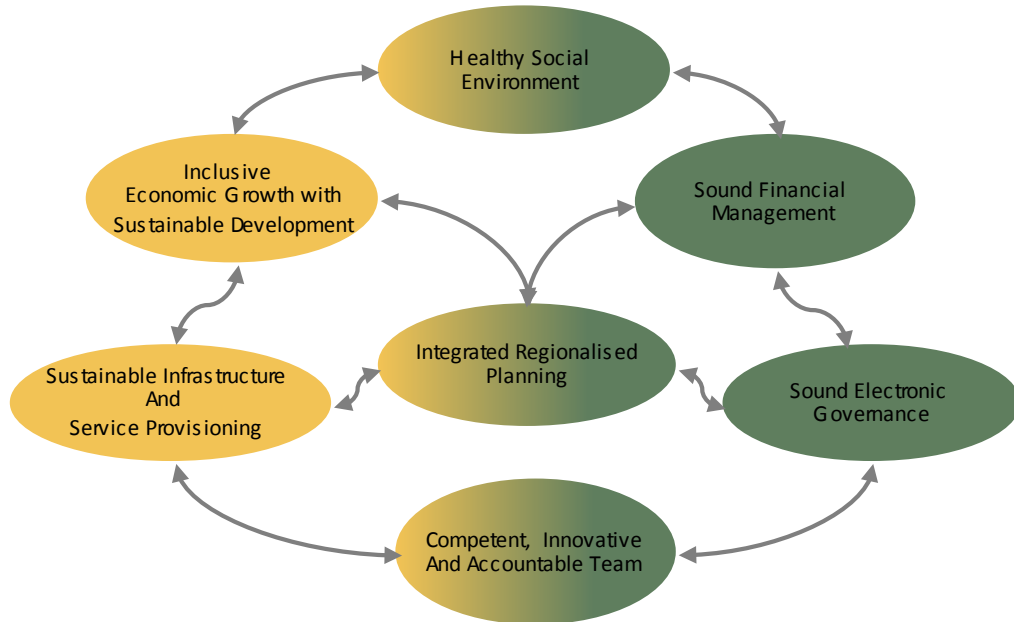
Principles and Values of Council:

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

Strategic Goals

Strategy is about those broad priorities that are to be pursued in order to achieve the vision and mission. Once the high level strategic goals are developed, the BSC serves as the device for effective translation and implementation of manageable strategic objectives, outcomes, programmes and developmental strategies. The Strategy map of Nkangala District Municipality is articulated in the diagram below and clearly indicates two different strategies - growth and excellence:

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



The strategic goals represented in the strategy map above are aligned to developmental objectives that were developed by the municipality and are depicted in the table below:

Developmental Objectives	Strategic Goals
Integrated Sustainable Human Settlements and improved quality of household life	Integrated Regionalised Planning
Efficient, competitive and responsive economic infrastructure network	Sustainable Infrastructure and Service Provisioning
Decent employment through inclusive economic growth	Inclusive Economic Growth
Inculcate and improve financial sustainability and management	Sound Financial Management
Responsive, accountable, effective, efficient and sound Governance System	Sound Electronic Governance
Skilled and capable workforce supportive of inclusive growth	Competent, Innovative and Accountable Team
Vibrant, equitable and sustainable rural communities and food security	Healthy Social Environment
Protection and enhancement of environmental assets and natural resources	Healthy Social Environment

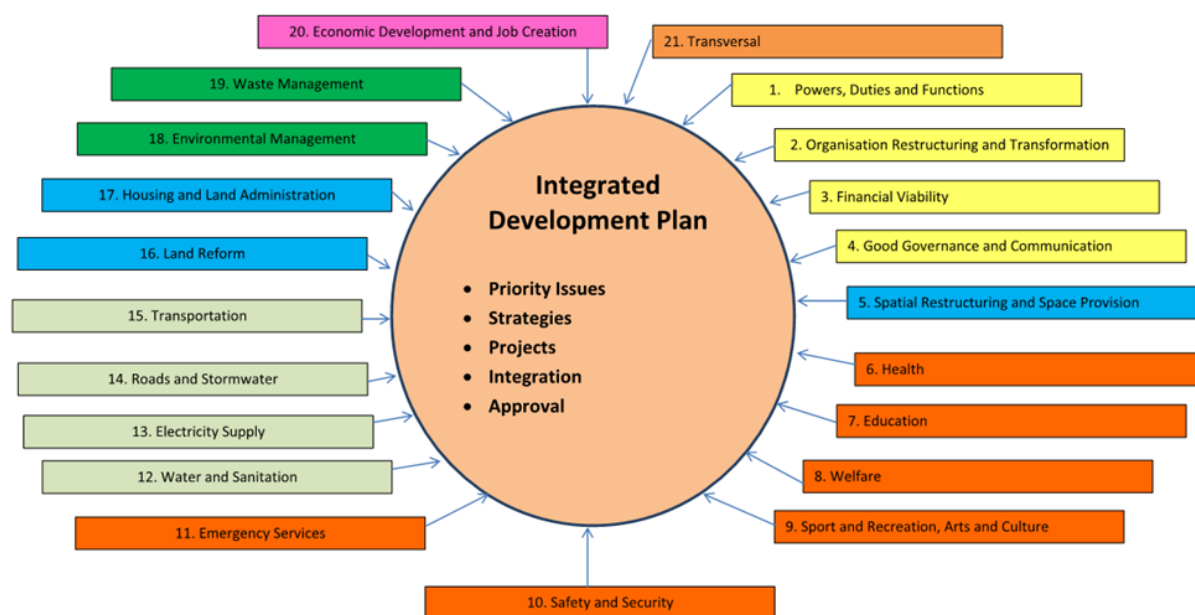
The District Municipality must ensure that it aligns its strategic goals with the National and Provincial goals and priorities. The table underneath reflects the Nkangala strategic goals’ alignment to Local Government Key Performance Areas.

Key Performance Areas	Nkangala Strategic Goals
KPA 1: Institutional Development and Transformation	Competent, Innovative and Accountable Team
KPA 2: Good Governance and Public Participation	Sound Electronic Governance
KPA 3: Local Economic Development	Inclusive Economic Growth with Sustainable Development
KPA 4: Financial Viability and Financial Management	Sound Financial Management
KPA 5: Basic Service Delivery and Infrastructure	Healthy Social Environment
	Sustainable Infrastructure and Service Provisioning
KPA 6: Spatial Rationale	Integrated Regionalised Planning

The strategic goals and outcomes, their statements/definition as well as alignment to Key Performance Areas, National Development Plan and 2030 Developmental Goals:

Strategic Goal	Outcome
Healthy Social Environment	Improved quality of life, effective and efficient service delivery
Inclusive Economic Growth with Sustainable Development	Diversified and sustainable regional economy by 2030
Sound Financial Management	Financial sustainability
Sustainable Infrastructure and Service Provisioning	Deliver various infrastructure projects for sustainable economic growth and service provision to communities
Integrated Regionalised Planning	Integrated economic space and sustainable human settlements by 2030
Sound Electronic Governance	Clean Audit results and satisfied and participative communities
Competent, Innovative and Accountable Team	High performing and effective employees

4.2. NDM Priority Development Issues



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

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

4.3. KPA 1: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

4.3.1 Issue 1: Powers, Duties and Functions

4.3.1.1 Background and Problem Statement

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

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

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

Subsequently, the former MEC for Local Government in the Province, Honourable Candith Mashego-Dlamini amended a notice establishing Nkangala District Municipality (Notice No 300 of 2000) by promulgating Government Notice No 144 of 2003

in the Government Gazette (No 959) of 26 May 2003, wherein he adjusted the Division of functions and Powers between the District Municipality and its constituent Local Municipalities by way of **Table 22** below:

Table 22: Division of functions and powers between the NDM and Local Municipalities

Powers and functions	Delmas	Dr. J S Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
(a) Integrated development planning for the District Municipality as a whole, including a framework for integrated development plans of all Municipalities in the areas of the District Municipality				Nkangala		
(b) Potable water supply systems.	Delmas	Dr. J S Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
(c) Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity	Delmas	Dr. J S Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
(d) Domestic waste-water and sewage disposal systems	Delmas	Dr. J S Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
(e) Solid waste disposal sites	Delmas	Dr. J S Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
(f) Municipal roads which form an integral part of a road transport system for the area of the District Municipality as a whole	Delmas	Dr. J S Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Nkangala
(g) Regulation of passenger transport Services				Nkangala		
(h) Municipal airports serving the area of the District Municipality as a whole	Nkangala	Nkangala	Emalahleni	Nkangala	Steve Tshwete	Nkangala
(i) Municipal environmental health Services				Nkangala		
(j) Fire fighting Services	Delmas	Nkangala	Emalahleni	Emakhazeni	Steve Tshwete	Nkangala
(k) The establishment, conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the Municipalities in the District	Nkangala	Dr. J S Moroka	Emalahleni	Emakhazeni	Nkangala	Nkangala
(l) The establishment, conduct and control of cemeteries and crematoria serving the area of a major proportion of the Municipalities in the District	Delmas	Dr. J S Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
(m) Promotion of local tourism for the area of the	Nkangala	Nkangala	Nkangala	Nkangala	Nkangala	Nkangala

District Municipality							
(n)	Municipal public works relating to any of the above functions or any other functions assigned to the District Municipality	Delmas	Dr J S Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
(o)	The receipt allocation and, if applicable, the distribution of grants made to the District Municipality	Nkangala					
(p)	The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the District Municipality in terms of national legislation.	Nkangala					

This adjustment of the Division of Functions and Powers between the Nkangala District Municipality and its constituent Local Municipalities was confirmed by the former Minister of the then Department of Provincial and Local Government (DPLG) Honourable Sydney Mufamadi by way of Government Notice No.810 published in the Government Gazette No. 25076 of 13 June 2003.

The then Minister of Finance Honourable Trevor Manuel indicated in his 2005/2006 budget speech that RSC levies would be abolished as of 1 July 2006 without giving any indication as to how District Municipalities will function once these levies are phased out. This poses a challenge to the NDM in implementing the Division of Powers between the NDM and Local Municipalities, to obtain fund for the execution of amongst others unfunded mandates such as Environmental Services. The issue of service boundaries has not yet been resolved.

The Municipal Demarcation Board conducted capacity assessment of the Local Municipalities within the District in 2007 which resulted in the increase of functions and powers of the Local Municipalities, with the Nkangala District Municipality allocated 13,16 % of the functions yet in the past six (6) years from 2006/2007 – 2011/12, the District implemented capital projects throughout its jurisdictional area to the tune of +R1 billion.

In terms of Section 84 of the Local Government Municipal Structures Act, most of the functions adjusted for allocation to Local Municipalities are originally District Municipalities' Powers and Functions.

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

- Physical Planning functions for Emakhazeni, Thembisile Hani and Dr JS Moroka were allocated to the Nkangala District in 2003, and has since been re-assessed which reflects that capacity issues still prevail at these Municipalities;
- The issue of land administration between the Municipalities and the traditional leaders within the former homeland areas needs to be addressed;
- The question of service boundaries for Provincial and National spheres of government needs further attention with a view of alignment of these with Municipal boundaries to facilitate service delivery.

In June 2011, the Council commissioned a review of the powers and functions of the District Municipality, and culminating from the 2013 District IDP INABA. In order to redress the situation, the following was proposed:

- Nkangala District Municipality applies to the MEC for Local Government in the Mpumalanga Province to initiate a process for the review of powers and functions in the Nkangala District Municipality as provided for in Section 85 (4) (a) (ii) of the Municipal Structures Act;
- A District interaction session be held with all relevant stakeholders to determine the extent to which powers and functions

between the District and Local Municipalities within Nkangala District Municipality may be re-adjusted in terms of Section 85 of the Act. Based on the outcome of this initial interaction between the MEC, Nkangala District Municipality and the six constituent Local Municipalities, the exact scope and extent of the assessment to be conducted by the Demarcation Board in terms of Section 85 (4) can then be defined, and the MEC for local government to formulate his request to the Demarcation Board accordingly.

4.3.1.2 NDM Organisational Leadership Capacity

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

Administratively, this Team of Councillors will be ably supported by the five (5) line function departments: viz; the Office of the Municipal Manager (constituted of Information Communication Technology (ICT) Unit, Local Economic Development, Development and Planning Unit (DPU), Internal Audit Unit, and Public Liaison); Technical Services (also responsible for the Project Management Unit); Social Services; Corporate Services and Finance.. The top-level organogram of the District's Executive is as depicted in **Figure 34a** below.

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

The Mayoral Executive system allows for the exercise of executive authority through an Executive Mayor in whom the executive leadership of the Municipality is vested and who is assisted by a six (6) member Mayoral committee as per the **Figure 34a1** below. Administratively, the Office of the Executive Mayor is arranged as per **Figure 34b** below.

Figure 34a: Organogram of the Nkangala District Municipality Council

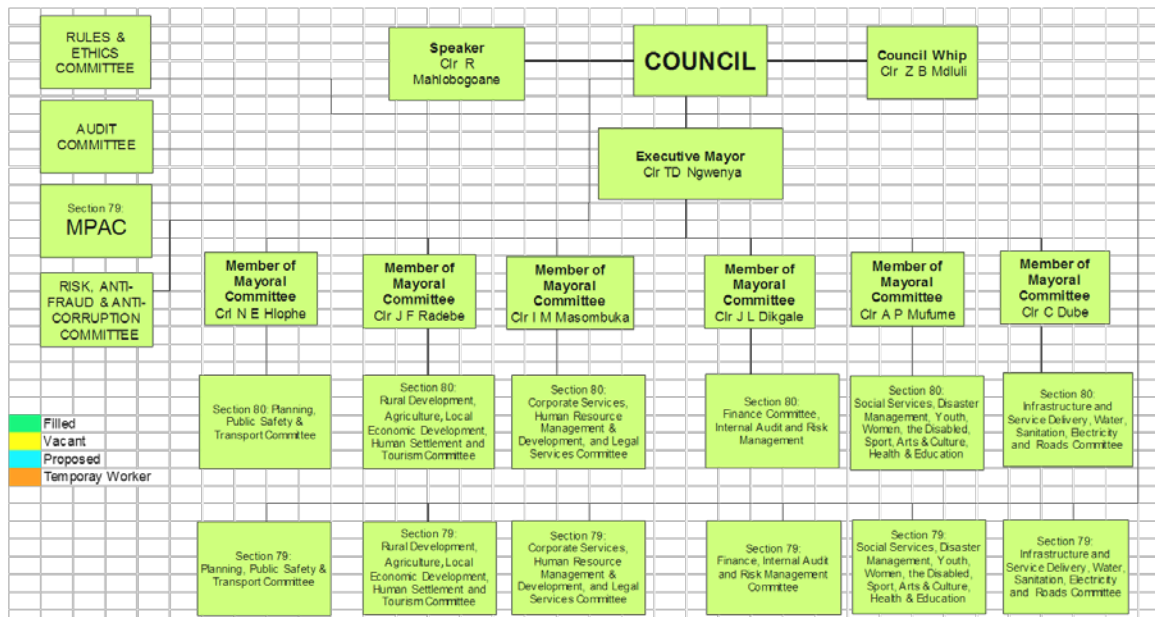


Figure 34(a1): Office of the Executive Mayor

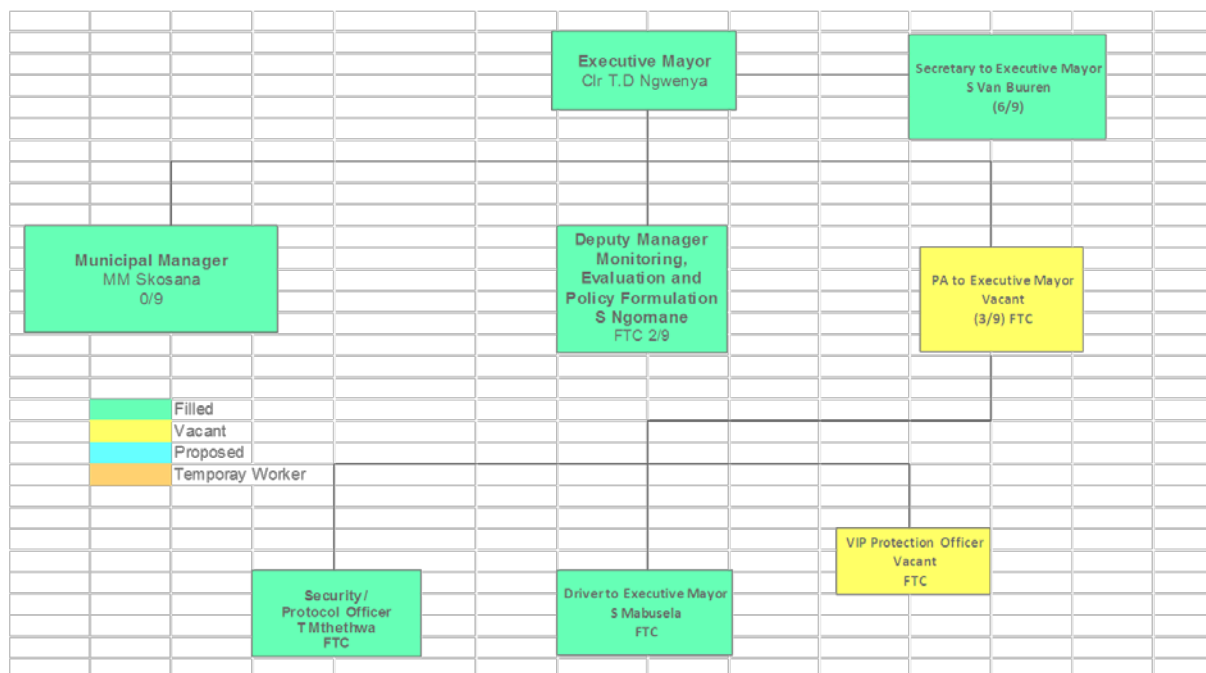


Figure 34(a2): Office of the Speaker and Council Whip

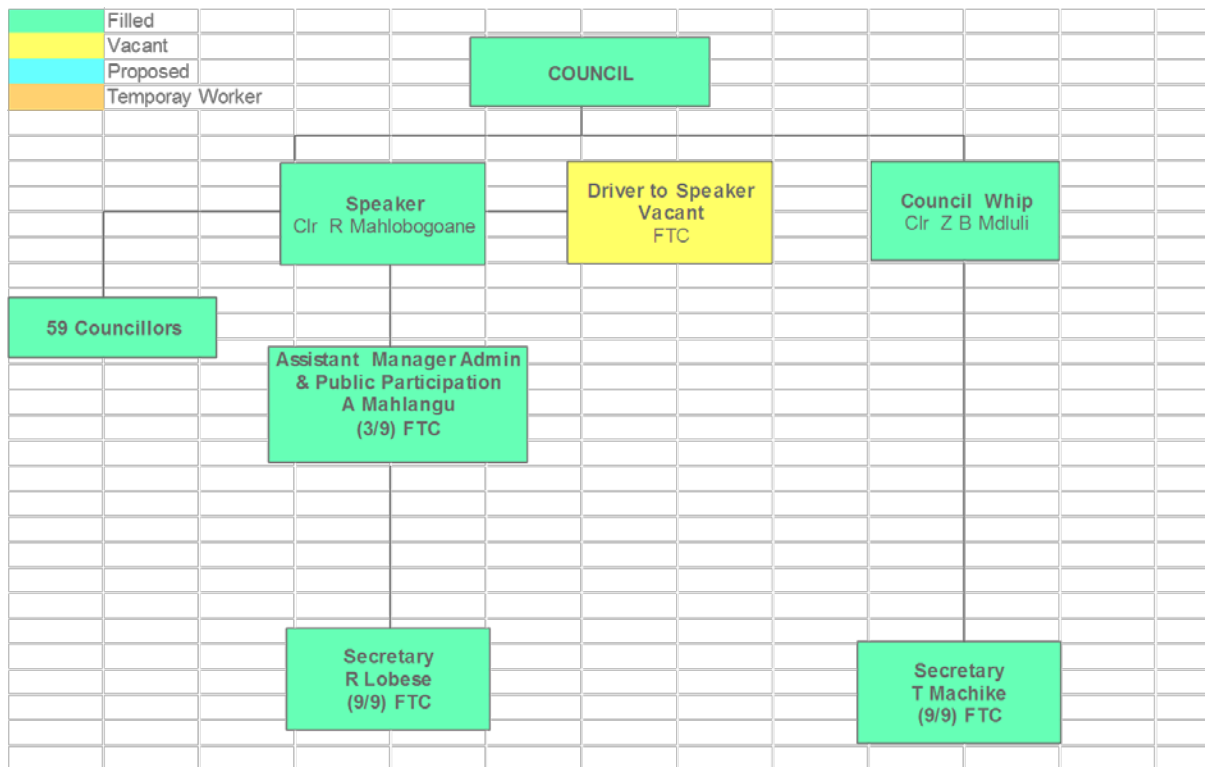
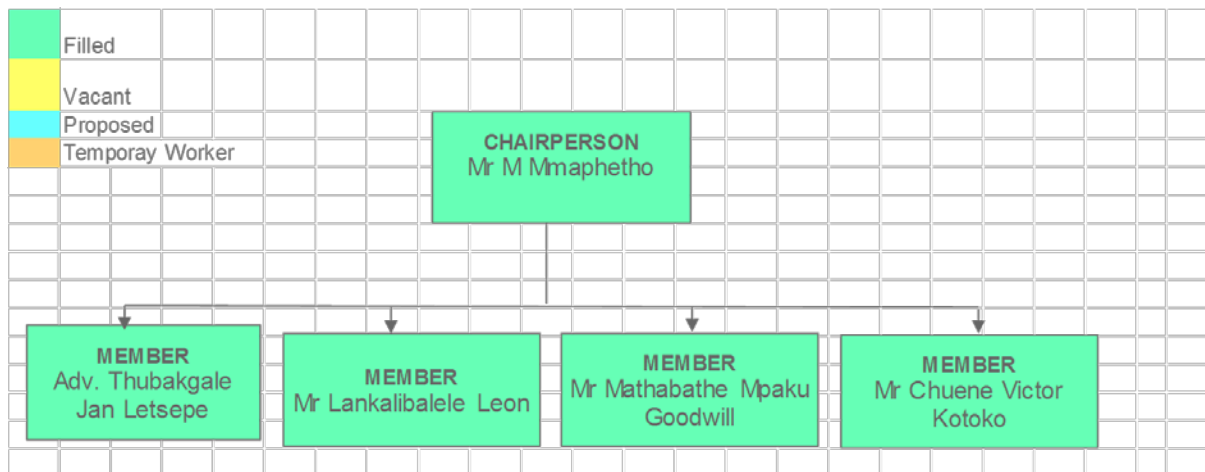


Figure 34 (a3): Audit and Risk Committees



Risk Committees



Figure 34b: Administration: Municipal Manager

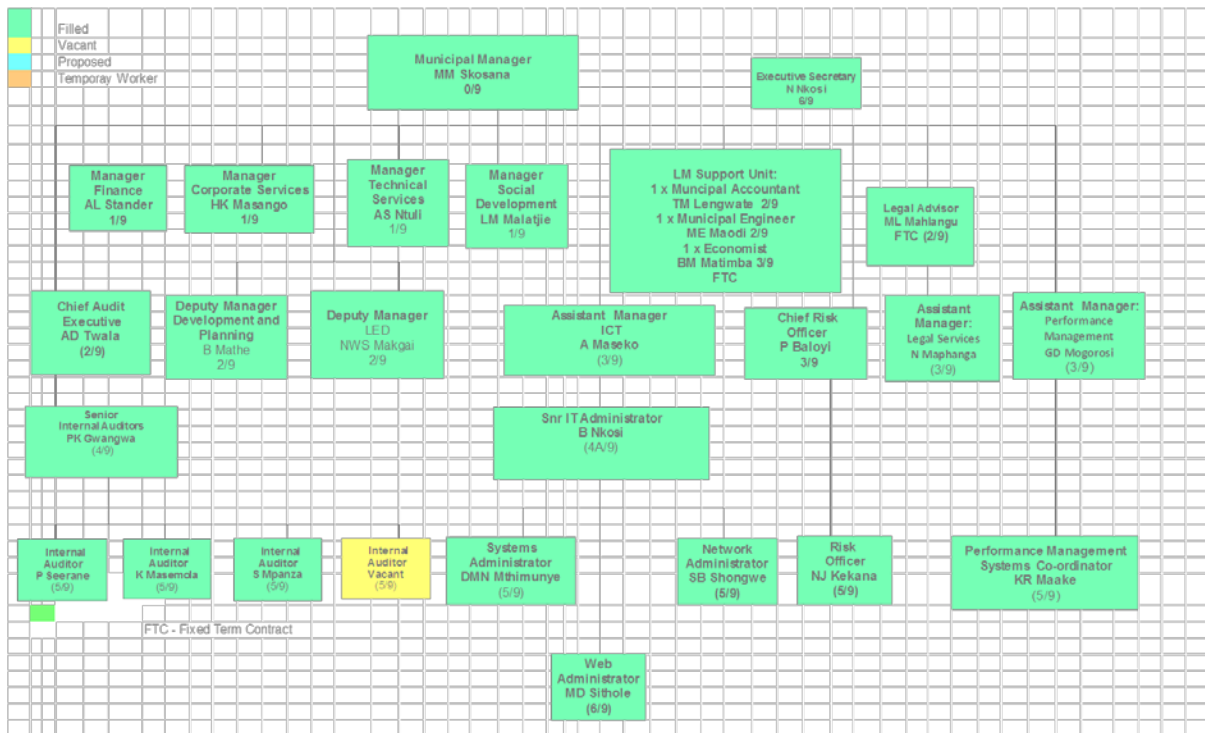


Figure 34 (b1): Development Planning Unit

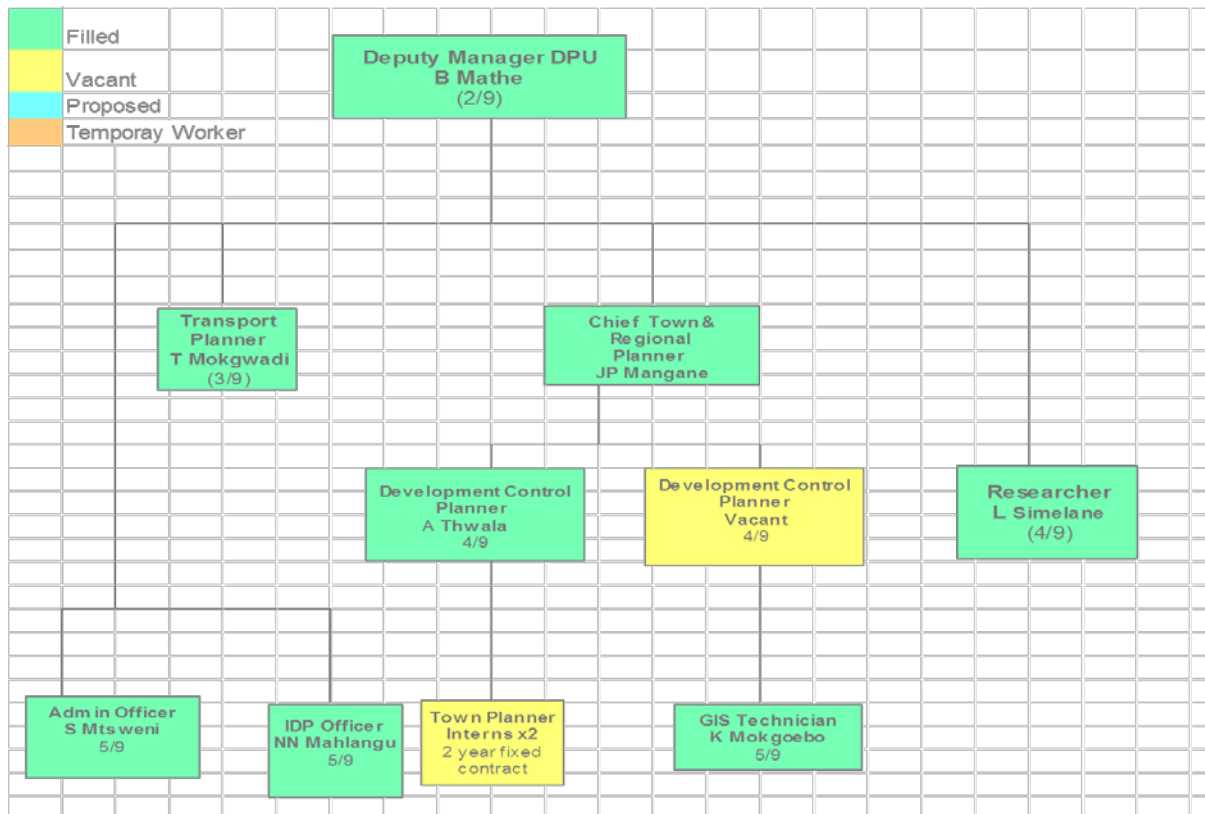


Figure 34 (b2): Local Economic Development

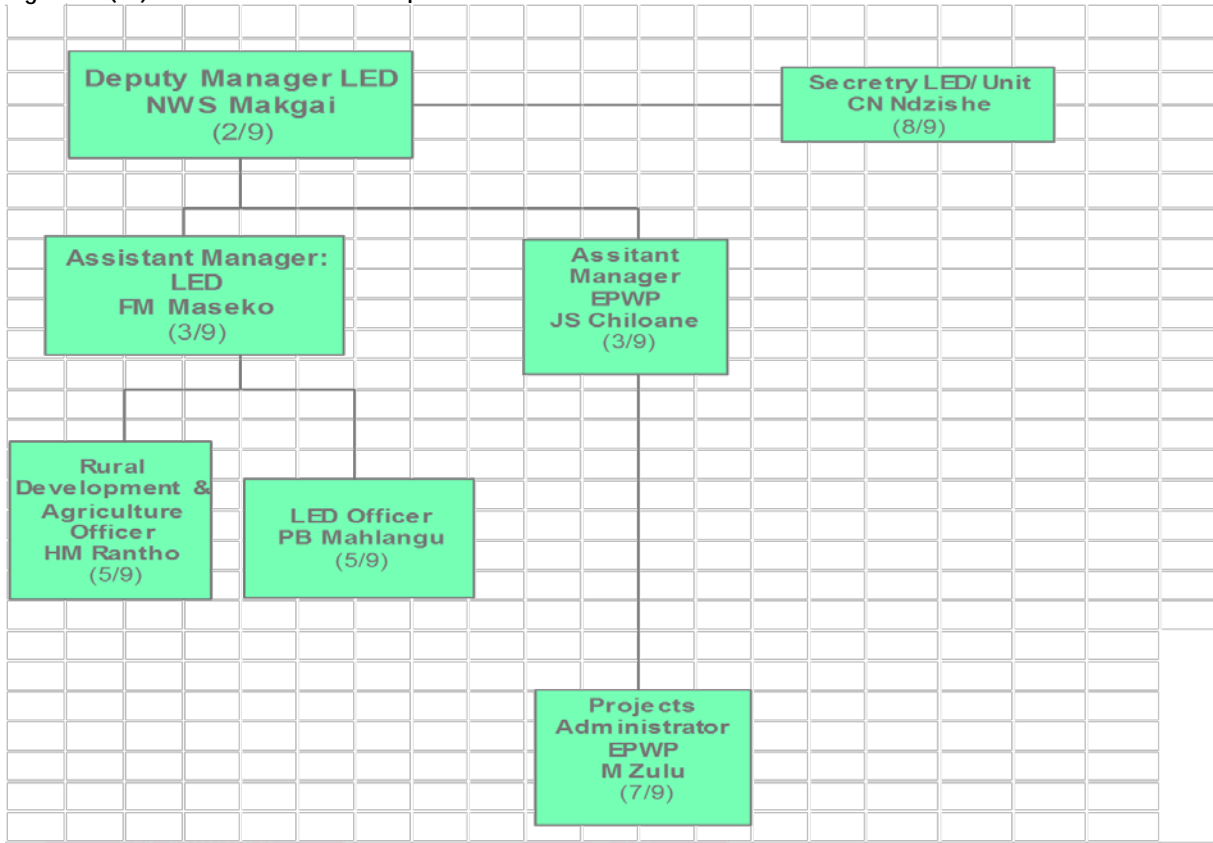


Figure 34c: Department of Finance

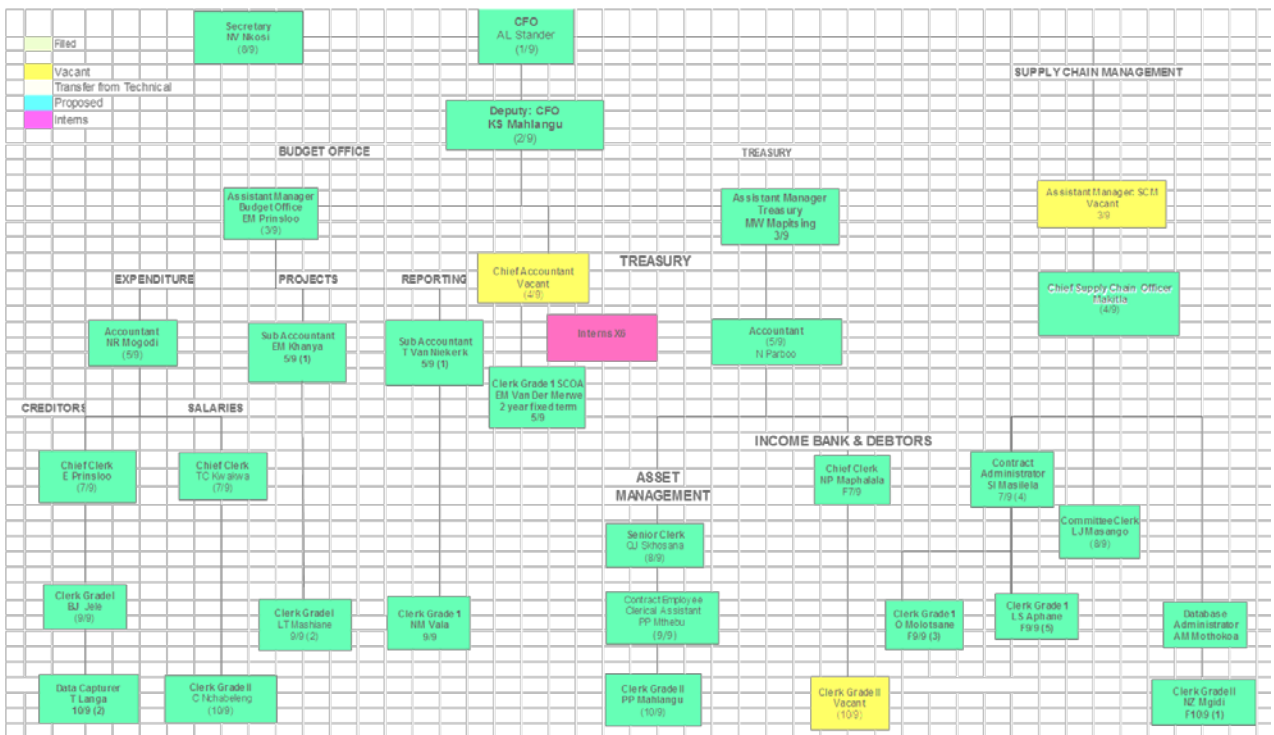


Figure 34d: Department of Corporate Services

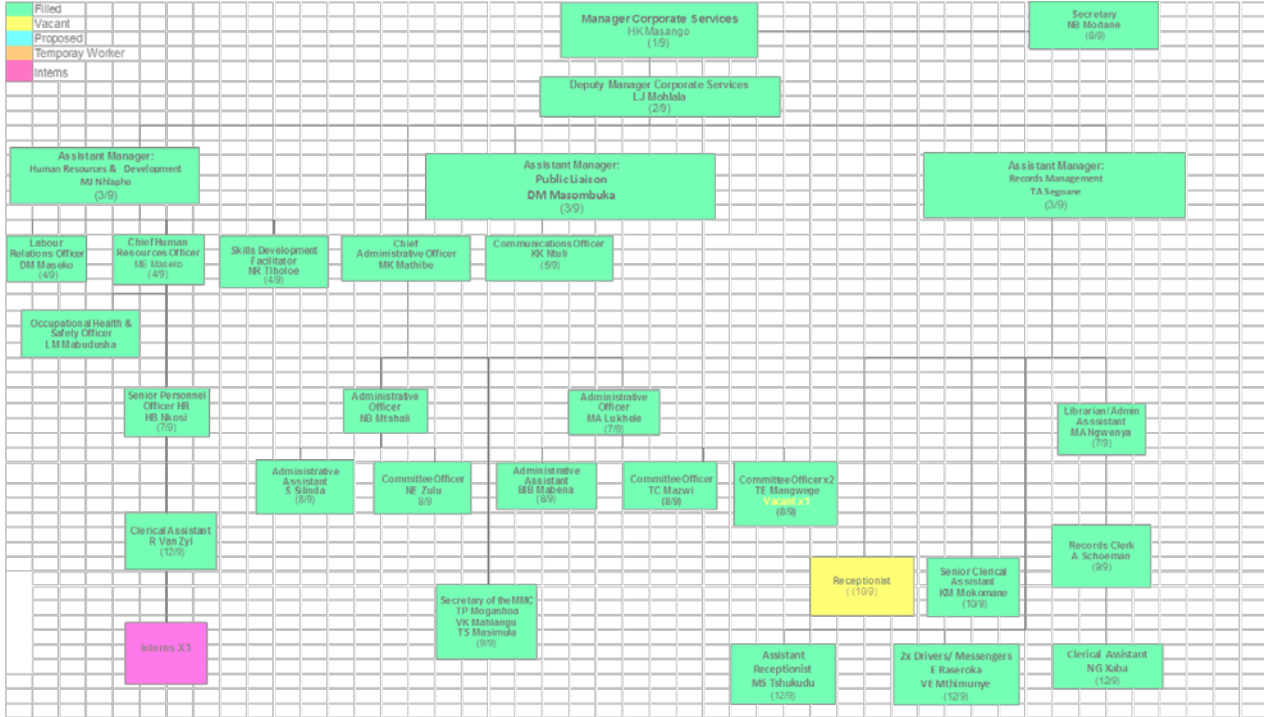


Figure 34e: Department of Social Service

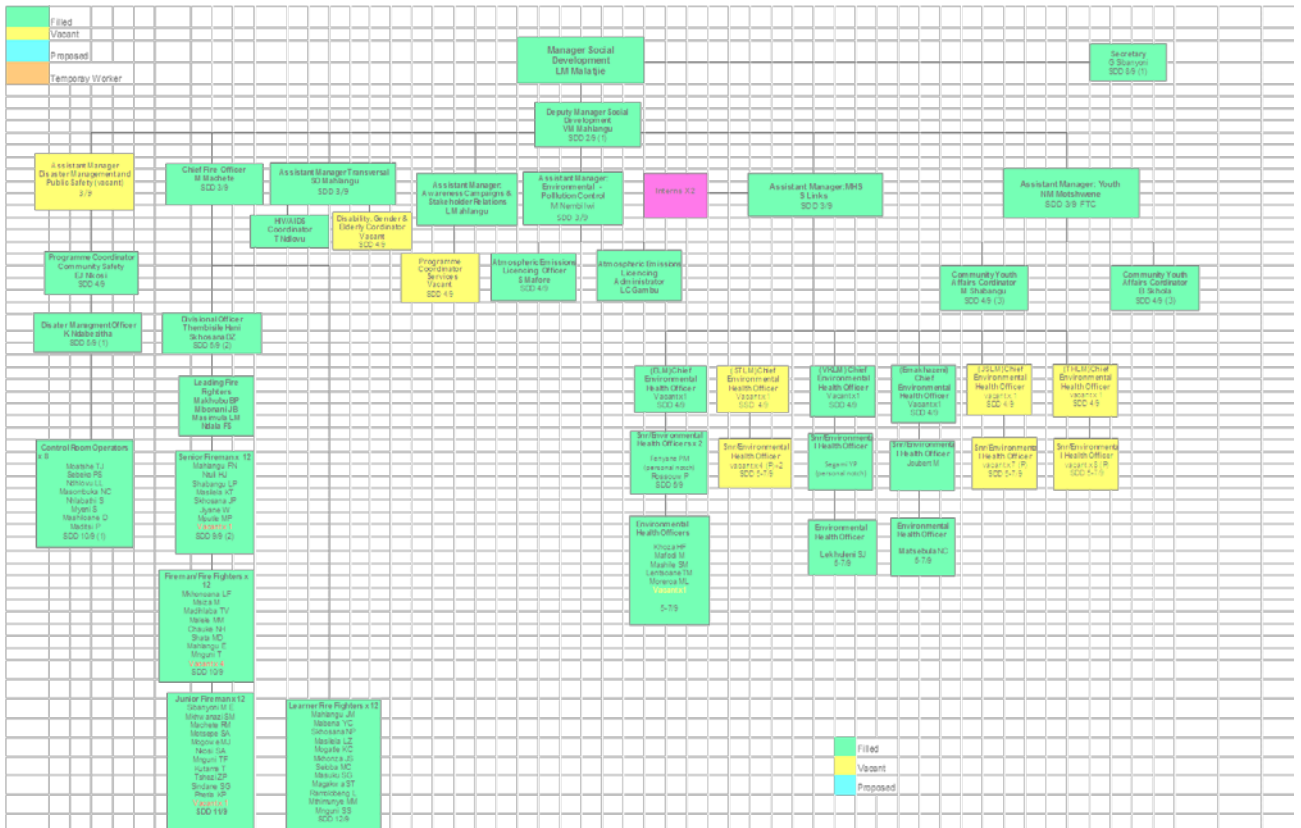
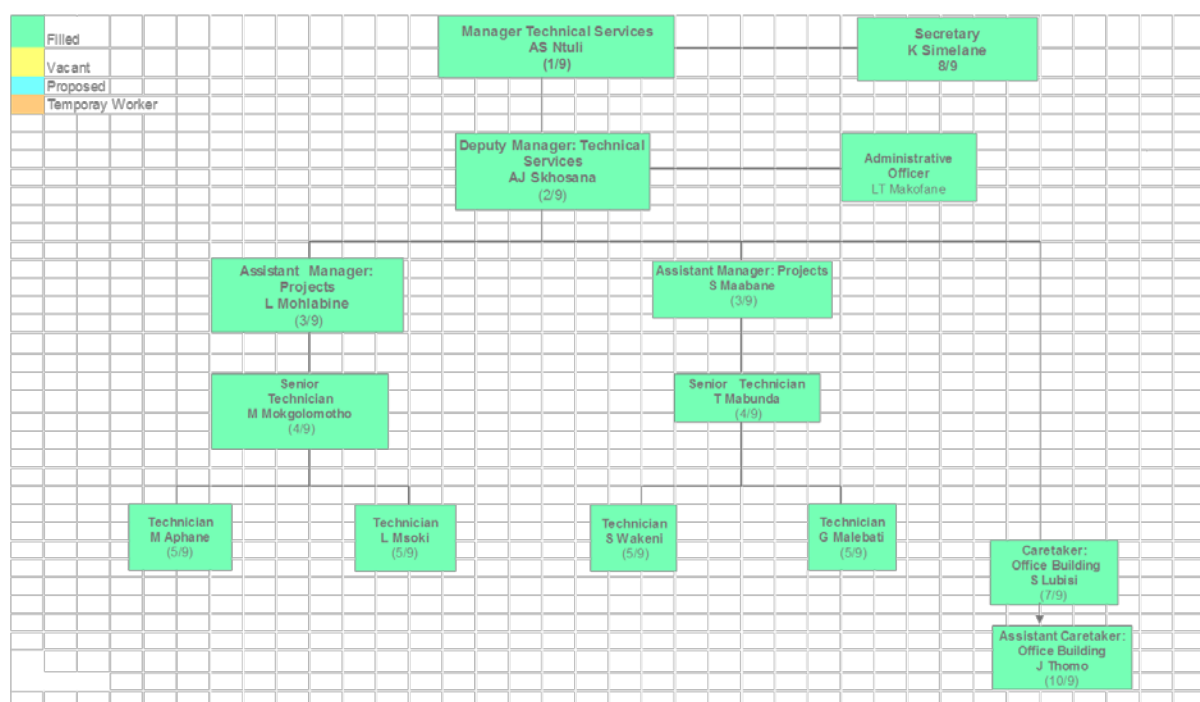


Figure 34f: Department of Technical Services



The last two (2) Financial Years appointments in majority of vacant posts at all levels of Management were effected, and on the other end the devolution of Municipal Environmental Health Services culminated to the vacancy rate within the District's Administrative echelon being 34% as per the depiction in the structure below. Whilst Human Resource is not necessarily the only resource pertinent to the workings of the District. It is, however, envisaged that this is pivotal in enabling the District to adequately respond to its ensuing mandate. Social Services with 62 followed by Corporate Services Departments with 8 have the highest vacancy rates.

Total position and vacancy rates.

Department/Unit	Total Positions	Total Filled Positions	Vacant
Council	21	21	0
Audit Committee	5	5	0
Risk Committee	2	2	0
Internal Audit	6	5	1
Executive Mayor	7	5	2
Speaker & Council Whip	7	6	1
Municipal Manager	9	8	1
Finance	32	30	2
Corporate	32	27	5
Technical	14	14	0

Social Services	117	87	30
LED	7	7	0
DPU	10	8	2
ICT	5	5	0
Interns (Finance, Corporate & DPU)	13	10	3
Total	287	240	47

4.3.2. Issue 2: Organisation Restructuring and Transformation

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

4.3.2.1 Background and Problem Statement

Filling of approved vacant positions, appointment of persons with disabilities, promoting the culture of performance at all levels of Council, the coordination, integration of the PMS for the NDM and the LMs, to build capacity of Councillors and employees and implementing the electronic Document Management System.

This multi-faceted issue includes administration and human resources (HR), Information Communication Technology (ICT) and Geographical Information Systems (GIS). Each of these is briefly outlined below:

Administration and human resources and skills development:

Skills development is one of the key issues that are critical here. The economy continues to experience a shortage of certain skills in each of the key sectors of the economy. The skills required to drive the economy are critical and scarce. In order to address these challenges, short to medium measures are necessary to address structural imbalances in the labour market. Beyond the internal capacity-building programme of the District, the NDM developed a Human Resource Development Strategy (HRDS) in 2007 to address the following matters:

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

The HRDS identifies eight strategic objectives as follows:

- To improve the foundations for human development in the Nkangala Region;
- To improve local supply of appropriate skills with a particular focus on scarce skills;
- To improve new venture creation skills to build foundations for SMME growth and development;
- Improving the coordination, monitoring and evaluation of HRD programmes and initiatives within the region;
- To improve access to information on job, financing and training opportunities;

- To advance employment equity and BBBEE through skills development;
- Improving and building partnerships between the National Systems for Innovation, Research and Development and local industry as well as training institutions; and
- To improve support for service delivery transformation through skills development

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

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

Skills Development:

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

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

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

Legal Services:

MANDATE

- Provide guidance and legal advice to Council
- Assessment of all litigation cases levelled against the Municipality on probabilities of the prospects of the cases
- Developing and implementing all forms of contracts and service level agreements
- Facilitate the signing of contracts and service level agreements
- Work together with the Project manager in Monitoring of implementation of contracts
- Assisting with development and/or reviewing of by – laws and promulgation thereof, for Council and Local municipalities
- Review of council standing rules and orders

BACKGROUND

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

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

NDM has a staff compliment of ± 200 persons, some of whom are employed on fixed term contracts, whilst others are permanently employed. Irrespective of the duration of the employment all the employees are expected to sign an employment contract which clearly stipulates the terms and conditions of their employment. It is against this backdrop that the standardisation of employment contracts within the Municipality remains a key task that must be continuously undertaken as a strategic tenant to enhance good governance.

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

Legal services also handles and deals with all litigation claims for and against the municipality. This will mainly involve claims lodged by third parties in the different Courts of South Africa, against the municipality on different issues. These matters are handled by legal services with the assistance of external attorneys who are approved to be in the municipality's panel of attorneys.

Achievements

FINANCIAL YEAR	Number of litigation matters	Number of litigation matters resolved
2011/12 – 2015/16	20	14

FINANCIAL YEAR	Number of labour matters (personnel matters)	Number of labour matters resolved
2011/12 – 2015/16	11	8

Challenges and strategies

CHALLENGES	PROPOSED SOLUTIONS	PROGRAMMES/PROJECTS
Non-performance or failure of service providers to perform in terms of the contracts	contract management training and electronic contract management system	<ul style="list-style-type: none"> procurement of contract management system contract management training
prolonged disciplinary hearings	training of senior managers and other managers in handling of disciplinary hearings	<ul style="list-style-type: none"> Training of senior managers in disciplinary hearing matters
Lack of response from LMs in respect of legal matters	District legal advisory forums to discuss issues surrounding legal matters in local municipalities	<ul style="list-style-type: none"> Establishment of District legal advisory Forum
Outdated council standing rules and orders	To review the council standing rules and orders	<ul style="list-style-type: none"> review the council standing rules and orders

Integrated Development Plan (IDP):

The Constitution instructs a Municipality to structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the Community, and to promote the Social and Economic Development Community. Municipalities are also under duty to participate in National and Provincial development programmes.

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

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

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

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

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

Performance Management System (PMS):

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

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

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

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

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

Coordination and integration of the PMS for the NDM and Local Municipalities, capacity building for Councillors and employees, retention of skills as well streamlining of the organizational structure and internal administrative processes are some of the issues that still need to be improved. Alignment and coordination of initiatives and programmes of external service providers with that of Local Municipalities also needs attention, whilst some progress have been achieved in this regard, there is evidently still much that needs to be done pertaining overall organisational performance in the immediate to long-term future.

Agreement on an integrated PMS across all three spheres of government will also be sought. Key in this activity will be the ability of individual performance of officials to the overall performance management and relevant monitoring and evaluation systems pertaining to relevant Municipal IDPs. To this end, NDM has prioritised the strengthening of its PMS through automation across all levels of administration during the 2016/17 Financial Year.

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

The main purpose of reviewing the aforementioned strategies is to determine the extent to which they respond to the Nkangala District Municipality Integrated Development Plan's (IDP) priorities, objectives, strategies and Performance measurements, also reflected and amplified in the Service Delivery and Budget Implementation Plan (SDBIP).

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

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

Information and Communication Technology (ICT):

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

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

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

:

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

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

Achievements

The following were achieved:

- The Network infrastructure has been enhanced with double the speed from Access Layer Switch to Distribution.
- The old Wireless infrastructure was replaced with latest and much Secured Cisco wireless network which enables user's easy accessibility throughout the NDM Head Office building.
- Security infrastructure has been enhanced with new physical Cisco firewall and the whole infrastructure has been segmented with VLAN.
- Access layer network cabinets has been replaced with eco environmental friendly ones with dust elimination capabilities.
- Biometric Access Control has been upgraded at the Data Centre.
- All tenders, quotations, closed tenders/quotations and other Legislated documents as on Section 75 (1) of MFMA act 56 of 2003 were uploaded successfully.
- ICT Incident Management System has been procured and is under implementation.
- Deployment of ICT Equipment for Environmental Health Officers with full connectivity
- IT network has been kept stable and up for 99.5%
- Webmail and VPN access has been established
- Appointment for the APN & WAN project has been done. This will assist in having a secured home user access "VPN" and linking Kwa-Mhlanga.
- Network monitoring tool (Audit and reporting) has been procured and is installed. This will assist in having proper monitoring and notification on the network critical resources.
- Phase one of the ICT Governance Framework Policy has been completed

Challenges

CHALLENGES	PROPOSED SOLUTIONS	PROGRAMMES/PROJECTS
Non-adherence or Non-Compliance e.g. (non-attendance of ICT Policy Workshop)	<ul style="list-style-type: none"> • Full adherence to the ICT Governance Charter • Enforcement of the ICT Policy by H.O.D's • Continuous Review of all ICT Policies • Implementation of Municipal Corporate Governance of Information and Communication Technology Policy(MCGICT) 	<ul style="list-style-type: none"> • Development of ICT Master Systems Plan(MSP) • Training of ICT Steering Committee members, Executive Council, and Management on (MCGICT)
Inadequate Procurement processes (e.g. repairs and maintenance quotations)	<ul style="list-style-type: none"> • Enter into a service level agreement with service providers specific for ICT procurement 	<ul style="list-style-type: none"> • Appointment of ICT service providers
Overregulation (Supply Chain Management Processes)	<ul style="list-style-type: none"> • Amend the SCM policy to specify ICT corporate governance imperatives; • allow ICT unit to input in the procurement of services and products specific for ICT 	<ul style="list-style-type: none"> • Appointment of ICT service providers • Development of ICT Master Systems Plan(MSP)
Lack or Inadequate Asset Management Processes (e.g. Software value VS hardware , Disposal of ICT equipment)	Deployment of electronic asset management system for ICT	<ul style="list-style-type: none"> • Procurement of electronic asset management system for ICT
Understaffing	Implementation of Municipal Corporate Governance of Information and Communication	<ul style="list-style-type: none"> • Appointment of relevant personnel • Appointment of ICT interns

GOOD CORPORATE GOVERNANCE

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

- Prioritisation of capacity building through skills development for all employees and Councillors
- Continually review and ensure optimal usage of all the ICT systems within Nkangala District Municipality viz GIS, EDMS, Intranet, Website, financial and HR and project management systems and other ICT supported systems;
- Increase NDM service turn- around time through ensuring compliance of the NDM with e-Government initiative and Electronic Transactions and Communication Act;
- Continuously capacitate the internal users on various in-house systems;
- Establish and maintain an efficient and integrated governance system based on the principles of accountability and commitment to the delivery of Services and sustainable development;
- Develop an effective, well-skilled and representative administration capable of taking and implementing decisions and driven by an organisational culture based on results, cost effectiveness and service excellence with the mind of providing a service that is community /client orientated;
- Improve the foundations for human development in the Nkangala District including participation in and quality through ECD, ABET, GET, FET and HET;
- Facilitate improvement of the local supply of critical and scarce skills in order to reduce reliance on imported skills and create more opportunities for the communities to take up available opportunities;
- Advance employment equity and BBBEE through skills development;
- Improve and building partnerships between the National Systems for Innovation, Research and Development (science), and local industry as well as FETs;
- Development of a capacitation strategy for the District and constituent Local Municipalities with respect to PMS, Engineering, Integrated Development Planning and Municipal Planning;
- Appointment of persons with disabilities;
- Deepen a culture of highly efficient, effective and accountable Organization through promoting a culture of performance among Councillors;
- Inculcate a culture of Performance Management throughout the entire Organization, and ensuring that it is fully (automated);
- To build capacity of Councillors and employees (engineering, planning, performance monitoring and evaluation are some of the critical skills that are required);
- Implementing an Electronic Document Management System for the District Municipality.
- Increased dissemination of information through sustained development and distribution of Newsletters by all Municipalities within the District.
- CoGTA to coordinate PCF – Technical reports for purposes of implementing resolutions within Municipalities.
- Strengthening of IGR structures throughout the District.
- Advocate for the location of the Engineering Faculty of the proposed University of Mpumalanga in the Nkangala District Municipality.

4.4. KPA 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The primary aim of this strategic pillar is to help bridge the gap between the three spheres of government, the District Municipality and the six constituent Local Municipalities and the Community at large. It further seeks to stress the importance of communicating Council matters with beneficiaries and other stakeholders through:

- Promoting the positive corporate image and brand of Nkangala District Municipality;
- Widely communicating the governance priorities, successes and objectives of the District;
- Improving relations between the three spheres of government, and its Local Municipalities and the Community at large;

- Improving public participation, accountability and transparency.

4.4.1 Issue 4: Good Governance and Communication

4.4.1.1 Background and Problem Statement

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

Internal Audit Function:

The District established an Internal Audit Unit (IAU) in terms of section 165(1) of the Local Government: Municipal Finance Management Act, Act 56 of 2003 (MFMA). The internal audit unit operates in terms of the risk-based internal audit plan adopted by Council. Furthermore, the internal audit unit performs their duties in terms of the Internal Audit Charter adopted by Council.

Shared Audit Committee:

The District has established a shared Audit Committee in terms of Section 166(6)(a) of the Local Government: Municipal Finance Management Act, Act 56 of 2003 (MFMA). The Audit Committee performs its duties according to the Audit Committee Charter approved by Council. The over-arching challenges faced by the Audit Committee are non-attendance by certain Local Municipalities and senior management from the Municipalities.

In the last 7 years majority of Municipalities within the District performed fairly well. Hence numerous Awards from varying institutions in recognition of this performance. However, the last two financial years have seen indifferent performance in some of the Municipalities in the District. **Table 23** below depicts the audit performance of all Municipalities in the last 7 years.

Table 23: District-wide Audit Opinions over the last 7 Years

Municipality	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Nkangala District Municipality	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified (CA)
Emakhazeni	Unqualified	Unqualified	Unqualified	Qualified	Qualified	Disclaimer	Disclaimer
Victor Khanye	Qualified	Unqualified (CA)	Unqualified (CA)	Unqualified	Qualified	Qualified	Qualified
Thembisile Hani	Disclaimer	Disclaimer	Qualified	Qualified	Qualified	Qualified	Qualified
Steve Tshwete	Unqualified	Unqualified (CA)	Unqualified (CA)	Unqualified (CA)	Unqualified (CA)	Unqualified (CA)	Unqualified
DR. J S Moroka	Qualified	Disclaimer	Disclaimer	Qualified	Qualified	Qualified	Qualified
eMalahleni	Unqualified	Qualified	Qualified	Disclaimer	Disclaimer	Disclaimer	Disclaimer

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

It can be deduced from above therefore, that attainment of the Clean Audit by 2014/15 by all Municipalities within the District has not been realised as espoused. To avert this trend, all Municipalities will need to develop and adhere to a turn around plan, which must be optimally implemented to coherently address among others all the findings of the AG as detailed below.

Challenges to be addressed

- Poor or no progress on previous issues raised by AG
- Poor understanding of performance management
- Implementation of new GRAP standards on annual basis
- LM's that is not part of the shared Audit Committee
- Review and implementation of policies
- Poor internal controls and/or implementation of internal controls
- Shortage of skilled staff and capacity limitations
- Non effective leadership – oversight & monitoring of compliance
- External factors outside control of Municipality (Macro-Economic factors/poverty/unemployment)
- Poor financial and multi-year planning
- Poor record keeping

The current Status Quo with regard the level of governance within the Audit function at each Local Municipality is highlighted in the following Table.

Municipality	Functionality of Audit Committee	Functionality of Internal Audit	Shared Services with NDM on Audit Committee	Shared Services with NDM Internal Audit	Applied For Interim Audit to AG
VKLM	Yes	Yes	Yes	No	No
DR JS MLM	Yes	Yes	N/A	None	No
THLM	Yes	Yes	No	No	No
EMAK LM	Yes	Yes	Yes	Yes	-
STLM	Yes	Yes	Yes	No	Yes
EMAL LM	Yes	Yes	No	No	Yes
NDM	Yes	Yes	N/A	N/A	Yes

Fighting Corruption:

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

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

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

Risk Management Function:

The need for risk management in the public sector and municipalities has been the subject of increased attention in recent years. Particular reference is found in the Municipal Finance Management Act, 56 of 2003 Section 62 (1) (C) (1) which requires the accounting officer of a Municipality to ensure the maintenance of effective, efficient and transparent systems of financial, risk management and internal control systems. King III Report on good corporate governance stresses the need for an organisation to follow the risk based approach instead of traditional compliance based approach. Thus, organisations need to establish risk management units to deal with matters relating to risk management.

Treasury Regulations (Section 3.2.1) stipulate that the accounting officer must ensure that a risk assessment is conducted regularly to identify emerging risks of the institution. A risk management strategy, which must include a fraud prevention plan, must be used to direct internal audit effort and priority, and to determine the skills required of managers and staff to improve controls and to manage these risks. The strategy must be clearly communicated to all officials to ensure that the risk management strategy is incorporated into the language and culture of the Nkangala District Municipality.

The Accounting Officer / Authority is the ultimate Chief Risk Officer of the Institution and is accountable for the Institution's overall governance of risk. The Risk Management Unit primary objective is to assist NDM in embed risk management and leverage its benefits to enhance performance by facilitating the risk management process and raise awareness on issues of fraud and corruption.

Achievements

- No findings raised by Auditor General for the 2013/2014 financial year on Risk Management.
- Secondment of the Shared Risk Management, Anti-Fraud and Anti- Corruption Chairperson to Emakhazeni, Victor Khanye and Steve Tshwete local municipalities
- Provision of Municipal risk management support Emakhazeni local municipality during 2015/16 financial year.
- 100% implementation of risk management plan
- Effective District Audit and Risk Forum.
- Anti -fraud and anti-corruption awareness workshop conducted.
- Effective risk management, anti -fraud and anti-corruption committee
- Risk Management indicators are incorporated in to performance management system.

Challenges

- Delay in submission of monthly risk management monitoring progress report by Departments.
- Report submitted without portfolio of evidence.
- Slow progress in implementing action plans to manage identified risk.

CHALLENGES	PROPOSED SOLUTIONS	PROGRAMMES/PROJECTS
Delay in submission of monthly risk management monitoring progress report by Departments.	Develop an annual schedule for submission of risk management monitoring reports	<ul style="list-style-type: none">• Annual schedule
Slow progress in implementing action plans to manage identified risk.	Continue to include risk indicators in to performance management system.	<ul style="list-style-type: none">• Incorporation of risk indicators in to performance management system.
Failure to provide risk management support to Local Municipality due to shortage of staff.	Additional risk management staff	<ul style="list-style-type: none">• Appointment of risk management officers



Research & Development:

In recent times Community members have confronted Municipalities across the Country with the challenges of violent Service Delivery related protests. Whilst this has not been that much rife in our District as a whole, there are to some degree, few Local Municipalities within NDM which were not spared from this unfortunate scourge. The White Paper on transforming Service delivery states that improving the delivery of services means redressing the imbalances of the past and while maintaining the continuity of service to all levels of society, focusing on meeting the needs of the society. Research plays a major role in identifying the exact service provision needs for the communities and the service delivery gaps that exist within our communities.

In order to address the service delivery protests, the following areas of research will need to be regularly and progressively attended moving forward:

- The priority needs of the community
- Community level of satisfaction with Municipal Services provided;
- The manner in which the public participation function is strengthened;
- The manner in which the systems and processes of service delivery related information is communicated to the public must be continually enhanced and sustained; and
- The impact of violent Public protests on sustainable provisioning of Service Delivery

Community Outreach Programme:

According to Chapter 4 of the Local Government: Municipal Systems Act, a Municipality's Governance Structures consists of the Political Structures, Administration and Community of the Municipality. In the Spirit of Cooperative and Accountable Governance, the NDM has institutionalised a Community Outreach Programme that aims at improving communication, interaction and accountability between the District, the Local Municipalities and the Community at large on issues of service delivery and development.

Councillors attend the meetings from the District and Local Municipalities, Provincial Sector Departments, traditional leadership, Community members, service providers and parastatals as well as civil society. All Local Municipalities within the District's area of jurisdiction are visited twice per Financial Year in August/September and January/February to table projects that have been approved and budgeted for by the District, and assimilate developmental issues for the subsequent Financial Year respectively. Mechanisms on enhancing the impacts of this programme will be progressively explored.

The issue of Mass Catering successfully rolled out from the 2012/13 Financial Year in all our meetings, and accordingly an appropriate Budget allocation will be incrementally set aside each Financial Year. We respect the commitment of our communities to attend these meetings and therefore need to take care of their well being during and after all our meetings since some of them travel long distances to and from the Outreach Meetings. The schedule of the meetings is contained in the 2016/17 District IDP Review Framework Plan.

Strategic Stakeholder Engagement Fora:

District IDP/LED Representative Forum is functional and seating as scheduled on quarterly basis. The issue of inclusivity is highly prioritised in the constitution of the Forum, where all the organised formations and interest groupings across the District are represented at the Forum. This Forum plays a pivotal role in the development, review and implementation of the District's IDP within a collective therein. Whilst majority of the Working Groups are seating as planned, there are those that are either not seating at all, or are not adequately functioning as envisaged pertaining to the nature of issues discussed therein.

CEOs Forum:

Constituent of the CEOs of Big Business and Executive Mayors of the six constituent Local Municipalities and the Executive Mayor of NDM has been established as of June 2012. The primary aim of the Forum is to engage all the CEOs on the role of

their Companies on the developmental Agenda of the District, and to strategically direct their investments with the primary aim of ensuring coherent development throughout the District.

Media Liaison and Marketing (Electronic and Print Media):

The Public Liaison Unit seeks to facilitate a seamless communication and interface between the Nkangala District Municipality and the Community it serves, 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 and marketing the NDM.

A strong working relationship has also been established with print media that exists in the Nkangala DM. Communication through the print media is done through local, regional and national newspapers, websites, magazines and newsletters. Furthermore, Communication still requires to be enhanced between the Provincial and Municipal Structures, e.g. feedback to the Municipalities from IGR structures, mainly the Premier's Coordinating Forum (PCF).

A District-wide newsletter has been initiated and is distributed quarterly, a copy can also be found at the District library.. All six Local Municipalities within Nkangala contribute to the success of the newsletter.

Promotional Materials:

In order to reinforce the flow and the dissemination of information and Community participation, promotional materials are developed, availed and widely distributed. These ranges from brochures, t-shirts, caps, pens, posters, back drops, banners, etc. The banners and corporate materials are used during Council events and forums such as the out-reach programmes, IDP Indaba, Budget Indaba and strategic Lekgotla and exhibitions to promote and enhance effective and efficient Communication and public participation.

IGR and International Relations:

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

Ward Committees:

The broad-based capacitation of the Community on issues relating to economic development and job creation, health, safety and education remains understandably high on the developmental agenda of the NDM. Furthermore, the establishment of an efficient Ward Committee System in all constituent Local Municipalities (both in the urban and rural areas), and the implementation of a system of Community Development Workers in the District, must remain high on the drive to deepen democracy therein.

According to Table 24 below, the number of Wards within the District remain 143 Wards. This indicates that the number of Ward Councillors within the District also remain to 284 within respective Local Municipalities, and that additional CDWs to support these new Wards will be needed moving forward.

Table 24: Wards within the District

Municipality	2011 wards	2016 Wards proposed	Change	No of Councillors
Victor Khanye	09	9	No changes proposed	17

Dr JS Moroka	31	31	No changes proposed	62
Emalahleni	34	34	No changes proposed	68
Emakhazeni	08	8	No changes proposed	15
Steve Tshwete	29	29	No changes proposed	58
Thembisile Hani	32	32	No changes proposed	64
NDM	143	143	No changes proposed)	284 (for all LM's)

The Mpumalanga Province COGTA has to-date deployed **152 CDWs** in the Nkangala District in 2014/15 with the idea to have at least one CDW in each ward. This objective to-date has not been adequately achieved, but Province is currently trying to address the shortfall. The Nkangala District took a resolution for the CDWs to be incorporated in the Ward Committees, chaired by the Ward Councillor.

These are critical structures of local governance, and are located closer to communities in all the Local Municipalities in order to enhance Community participation in the affairs of Municipalities. The NDM has successfully launched all **143 Ward Committees** in the District.

Throughout the District, in aggregate terms, a report compiled in March 2015 showed that about **85% of ward committees were functional**. Common challenges included resignation, lack of resources, lack of interest and motivation, transportation – particularly in vast wards, and out-of-pocket expenses, low literacy levels and in some cases lack of clarity in terms of roles and responsibilities of ward committee members. Concisely, a majority of wards that are non-functional are non-functional due to the lack of payment for ward committees. The NDM regards Community participation as one of its core functions. Therefore, the District continues to support and capacitate these structures through, inter alia, training and continuous monitoring inclusive of CDW's.

4.4.2 Issue 21: Transversal

4.4.2.1 Background and Problem Statement

Gender Development:

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

Young women:

The broad-based capacitating of women on issues relating to economic development and job creation, lack of skills, poverty high unemployment, high level of crime and violence. They are more likely to be unemployed than males as it indicate that from 2001 to 2011 unemployment female rates has drop from 56 % to 37.65.

As per the depiction in the table 25 below, Women, particularly young ones are more likely to be unemployed than males as it indicate that from 2001 to 2011 Female unemployment rates has dropped from 56 % to 37.65%. To further reduce these unemployment rates, particularly in the female category of our population, the District and its constituent Local Municipalities will have to progressively ensure that all the development needs of Women, particularly in rural communities are prioritised as per the resolutions of Women Summits hereunder.

Table 25: Employment and Unemployment Rate - Female

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

Source: Statistics South Africa – Census 2011

Women Empowerment:

Following the successful hosting 2013/2014 NDM Women Summit, this affirms NDM position in seeking to elevate women's issues to the fore. The primary focus of the summit was to reflect on the assessment of challenges that have hindered progress and implementation of policies aimed at entrenching, women's Rights and Economic Empowerment in the District. The scope of assessment covered the resolutions of the strategic NDM Women Summits held in 2014, by key women groupings in politics, business, civic, non-governmental organisations, government and issues specific women organisation

Strangely, the challenge confronting women in different parts of the Region remain the same and can be summed up as follows:

- The violence directed towards women and children remains a challenge
- High teenage pregnancy, which represent challenge in bridging the skills gap between boy and girl children
- Lack of diversification on economic streams followed by women resulting in limited opportunities
- Lack of dedicated programmes for the development of women
- Sexual abuse
- Improvement of quality of life and status of women in rural and urban communities
- Women development and empowerment implementation plan
- Lack of entrepreneur skills development especially in the small Business sector

Emanating from the 2014 NDM Women Summit, under the theme "Celebrating 60th Anniversary of the Women's Charter and 20 years of Democracy: Inspire Change", the delegates took the following progressive resolutions.

Issues	Resolved	Responsible Department
HIV/AIDS prevalence is high amongst young women	-Widespread provision of condoms (male & female) -Prevention of mother-to-child HIV transmission (PMTCT) -To collaborate with all stakeholders in eradicating HIV & AIDS, expand HCT and commemorate World AIDS Day	DOH NDM Transversal Unit

Economic women empowerment	<ul style="list-style-type: none"> -Access finance to support to small farmers -Women's participation in the economy requires diversification. -Opportunities in other sectors such as construction remains untapped -Assist with the registration of companies -Corporate Incentive Schemes (CIS) targets the youth and women- there must be a market for products -Conduct workshops for Cooperatives in the District on the various funding options -Adopt and strengthen the use of Cooperatives when acquiring goods and services -EPWP programme targeting women -To launch women Caucus - Municipal Councils to ensure that the full Gender Desk are established in their Councils 	<p>MEGA DEDET DTI NDM LED Unit</p>
Community Participation	<ul style="list-style-type: none"> -Women Community Builder's Awards to be held once in two years. -Women to participate in the IDP Outreach where they can raise their issues. Women should engage and participate in various for a and further critically engage as to how programmes benefit women. -Women should be involved and participate in all spheres of government (indicate the involvement of women and women should be involved). Increased allocation of budget by Municipalities for the implementation of various community based programmes targeting women including those in rural areas. 	<p>NDM Social Service NDM Transversal Unit Public Participation Unit</p>
Gender Mainstreaming	<ul style="list-style-type: none"> -Every Department and Private sector must budget for women issues and responded to through all the projects. -Municipalities should mainstream gender within all the directorates -Representation of women in management positions within the municipalities in good progress, though we still need to do more -Career development 	<p>NDM Departments Local Municipalities Private Sector Government Departments</p>
Gender Based Violence	<ul style="list-style-type: none"> -365 days GBV campaign (from 16 days activism) - Sub-programmes <ul style="list-style-type: none"> ▪ Moral Regeneration ▪ Anti-rape campaign ▪ Human Trafficking campaign ▪ Domestic Violence ▪ Increase in substance abuse campaign especially in Emalahleni. 	<p>Local Municipalities NDM Transversal Unit SAPS DCSSL</p>
Poverty alleviation	<ul style="list-style-type: none"> -Cooperatives must be involved cleaning projects. -Food security and rural development programmes 	<p>NDM DARDLA</p>

Women Builder's Awards

The NDM hosted the 2015/16 Women Builders Awards Women Builders Awards to tribute to organisations and individuals who have voluntarily excelled in their contribution to the overall improvement of the quality of lives through their initiatives in the District.

The 2015 Women Builder's Awards were instrumental in attracting sponsorship for community-based projects which would otherwise not have received. Furthermore, it exposed the work that iwa done by ordinary women in the district as the first point

of entry. From engagement with the sponsors and the entries, the mood was that the Women Builder's Awards be held bi-annually. This view still needs to be discussed and confirmed especially with the sponsors and Council. Twelve projects were awarded from various local municipalities.

Youth Development:

The development of an Integrated Youth Development Strategy for Nkangala District Municipality marked a crucial milestone in that whilst the challenges confronting youth development are obviously noticeable, the opportunities that lie ahead have equally been identified.

The challenges of youth development are well encapsulated in the Integral Youth Development Strategy document which was adopted by Council. Although this Strategy represents the first official Integrated Youth Development Strategy of the District, youth development has enjoyed the attention within the Nkangala District and its constituent local municipalities over the past decade.

The District has also established a Youth Development Office within the municipality. The importance of addressing the youth cohort in South Africa is exacerbated by the fact that the former apartheid regime did not afford the greatest part of South Africa's youth population with the opportunity to develop to their full potential. The District, in line with the NYP recognises that immediate attention should be given to the following prioritized youth target groups.

Unemployed Youth:

There is still a significant number of young people who are unemployed and therefore vulnerable to poverty. It is estimated that one third of all South Africa's youth live in poverty and approximately half of these live in extreme poverty. Almost two thirds of youth in the age group of 15 – 24years live in households with expenditures of less than R1 200 per month, as do approximately 60% of youth aged 25 – 34 years. According to the census 2011 report, youth unemployment in the District has decreased to 38.91% as compared to the Census report in 2001. See **Tabled 28** below.

Table 28: Youth Employment Rate within the District

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

Source: Statsa-Census 2011

School-Aged-Out- of School Youth:

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

Youth in Rural area:

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

Youth at Risk:

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

- Young women are more likely to be unemployed than males;
- The need for support and assistance to youth with disabilities particularly access to a variety of resources. At present, they are unable to compete with their peers due to inability to access such resources such as schooling facilities for people with special needs;
- A significant number of young people who are unemployed therefore are vulnerable to poverty;
- A high percentage of South Africa's youth falls into this category, and includes youth living with HIV/AIDS, youth headed households, youth in conflict with the law, and youth abusing dependency-creating substance.
- The need to establish the bursary programme to adequately respond to the ever growing demand of youth with capacity and who are unable to further their studies to contribute to the economic development of our country.

Nkangala District Municipality Integrated Youth Development Strategy seeks to address the following strategic areas in respect of the above-mentioned problems and challenges:

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

Objectives and Key Priority Issues For Youth Development

Youth Job and Skills Development Summit/Job Fair

- To interrelate with recruitment strategy of all invited companies with the aim to make it friendly to the unemployed youth of our district municipality;
- To engage on the above mentioned sub-topic and arrive at youth solution for the challenge facing the youth as far as job and skills development is concerned;
- To identify the skills shortage in the district versus the job demand;
- To create a steady and sustainable youth skills development programme by engaging the private sector centre in the district and avail their qualified personnel for skills transfer to the unskilled youth.

A Youth Entrepreneurship workshop is scheduled for the 2015/16 financial year

Mayoral Bursary Fund

- To have a located budget for bursaries at the Office of the Executive Mayor where the Mayor will at his authority award learners who did exceptional well;
- To adequately respond to the academic exclusion that is continuously taking place each academic year due to financial challenges faced by our own downtrodden young people in our communities.

Education Indaba/Summit

- To have a dialogue on the curriculum versus the skills demand in the District;

- To convene the Departments of Labour, Education and private sector to align subjects offered at schools with most needed/used skills in the private sector;
- To outline the role played by FET's on skills development in the District since we are a District dominated by FET institutions.

Skills Audit

- A database of young unemployed graduates has been compiled, approved by Council and submitted to the industrial companies;
- To get a true reflection of the NDM Statistics of the young unemployed graduates.

Career Expo

- To expose learners to the different fields of study and institutions;
- To research and analyse the most offered courses to compare it with the District's demand;
- To encourage learners to choose fields of study according to their potential and the needs of the District;

Mayoral Academic Awards

- To encourage learners to work hard at school knowing that their efforts are recognised and acknowledged by government and society at large;
- To make education fashionable and stylish;
- To encourage a culture of learning and that will translate to increased pass rate in the District.

Mayoral Games

- To promote sports and healthy lifestyle amongst young people in our communities;
- To promote sports as a tool to deal with social ills that are characterise the lives of young people;
- To intensify the campaign of social cohesion through sports;
- To encourage the frequent use of sports facilities rather than destroying and leave them dilapidated.

Young Entrepreneur Seminar

- To create young entrepreneurs who will compete for business within the District's economy;
- To enable young people to be skilful and knowledgeable in different areas of interests to do business;
- To assist young business people to participate in the economy of the District.

Teenage Pregnancy

- To run continuous awareness campaign educate and inform teenagers about sexual education;
- To hold debates at schools in an attempt to focus attention of young people in discouraging them to premature involvement in sexual activities that lead to unwanted pregnancy;
- To involve community through local structures to be aware of the existence such campaigns and to actively participate.

Drugs and substance abuse

- To fight against drug usage within the district amongst our youth;
- To educate about the dangers of drugs and substance abuse in our communities;
- Drugs and substance abuse contribute to high school drop-out and it increases crime and unemployment within our district

Youth summit

- To create an enabling platform for young people to discuss matters that affects them and identify problem areas around them and come up with solutions.

Integrated youth development strategy

- The integrated youth development strategy assist and shapes the youth development priorities and imminates from various consultative youth forums
- All local municipalities must have a youth development strategy that guides them in terms of advancing youth development issues and should be aligned with the district youth development strategy

Mayoral cup/games

- Enhancing cooperation between the different locals through the games
- Facilitating the development of sustainable sports infrastructure within municipalities
- Facilitate maximum utilization of the facilities within municipalities
- Promote local economic development through sports infrastructure in municipalities
- Identify hidden talent in the outlying areas of all local municipalities within the province
- Promote social cohesion within communities
- Develop sports management capacity at municipal and community level
- Promote partnerships with all relevant stakeholders
- Create access to different sporting codes for all communities especially within the previously disadvantaged communities and seek to redress the imbalances in respect to gender, physical challenged race etc.
- Promote positive social economic and health values through the games
- Games seek to promote tolerance and unity amongst communities irrespective of cultural or political background

HIV/AIDS

- To get more young people involved in activities of the HIV/AIDS awareness campaigns;
- To work towards the achievement of an HIV/AIDS free generation by involving and educating young people about the epidemic;
- To continuously participate in the awareness campaigns to make sure that local communities of the District, Province and South African nation at large are informed.

4.5 KPA 3: LOCAL ECONOMIC DEVELOPMENT

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

Economic Diversification

Marketing and Market Research

Institutional Development

Green Economy Mainstreaming

Business Retention, Attraction and Development.

FUNCTIONS OF THE LED UNIT

- Planning and co-ordinating government socio-economic development strategies and initiatives spear-headed by our social partners within the framework of the IDP;
- Diversification of the economy by promoting Agriculture, tourism and SMME development;
- Establishing LED programme structures which include the District and Local Municipalities so as to co-ordinate and co-operate on policies, structures and LED initiatives;
- To collect and disseminate economic information so as to assist Local Municipalities with LED interventions.

4.5.2 Issue 20: Economic Development and Job Creation

4.5.2.1 Problem Statement and Background

District municipalities are responsible for the strategic planning by means of integrated development planning. District municipalities also play a role in formulating regional economic development strategies, vertical and horizontal coordination through the preparation of district economic plans and sectorial based cluster plans. Implementation of the public sector component of economic development intervention actions and initiation of economic development opportunities when appropriate through special purpose vehicles created for the initiatives. Management and control of LED initiatives is in accordance with the expressed roles and functions of the municipalities, monitoring and review of economic development initiatives at local government level. District municipalities also take the responsibility of creating the guiding frameworks for local economic development and direct the coordination of the implementation and establishment of the district wide economic development organizations and agencies.

Local Government

The local spheres of government consist of municipalities which must be established for the whole of the country. The executive and legislative authority of a municipality is vested in the municipal council. A municipality has a right to govern at its own initiatives, the local government affairs of its community, subject to national and provincial legislation as provided by the constitution. The national and provincial government may not compromise or impede a municipality's ability or right to exercise its powers or perform its functions (Constitution, RSA, 1996).

Objects of Local Government

Objects of Local Government in terms of Section 52, are as follows:

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote safe and healthy environment;
- To encourage involvement of communities and community organizations in the matters of local government.

A municipality must strive within its financial and administrative capacity to achieve the objects as set above (Constitution, RSA, 1996).

Additional to the Constitution, the White Paper on Local Government (1998) imagines a developmental local government "committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs, and improve the quality of their lives".

The analysis of key LED challenges is based on the strategic review of LED and the review of the 2006 national framework for LED. Both the 2006 and 2014 frameworks for LED identified the problem statement or key strategic challenges for LED as follows:

(i) The meaning of LED

There is a need for the national government to provide greater clarity to the meaning of LED, with the particular emphasis placed on guiding LED activities and planning in small towns and poorer municipalities. Such a requirement is also equally important even at metropolitan and urban cities so that a commonly shared understanding of LED is fully developed.

(ii) Poor intergovernmental relations on LED

Strengthening greater integration and closer cooperation among LED stakeholders and sector departments involved is pivotal for effective implementation of LED, such integration should extend to all economic development stakeholders including the spheres of government, business and community sectors.

(iii) Productive Partnerships

LED should be structured and organized in such a manner that it maximizes the potential for credibility and productive partnership between the private and public sectors. Equally important is the building of an effective private sector business development services sector to enhance local competitiveness through benchmarking and the upgrading of industrial clusters.

(iv) A clear communication and knowledge sharing programme

Disseminating good practice information is as much as important as communicating worst practice in LED so that the latter are avoided and former encouraged. Moreover building LED networks and sustainable knowledge platforms are crucial for enhancing high level heads on the systemic learning.

(v) Capacity constraints

The capacity of staff, improving the profile and professionalization of LED require significant investment. This is more so in urban and metropolitan municipalities wherein there is greater tendency of trivializing and equating LED to an insignificant back bencher aspect of broader municipal development.

(vi) Differentiated approach on LED support

The practice of LED in larger cities, small towns and poorer municipalities is not the same and so too is the scale of LED initiatives across these municipalities. Evidence based and contextually relevant differentiated LED support packages and approach needs to be applied at various municipalities.

(vii) Funding for LED

Addressing the financing and challenges for LED especially for less resourced municipalities outside of major cities is an important consideration for the national framework design. Funding should be geared towards the targeting of investments and their coordination, be aimed at better coordination of fragmented funding resources and better defined with its products better packaged.

(viii) Poor investments in economic information

Improving economic data for understanding local economies, identifying competitiveness and enhanced LED planning are vital for effective LED.

(ix) Dedicated focus on supporting the second economy

Second economy programmes such urban renewal, informal economy; expanded public works programme, integrated rural development, small medium enterprises, youth development, national informal business development strategy and other related programmes need to occupy the centre stage of LED space as they are intrinsic to the nationwide job creation agenda.

Nkangala is the economic hub of Mpumalanga and is rich in minerals and natural resources. The Districts' economy is dominated by electricity, manufacturing and mining. These sectors are followed by community services, trade, finance, transport, agriculture and construction. Mining and electricity generation are concentrated in the coal-rich area to the south with Middelburg and Emalaheni generating the bulk of the income. The manufacturing sector in Middelburg is increasing at an average annual rate of 16.3%, making it a major contributor to the provinces overall gross value added. Other mineral deposits include refractory (flint) and small deposits of gold, tin, copper, lead, manganese, uranium, nickel, cobalt and silver.

Nkangala District municipality has made progress in the last few years, on economic development. The total value of the amount of goods and services produced by the District increased from R75 billion in 2010 to R103 billion in 2014 and is projected to reach 1.6 trillion in 2018. The growth of the mining industry has been critical to this growth with coal deposits such as refractory (flint), small deposits of gold, tin, copper, lead, manganese, uranium, nickel, cobalt and silver; making the bulk of the mining contribution. The Kusile power station is under way, which after completion will be the fourth largest coal-fired power station in the world. It will also be the first South African power facility to incorporate wet flue gas desulphurisation (FGD) technology, and will generate 4,800MW of power. These developments however, should not obscure the simultaneous socio-economic challenges occurring in the District, such as the fall in committed prices, unemployment and persist poverty levels.

The 2015 LED Strategy of the Nkangala District Municipality identified several Anchor projects whose implementation will set the economy of NDM on an upward development path. Feasibility Studies and Business Plans were developed to guide the implementation of the said anchor projects as well as other Investment projects developed by the Six (6) Constituent Local Municipalities within NDM. The District has conducted due diligence on these projects and has adopted an Investment Guide with the objective of making these anchor projects marketable and implementable.

The Local government's developmental mandate encourages municipalities to address poverty, unemployment and redistribution in their local areas. Municipalities are also required to align their economic development plans with those of provincial and national government.

Therefore, the **NDM's main priority** is mobilising local resources and focus on District – wide initiatives through implementing the LED strategy with other sector plans resident in the LED Unit. The economic, social and physical resources within the District guided the approach towards and design of the local economic development strategy as well as the implementation thereof. LED strategy is an integral part of the broader strategic or Integrated Development Planning (IDP) process and the Service Delivery and Budget Implementation Planning (SDBIP) process.

Below is the list of anchor projects within NDM as well as the capital requirements for each identified project.

No.	Anchor Project	Location	Required Investment
1	Establishment of Catalytic Converter Plant	Steve Tshwete	R103 Million
2	Establishment of Steel and Metal Fabrication Hub	Steve Tshwete	R87 Million
3	Establishment of Glass Recycling Plant	Dr JS Moroka	R1.7 Billion
4	Establishment of a Bio-Diesel Plant	Dr JS Moroka	R39.5 Million
5	Establishment of Shopping Complex in Entokozweni	Emakhazeni	R100 Million
6	Resuscitation of the sawmill project	Emakhazeni	R27 Million
7	Establishment of Fly Ash Beneficiation Plant	Emalahleni	R9.3 Million
8	Construction of High Altitude Sports centre	Emakhazeni	R5.3 Billion
9	Establishment of the Nkangala International Airport	Victor Khanye	R4.5 Billion
10	Establishment of SMME Hub	Victor Khanye	R25 Million
11	Establishment of a Business Convention centre	Emalahleni	R910 Million

12	Loskop and Rust De Venter Tourism Belt	Thembisile Hani/ Steve Tshwete	R1.6 Million
13	Establishment of a Mining Museum and Convention centre	Emalaheni	R256 Million
14.	Rust De Winter Theme Park Development	Dr. JS Moroka	R585 000.00

The above anchor projects should be implemented within strategic clusters put forward by the Local Economic Development Strategy (2015). The LED strategy aims to optimise economic development in the District through guiding implementation of the anchor projects and a range of other development programmes. The LED strategy identified the following five thematic areas, critical to economic development in the District.

Strategic Cluster One: Economic Diversification

This cluster points to the need to diversify the economy of the District. This diversification should be implemented in form of mixed nodal centres, foreign direct investment (which have been considered critical to diversifying resource endowed economies); improving the quality of state institutions to deliver successful diversification facilitation; ensuring that aggressive nodal marketing is done; enhancing agro-processing, adding value to mining products as well as supporting small enterprises. A working group specifically constituted of the mining sector, the local municipalities in the District, and the Department of Mineral Resources needs to be established.

By the same token, existing and future Human Settlement patterns should be planned around economic development zones (Nodes, Corridors, etc.). This will balance out the interaction of demand and supply markets, and effectively develop the identified development zones. Implementing the Memorandum of Understanding on Land use management planning, as well as the Land tenure Strategy will play a major role in creating activity corridors which are sustainable in the long term.

Strategic Cluster Two: Marketing and Market Research

Marketing of the Nkangala District and Research should be implemented, to attract investments in the District. More research relating to economic development among the youth, women, people with disability, as well as research focusing on mainstay sectors should be conducted. Marketing should aim to improve tourism and investment from both local and international investors.

Strategic Cluster Three: Institutional Development

The third strategic cluster focuses on Human Resource development within the municipality, as well as mobilization of resources for development initiatives. This should involve trainings, appraisal of performance and incentives such as regular awards, etc. The objective of this strategy is to ensure quality and efficient operations on the part of the municipality as a catalyst to development.

Strategic Cluster Four: Green Economy Mainstreaming

The fourth strategic pillar suggests the need for all development initiatives in the District to adhere to green economy principles. This objective accounts for the resource nature of the District economy, and the potential for environmental degradation. Rehabilitation of mines, reforestation programmes as well as renewable energy initiatives are some of the green activities that should be implemented. Additionally, as part of conservation initiatives, development strategy for procurement of land closer to existing economic development zones should be established.

Strategic Cluster Five: Business Retention, Attraction and Development.

The fifth strategic cluster focuses on business retention, attraction and development. Ensuring that businesses prefer to be located in the District should involve ease of doing business policies on the part of the municipality. This should be bundled with facilitation to access credit, mentorship and training initiatives as well as provision of locational based incentives. It is also important to consider establishment of industrial hubs in the various local municipalities such as Siyabuswa and Moripe in Dr JS Moroka, as well as all the other local municipalities within the District. A study needs to be commissioned to determine the feasibility of industrial hubs in all of the local municipalities.

<p>Undertake feasibility studies and compile bankable Business Plans for all the Anchor Projects and other proposed Sector and Catalytic Project Interventions within the District.</p>	<p>R1 194 000. 00</p>	<ul style="list-style-type: none"> Anchor Projects completed, which includes implementation, monitoring and evaluation plans completed. Feasibility Study for the Fresh Produce Market in the none CRDP Municipalities completed. NDM has signed a Memorandum of Understanding (MOU) with in the process of with DARDLAE and MEGA for the implementation of the Fresh Produce (Agri-hub Concept).
<p>Establish Strategic Partnerships with Strategic Players in the Economy of the District.</p>	<p>Provided in the OPEX</p> <p>R45 million (DRDLR)</p> <p>R124 000.00 (Kusile Power-Plant)</p>	<ul style="list-style-type: none"> Functional IDP/LED Forum and Working Groups. Best Practices are shared through the IDP/LED Forum and Working Groups and Public Participation where stakeholders from Business in its entirety are participating. Feasibility Study for the Fresh Produce Market in the none CRDP Municipalities completed. NDM has signed a Memorandum of Understanding (MOU) with in the process of with Department of Agriculture, Rural Development, Land and Environmental Affairs (DARDLEA) and Mpumalanga Economic Growth Agency (MEGA) for the implementation of the Fresh Produce (Agri-hub Concept). Partnered with Department of Rural Development and land Reform in the implementation of the Agri-Parks Project in Dr JS Moroka LM. Implementing Contractor Development Programme in collaboration with Kusile Power Project.
<p>Monitor progress regarding the implementation of the District Growth and Development Summit Agreements.</p>	<p>Provided in the OPEX</p>	<ul style="list-style-type: none"> Executive Mayor's Breakfast with was held on 26 November 2015 to market Anchor projects and other investment opportunities within NDM Three potential investors have shown interest in the Saw-mill plant in Emakhazeni,

		<p>Establishment of Diesel-Plant in Dr JS Moroka LM and Establishment of Tyre-Recycling Plant in Emakhazeni LM</p> <ul style="list-style-type: none"> • An Investment Summit is planned for 21-22 April June 2016, where Anchor Projects and other catalytic projects will be marketed to Investors. • Concept Document for the Summit has already been approved by Council. • Progress Reports are regularly submitted to Council on the implementation of the Agreements
On average, the Nkangala District will thus generate about 4500 Work Opportunities and about 1500 Full Time Equivalent work opportunities per annum through the EPWP	<p>National Department of PW' Grant</p> <p>R6 million</p>	<ul style="list-style-type: none"> • NDM signed the Protocol Agreement as well as the Incentive Grant Agreements and the grants were transferred. The following jobs have already been created • 19 736 Work Opportunities (WO) • 5 621 Full Time Equivalents (FTEs)
Support small enterprises, co-operatives and informal sector with non-financial and financial means.	<p>Provided in the OPEX</p> <p>R24 000.00</p> <p>R5 768 568.00</p> <p>(15 – 25% sub-contracting)</p>	<ul style="list-style-type: none"> • Developed Procedure Manuals for Emerging Contractors and Informal Traders. • Facilitating financial support in the form Steel Container for gas distribution for Amalanga Trading and Projects in Thembisile Hani Local Municipality. • Sub-contracted one (1) Cooperative and eighteen (18) SMMEs on infrastructure projects implemented by N
Provide support for rural communities through support for rural smallholder farmers and the establishment of community and village markets at Thusong Centres as planned in our Spatial Development Frameworks	R1 148 000	<ul style="list-style-type: none"> • Facilitated 24 applications and approvals for land acquisition and recapitalisation to Department of Rural Development and Land Reform • Six (6) Greenhouse tunnels supplied to smallholder farmers/Cooperatives in all the LMs

		<ul style="list-style-type: none"> To roll out Four (4) Greenhouse tunnels and Agricultural equipment to smallholder farmers/Cooperatives in the four LMs before June 2016. 16 Cooperatives members received Specialised Hydroponic training and plant production
Address land administration matters in communal land within the District, in partnership with relevant Government Departments and relevant stakeholders	Provided in the OPEX	<ul style="list-style-type: none"> Established District Agri-Park Management Council (DAMC) Established District Land Reform Committee (DRLC) to deal with all land issues from acquisition to recapitalization. Established District Agri-Park Operational Task Team (DAPOTT).

4.5.2.2. Summaries of Sector Specific Strategies

1. Tourism Strategy

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

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

- Mining cluster (mining activities & mining tours around Emalaheni 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/Emalaheni Town).

2. Industrial Strategy

For the NDM to facilitate successful investment, systematic targeting and negotiations with potential investors must form the first steps of project implementation. In this regard, the NDM strategy should focus from the start on establishment of a framework and networks through which investors could be attracted, IPAP underlines the industrial growth and development. Building on the Industrial Potential Analysis and the Strategy Framework, the NDM development facilitation process serves as a basis for implementation on the following industrial clusters:

- Food & beverages;
- Non-Metallic Mineral Products;
- Metals and products of Metal;
- Support for the NDM ICT;
- SMME Development.

3. LED Marketing Strategy

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

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

4. LED Regional Industrial Roadmap

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

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

5. Sector Interventions

Agriculture, Hunting, Forestry and Fishing Interventions:

Integrate current small-scale/emerging farmers into the commercial farming arena through the provision of training and support in terms of access to funding. Introduce the idea of forming cooperatives, inter alia, implement small-scale/emerging farmer crop growing, animal farming, and forestry projects, promote the use of less water intensive techniques, in the interest of sustainability, by making an appropriate brochure available and/or offering community training.

Mining:

Small-scale mining, mine rehabilitation and mine procurement.

Food Products, Beverages and Tobacco Products Interventions:

Promote agro-processing through community road shows, establish an Agro-Processing Park in each local municipality, and ensure that each Agro-Processing Park contains an agro-processing incubator.

Textiles, Clothing and Leather Goods Interventions:

Develop a business plan for the establishment of organic cotton textiles and clothing community hubs in close proximity to the new organic cotton farms in each Local Municipality, source finance to fund project, investigate the possibility of expanding the organic cotton textile and clothing hubs to organic textile and clothing hubs using a variety of materials such as hemp and bamboo which have become popular.

Wood and products of wood, manufacture of articles of straw, manufacture of paper and paper products:

Develop furniture training centres in appropriate local municipalities.

Agro-Pharmaceuticals:

Develop an agro-pharmaceutical cluster; pharmaceuticals should focus on developing country illnesses.

Chemicals:

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

Machinery:

A detailed study should be conducted to determine the feasibility of machinery manufacturing in NDM.

Automotive Industry:

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

Tourism:

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

4.5.2.4. Expanded Public Works Programme

The Expanded Public Works Programme (EPWP) is one of the Government's short-to medium-term programme aimed at alleviating unemployment coupled with training. The EPWP was formally announced by President, Thabo Mbeki in his State of the Nation Address in February 2003.

The fundamental strategies are to increase economic growth so that the number of the net new jobs being created starts to exceed the number of the new entrants into the labour market and to improve the education system such that the workforce is able to take the largely skilled work opportunities, which the economic growth will generate. Despite numerous efforts undertaken by government, unemployment in South Africa has remained stubbornly high. The on-going global economic downturn has made this even worse and has increased the number of unemployed in South Africa even further. This increases the need for the EPWP even further as it provides a unique policy instrument for government to create work opportunities and alleviate unemployment.

The NDM EPWP implementation has been through a Memorandum of Agreement (MOA) with the National Department of Public Works (NDPW) and Construction Education and Training Authority (CETA). The EPWP Learnership programme implementation was met with a number of challenges, which included delays in appointment of training providers and mentors and non-payment of stipends to the learners.

During the implementation of the Fourth EPWP Group, NDM resolved to implement the EPWP learnerships without the tripartite Agreement. The NDM developed an EPWP Implementation toolkit, which is an implementation guideline. Therefore the fourth NDM EPWP learnerships was managed and implemented by the Project Management Unit (PMU) and not through the MOA.

Nkangala District Municipality managed to extend contracts of 120 EPWP workers that are working in the project Eradication and Control Of Alien Plants from the 1st of July 2015 to the 30th of June 2016. These EPWP workers are receiving a monthly stipend of R2 400.00 per month.

The table below indicates the progress made on site thus far:

TOTAL NO OF WARDS	HOUSES VISITED	NO OF PLANTS IDENTIFIED	HOUSES CONTROLLED/DONE
16	7793	13996	3320

The District has also adopted EPWP Policy and Implementation Toolkit, which outlines all the processes to be followed in the implementation of EPWP in the District. NDM will focus on the following strategies to efficiently manage, monitor and evaluate EPWP programmes in their jurisdiction:

Meeting key objectives: Greater labour intensity will be achieved through benchmarks to be set out through:

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

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

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

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

Training: training norms and standards to be established. All training to reach a level of norms and standards in defined skills, learnerships or certificated NQF credits. Training provision to be cascaded to social and environmental sectors.

Working conditions: EPWP wages paid should not be less than R75 a day. All workers to be provided with a work contract with minimum conditions and training entitlements. EPWP workers to be given protective clothing.

Monitoring and evaluation: All projects to be adequately monitored and be evaluated for accuracy on reported outputs versus the targets. This can be done using internal auditors. EPWP officials to be provided with quarterly reports of progress per sector.

Participation by vulnerable groups: This should be given priority since, the youth and women constitute the highest proportion of the unemployed.

4.5.2.5. Corridor Development Opportunities

The N4 Maputo Corridor, N12 Corridor, and the Moloto Corridor hold significant opportunities for the Nkangala District area, both in terms of economic spin-offs from the corridor, and tourism potential. Activities capitalizing on the economic opportunities associated with these corridors should be encouraged to locate adjacent to the corridors (refer to **Figure 35**). The spatial development proposals and land-use guidelines that will guide development and which future development decisions will be based on. This could include intensive agriculture, agro-processing and hospitality uses. The significance of the railway lines in the District in terms of export opportunities to the Maputo and Richards Bay harbours should also be promoted.

The N12 freeway has been classified as a development corridor in Nkangala as it links Nkangala with the industrial core of South Africa (Ekurhuleni Metro and Oliver Tambo International Airport) as well as the financial and commercial capital of South Africa – Johannesburg. Along the N12 corridor, development opportunities around Victor Khanye Municipality (Delmas town) and, to a lesser extent Ogies-Phola, should be identified and developed.

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

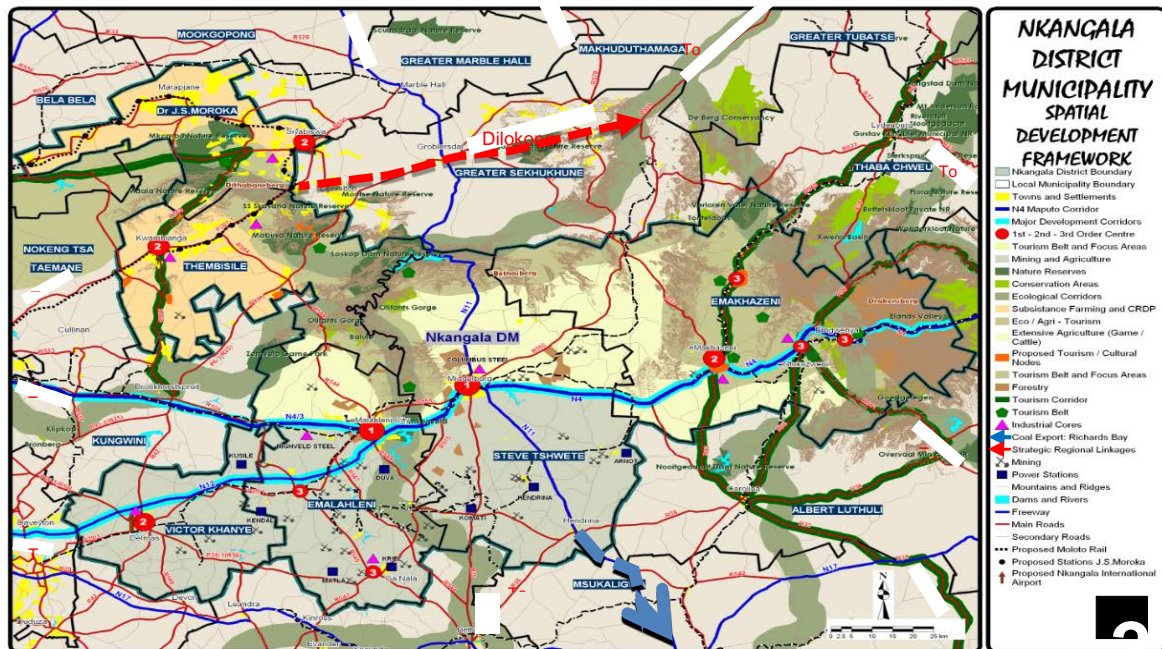
The specific section of route R555 between Emalahleni City and Middelburg pose the opportunity for consolidation and enhancement of the economic opportunities in the form of a mainly Local Development Corridor. Desirable land uses along the corridor would include agro-processing, service industries for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

In terms of the conglomeration of settlements in the north-west of the District, the majority of future residential and economic development in the region should be promoted along the Moloto Rail Corridor (refer to **Figure 35**). The intention is that the Moloto Road and the proposed future Moloto railway line should serve as a Local Activity Spine promote development in and around all the major towns and settlements in these areas.

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

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

Figure 35 : Spatial Development Framework of NDM



Orientated Development

Transit Orientated Development (TOD) is defined as a unique mix of land uses located at a high density within a predetermined walking radius of a railway station (refer Figure 36). TODs are purposely designed to facilitate access to the railway stations and so increase the use of the public transportation systems. Thereby land use and transportation integration can be achieved. TOD programmes seek to create high quality living and working environments, to improve station access, to implement local land use plans, and to increase tax revenue. It also offers the possibility of enhanced utilisation volume, particularly off-peak and reverse-flow riders.

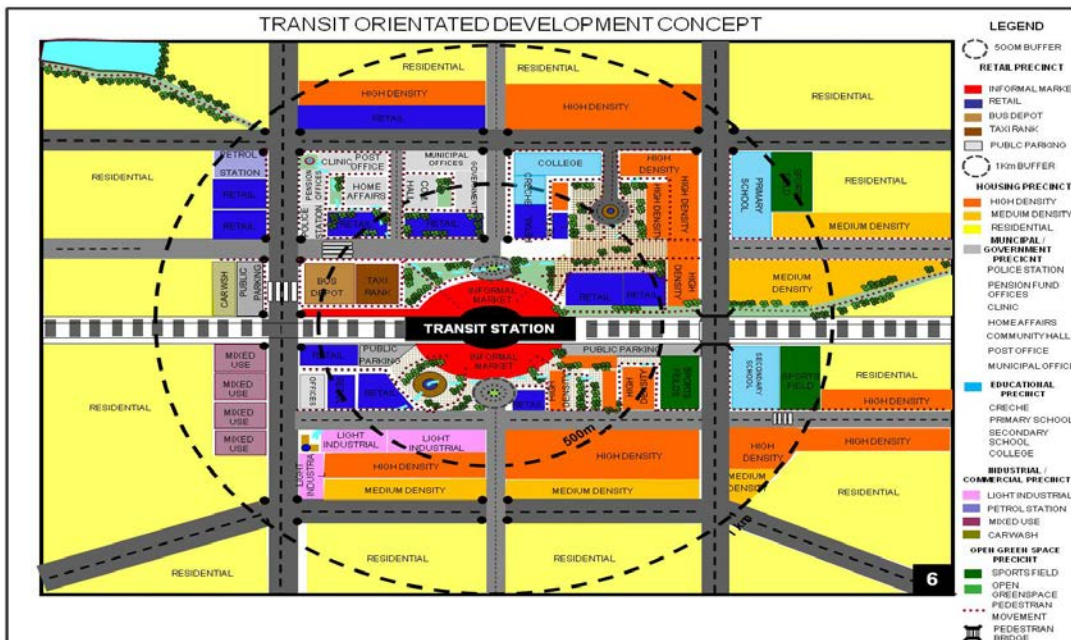
The intention is to develop high density, mixed use areas around the proposed future railway stations along the Moloto Corridor and to incorporate Multi-Purpose Community Centres (Social Services), residential (including subsidised housing) development, as well as commercial, retail and even light industrial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

Figure 36 below depicts the spatial concept of a Transit Orientated Development as developed during Phase 2 of the Moloto Corridor project. If successfully implemented, this concept will dramatically change the face of the towns and villages in the Thembisile and Dr JS Moroka areas, and enhance the long-term social and economic sustainability of these areas significantly, as it will lead to the following:

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

g) Local economic development and job creation.

Figure 36: Transit Orientated Development Concept



4.5.2.6. Conservation, Tourism and Culture

Tourism Strategy

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

- Mining cluster (mining activities & mining tours around Emalaheni 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/Emalaheni Town).

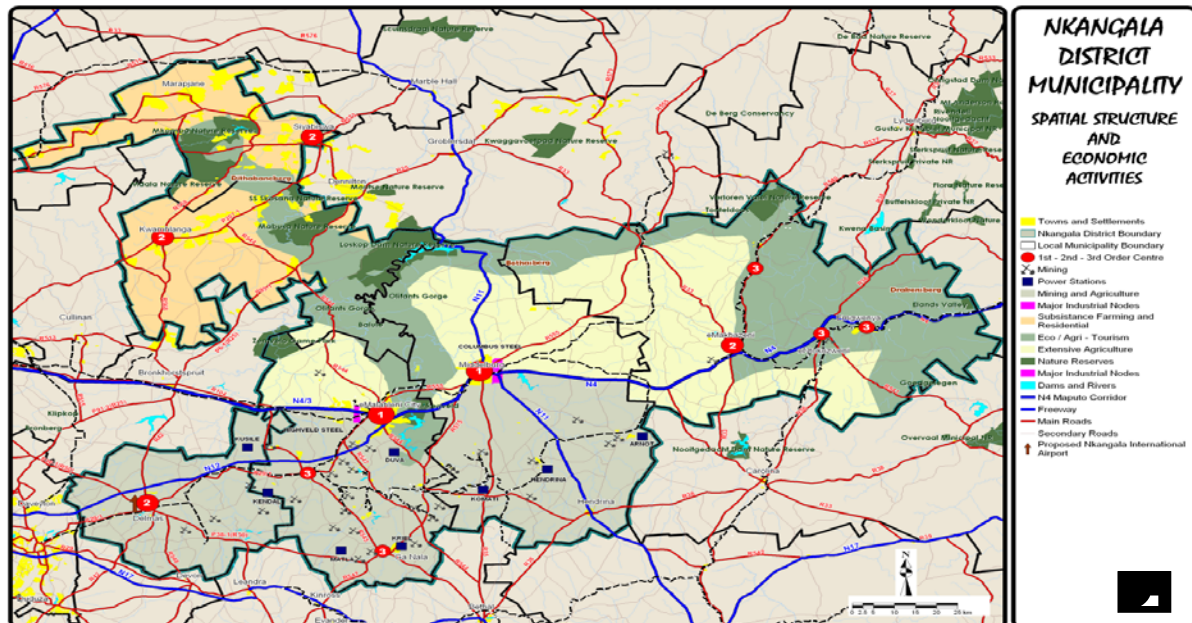
The Nkangala District offers considerable tourism potential (refer to **Figure 36**). The economy of the eastern areas of the District is already growing due to the increasing popularity of tourist destinations in the Emakhazeni Municipality. The natural beauty, rural character and popularity of fly-fishing are the main attractions to this area. The northwestern areas of the District also offer opportunities for tourism, through the consolidation of the various nature reserves and open spaces in this area.

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

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

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

Figure 38: NDM Spatial Structure and Economic Activities



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 (refer Figure 37). A large part of the Emakhazeni Municipality forms part of the Trout Triangle, an area designated for tourism facilities associated with fly-fishing as part of the N4 Maputo Corridor initiative.

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

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

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

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

4.5.2.7 Tourism and cultural nodes/corridors

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

- Belfast which has the opportunity to serve as a tourism gateway, due to the fact that tourists underway to the Kruger National Park along the N4 or Dullstroom/Pilgrim's Rest/Hoedspruit along the R540 (P81-1) have to travel through Belfast. This centre could therefore be used to promote the tourism opportunities in the Tourism Belt and the entire District.
- The Bambi bypass route (R36) from Waterval Boven towards Montrose Falls in the Mbombela Municipal area which is already a very popular tourism route in the NDM area.
- Dullstroom, which is a major attraction point to tourists and is expanding rapidly. The major attraction to this area is however the rural character and scenic qualities, which should be protected from over-exposure and commercialisation. Associated with Dullstroom is the development of the R540 tourism corridor between Belfast, Dullstroom and Lydenburg towards the north.
- Further to the southeast, it is important to enhance the Machadodorp-Badplaas-Mkhondo tourism corridor, which forms part of the SDF of the adjacent Gert Sibande Municipality (R541).
- The cultural nodes in the Thembisile Local Municipality area, which have the potential to attract tourists into this area. There is a node situated to the south between KwaMhlanga and Ekangala. The Ngodwana Ndebele Village and Loopspruit winery are situated along the KwaMhlanga-Ekangala road (P255-1 (R568)) and form the main cultural/tourism node in this area.
- In the southern parts of Thembisile the R25 (P95-1) route which links the N4 freeway to the Zithabiseni resort and the broader Mabusa Nature Reserve is an important tourism corridor.
- Another cultural area is proposed near the Klipfontein residential area to the north of KwaNdebele. This will link with the proposed tourism area on the eastern side of the Klipfontein-Kameelpoort road.
- Other proposed tourism areas are at Sybrandskraal near Moloto, to the south of the Wolvenkop residential settlement near Verena, and at Zithabiseni in the Mabusa Nature Reserve.
- Middelburg and Emalahleni as accommodation (overflow) centre by utilising the strategic location between Gauteng and Nelspruit/Mbombela.

4.5.2.8. Agriculture and Mining

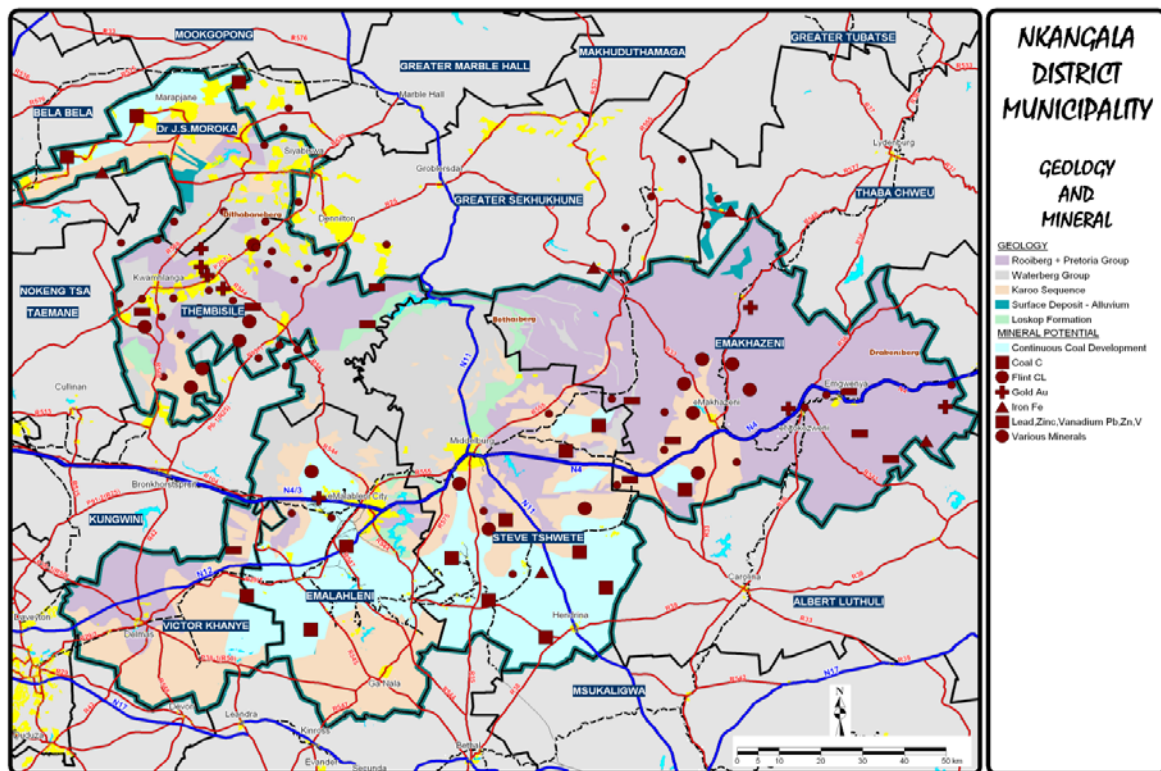
The agriculture sector is an important economic activity in the Nkangala District, which should be protected and promoted through the development of supplementary activities, such as agri-processing. The agricultural sector is critical for the development of the rural areas and the country as a whole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

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

The District has considerable mining potential as reflected in **Figure 38**. The mining activities in the south of the region and especially in the Thembisile Municipality should be enhanced, to contribute to job creation for poor, unskilled workers. The regeneration of power stations, as well as the new power station in the Victor Khanye area could serve as catalyst to increased demand for coal reserves in the NDM area.

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

Figure 38: Geology and Minerals



4.5.2.9 Business and industrial activities

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

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

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

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

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

4.5.2.8. Rural Development

The 1997 Rural Development Framework, compiled by the Rural Development task Team (RDP) and the Department Of Land Affairs, defines rural areas "as the sparsely populated areas in which people farm or depend on natural resources, including the villages and small towns that are dispersed through these areas. In addition, they include the large settlements in the former homelands, created by the apartheid removals, which depend for their survival on migratory labour and remittances". The whole District is characterised by some of these factors, particularly the Dr JS Moroka and Thembisile Hani Local Municipalities. Thus for developmental strategies to have any meaningful impact on the lives of the communities of the District, the rural nature of the District must provide guidance towards pro-rural and pro-poor systematic interventions. The District will develop a District Rural Development Strategy in the 2015/16 financial year.

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

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

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

The importance of rural development in the country is further highlighted in the 2015/16 National Budget in which initial funding of R2 billion was allocated to transform rural economies for the agri-park programme initiative. It is recognized that key to transforming rural livelihoods is to better enable small scale farmers to use land more productively. In this regard, increasing agricultural output, raising rural incomes, supporting small-scale farmers and investing in rural roads are key objectives of government's rural development strategy.

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

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

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

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

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

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

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

Food Security:

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

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

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

Land and Agrarian reform:

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

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

and redistribution and promote land ownership by South Africans. However, this pace and successes and failures of the programme must be appraised.

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

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

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

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

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

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

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

Support for the NDM ICT sector:

- **The implementation and management of a local broadband network** is necessary for local industries to compete in the 21st century. Through cooperation with local role players NDM can lobby ICT service providers to invest in the District. These service providers do not only include Telkom but also wireless service providers. Other recommendations include:
- Support for IT-based exports;
- Export-readiness workshops;
- Provision of IT export-market intelligence;
- Information;
- Providing web access to a local skills database;

- Directories of local industries, businesses and support institutions;
- Attract ICT conferences and seminars;
- Collective purchasing mechanisms;
- Access to Local Government support;
- Promote e-government;
- Access to small business development services and initiatives;
- Potential Investor first-contact services.

4.6 KPA 4: FINANCIAL SUSTAINABILITY AND VIABILITY

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

- Improved financial management and unqualified Municipal audit reports;
- Ensuring fair and just allocation and distribution of resources within the District;
- Building financially viable Municipalities and uphold and maintain sound financial management principles;
- Upholding the principles of Batho Pele;
- Rendering efficient and effective support Services in a transparent and accountable manner;
- Ensuring effective and efficient income and expenditure management;
- Contributing towards the maintenance of a high credit rating.

Each of these priorities is allocated to the appropriate units within the Finance Department responsible for the implementation thereof and is addressed within the performance plan, together with the key performance areas

The supporting objectives of each units are summarised as follows:

Budget, Financial Accounting and in –year reporting

- Ensuring a legally compliant IDP-based Budget, which enhances financial sustainability.
- Preparation of in year reports in terms of legislation.
- Co-ordination, control, and monitoring of budget implementation.
- Management and control of creditor administration, payment systems, processes and procedures.
- Management of personnel remuneration processes.
-

Office of the Treasury, Financial Support and annual reporting

- Effective and efficient cash and investment management.
- Asset Management
- Effective risk management and insurance provision for Council's assets.
-
- Daily management of electronic fund transfers.
- Preparation of annual financial statements in terms of legislation and GRAP standards.
- Maintenance of effective Financial Systems
- Management, co-ordination and control of all revenue collection, including arrear debt management and credit control.
- Research, development, implementation and maintenance of efficient IT systems in compliance with SCOA regulations

Supply Chain Management

- To procure goods and services based on the five principles; fair, equitable, transparent, competitive and cost effective;
- To ensure that procurement of goods and services complies with applicable legislation and regulations
- To ensure uniformity in supply chain management systems between organs of state in all spheres
- To ensure procurement consistent with national economic policy concerning the promotion of investments and doing business with the public sector.

General Financial Management

- Skills development.
- Performance management
- Departmental risk management
- Development and sustainment of internal controls

4.6.1 Issue 3: Financial Viability

4.6.1.1 Background and Problem Statement

A number of Local Municipalities within the District have experienced cash flow challenges during 2014/15 financial year. Municipal Financial sustainability and Viability is about the ability to generate sufficient revenue to meet operating expenses, debt commitments and where applicable, to allow growth while maintaining service levels.

The Financial Analysis Reports for the District and its six local municipalities have highlighted various financial management challenges that effects the financial viability of the municipalities. The District will develop a district wide financial viability plan to address these challenges.

Municipalities improved in audit outcomes but challenges in dealing with financial management issues raised by Auditor General still remains as follows:.

- Ineffective financial management
- Non-existence of fully functional Internal Audit Units, Risk Units , Risk and Audit Committees
- High vacancy rate in key positions

To further exacerbate the challenges faced by District and Local Municipalities, the following are challenges that are cross cutting amongst the municipalities:

- Non-payment of Services;
- Tariffs which are not cost-reflective;
- Rising electricity cost and Inclining Block Tariff implementation;
- Higher water purification cost due to pollution;
- Implementation of free basic service (Indigent);
- Growing dependency of intergovernmental fiscal grants, for everyday operations;
- Low and underutilization of revenue base;
- Macro-economic factors and challenges outside control of Municipalities;
- Non-existence of Credible of billing data – valuation roll and financial system discrepancies;
- Non cost reflective issues of Licensing – Function done at LMs (Function of Province). Research has to be done by Steve Tshwete Local Municipality and NDM in respect of allocation licensing income;
- Non elimination of irregular, unauthorised, fruitless and wasteful expenditure;
- Non alignment of Budget with IDP and performance objectives;

- No improvement of distribution losses;
- Non adherence to minimum competency levels and loss of competent staff;
- Inadequate procurement and contract management;
- Implementation of Supply Chain Management policies to create jobs and stimulate local economy;
- Lack of demand management and procurement plan.
- Non compliance to legislation
- Poor asset management
- Continuous introduction of new GRAP standards
- Introduction of mSCOA
- Outdated procedures

The following key strategies constitute a summary of the key strategies that have been identified for achieving the objectives of the District Wide Financial Recovery Plan:

Short-term Strategies

- Development of a credible and cash-backed Budget
- Effective cash-flow management, forecasting and monitoring
- Effective management of operating and capital expenditure
- Effective implementation of Standard Chart of Accounts (SCOA) for the District
- Effective implementation of credit control and debt collection measures

Medium-term Strategies

Implementation of a Revenue Enhancement Strategy, which includes the following:

- Enhancement of the current revenue base. The District Wide Financial Viability Plan should take into account the socio-economic factors of its surroundings and promote initiatives aimed at sustainable revenue growth.
- Current revenue streams must be properly managed. Strategies must be introduced to reduce electricity and water losses to the absolute minimum.
- Existing fees, tariffs and charges must be reviewed annually in order to ensure that the revenue attributable to fees and charges are maximised and that the bases for determining fees and charges are cost reflective and/or market related.
- Identification and attraction of additional revenue streams through the Donor Management/Funding Strategy, in support of the NDM's service delivery mandate. Effective implementation of Standard Chart of Accounts (SCOA) for the District
- Effective implementation of Standard Chart of Accounts (SCOA) for the local municipalities by 1 Jul 2017
- Development of a long-term financial sustainability plan, inclusive of a long-term revenue enhancement strategy, which must be completed during the fourth quarter of the 2015/2016 financial year.

4.7 NDM Strategic Priorities

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 sustainable. The focus in this regard is on:

- Rendering efficient and effective support Services in a transparent and accountable manner;
- Ensuring effective and efficient income and expenditure management;
- Contributing towards the maintenance of a high credit rating.
- Contribute towards in-house capacity building to achieve Operation Clean Audit
- Ensuring a legally compliant IDP-based budget that enhances financial sustainability.
- Ensuring sustainable and improved revenue generation and collection.
- Expanding the revenue base by identifying additional sources of revenue and ensuring sustainable growth in the revenue base.
- Providing efficient and effective Cash Management and Asset Risk Management systems.
- Providing efficient and effective expenditure management and control processes.
- Ensuring a sound and legally compliant system of financial management, advice, control, accounting and reporting.
- Providing effective and efficient Supply Chain Management processes.

4.8 Financial Risks

In order to maintain and improve the financial position of the NDM, certain risks need to be managed, while financial management practices need to be continuously improved. The key financial risks confronting the Municipality can be summarised as follows and are contained in the Strategic and Operational Risk Register:

- Inadequate financial reporting
- Failure to adopt budget in line with applicable legislation
- Adoption of Council Resolutions without considering financial implications thereof
- Loss/theft of assets including mismanagement of assets
- Inadequate implementation of SCOA
- Inadequate development of procurement plans
- Deviation on normal supply chain management processes
- Awarding contracts to prohibited service providers
- Shranked revenue growth and increased operational expenditure

4.7 KPA 5: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

This KPA of the Council is targeted at meeting the priority needs of communities, address poverty and promote infrastructure development and maintenance through:

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

4.7.1 Issue 6: Health

4.7.1.1 Background and Problem Statement

In the last five years, NDM Council confirmed this Developmental Issue and the challenges therein to be detrimental to the realisation of the Vision of the District. At the District level, Health refers to Municipal Health Services as well as Primary Health Services.

Municipal Health Services

As promulgated in the Constitution of the Republic of South Africa, Act 108 of 1996 (as Amended), Schedule 4 Part A, health services is a functional area of National and Provincial legislative competence. In terms of Section 155 (6) (a) the Provincial government must provide for the monitoring and support of local government in the Province, albeit can be assigned to a municipality in terms of Section 156 of the Constitution.

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

In July 2004 the National Health Act, 61 of 2003 was promulgated and contains a clear definition of what Municipal Health Services are, and are listed as including: Water quality monitoring; Food control; Waste management; Health surveillance of premises; Surveillance and prevention of communicable diseases, excluding immunisations; Vector control; Environmental pollution control; Disposal of the dead; Chemical safety (the latter is a local municipal function but form an integral part of the EHS scope) but excludes port **health, malaria control and control of substances** – the powers and functions of these three areas of Municipal Health Services remain with the provinces. However, within the NDM currently, Steve Tshwete, Emalahleni, Emakhazeni and Victor Khanye Local Municipalities, render MHS. However, in Thembisile and Dr JS Moroka Local Municipalities the Provincial Department of Health renders the service. To date the NDM has conducted the Section 78 Investigation and developed a Strategic Plan in respect of the provision of the Municipal Health Services in the region and has started in earnest negotiating with the Department of Health and Social Services and the affected Local Municipality on the transfer of the affected Environmental Health Services staff.

NDM MHS Staff Transfer Project 7905/13 envisaged the transfer of EHO personnel from the six local municipalities within the NDM on a parallel basis to fill the 35 vacant positions on the adopted 2013/14-2014/15 NDM DHS Organogramme. Fifteen (15) of the 35 vacant positions on this Organogramme are to be filled from the local municipalities Victor Khanye, Emalahleni, Emakhazeni and Steve Tshwete where environmental services are rendered by the Mpumalanga Department of Health. The MHS Devolution (Transfer) Project (the Project) started off on 1 June 2013 and is at this stage nearing completion in that the following milestones have been achieved:

- Establishment of the Municipal Health Services (MHS) Devolution Forums (one between the NDM and the local municipalities and another between NDM and MDoH), on a parallel basis as informed by the Municipal Health Services Devolution Guideline 2011;

- Collection of all relevant information regarding the HR issues affecting the affected EHPs;
- Developing of Offers to the affected personnel based on the principles enshrined in the Labour Relations Act, 56 of 1995, and more particularly Section 197 thereof which states that no person transferred under these circumstance from one employer to another, may "on the whole" be worse off than before the transfer;
- Obtaining Council approval on 27 November 2013 for issuing the approved Offers to the affected EHPs;
- Issuing of the Offer Letters to the 16 EHPs employed by the local municipalities;
- Received concerns from the affected EHPs at Steve Tshwete; Emalahleni and Victor Khanye local municipalities and responded to these concerns;
- Council Resolution of 30 June 2014 addressing the concerns received;
- Halting of MHS Staff transfer in so far as Thembisile Hani and Dr JS Moroka local municipalities;
- The actual dates of the MHS staff transfer from the following local municipalities to Nkangala District Municipality.

The NDM as part rendering an effective Municipal Health Services, committed itself to funding of a water quality monitoring improvement programme in partnership with the current MHS providers. To that end NDM has procured MHS water sampling equipments that amongst others include lovibond comparators, GPS MIO(Global Positioning System), Gas Blow Torch, PH Indicator Strips, Chlorine Test Strip with Colour.

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

Municipal Health Services priorities:

- Rendering of effective and efficient Municipal Health Services (all elements of MHS including monitoring of the disposal of the dead) in all the local municipalities including appropriation of Budget for the Financial Year 2015-2016;
- Completion of the MHS staff transfer from Steve Tshwete, Thembisile Hani and Dr JS Moroka Local Municipalities to Nkangala District Municipality;
- Entering into a MHS Operational Service Level Agreement with all the affected municipalities in respect of the Office space, by-laws, facilities including ITC and other necessary operational logistics;
- Completed the implementation of a District-wide Municipal Health Services Procedure Manual and Operational Plan that is aligned with local circumstances of each of the six local municipalities;
- Complete and implementation of a district-wide Municipal Health Services By-Laws that are aligned with local circumstances of each of the six local municipalities;
- Developed an effective and efficient Municipal Health Information system for the whole District;
- Entered into negotiations with the Department of Health and the affected local municipalities in respect of the MHS equipment, office accommodation and 35 potential employees to be transferred to the NDM;
- To-date Ten (10) MHS staff have been transferred from Victor Khanye, Emalahleni, Emakhazeni and Four (4) MHS currently being transferred from Steve Tshwete according to the need, the balance of to be transferred in 2015/16 along with the staff from Emalahleni LM;

- Implementation of the NDM Water Quality Monitoring Programme including a dedicated School Water Quality Monitoring Programmed for schools using boreholes and farm schools as part of implementation of MHS;
- Implementation of food control and safety around NDM;
- Rendering vector control on premises;
- Implementation of health care waste and monitoring of waste management around NDM;
- Implementation of the environmental health and environmental management awareness campaigns in all the local municipalities.

Primary Health Care Services

South Africa commands huge health care resources compared with many middle-income countries, yet the bulk of these resources are in the private sector and serve a minority of the population thereby undermining the country's ability to produce quality care and improve health care outcomes. Many of the public facilities, especially hospitals and clinics need to be revitalized. Accordingly, the government must expand on progress made in upgrading facilities in many public hospitals and clinics as part of a physical infrastructure programme. The government is determined to end the huge inequalities that exist in the public and private sectors by making sure that these sectors work together. Hence, the overwhelming support by state for the National Health Insurance (NHI) and the fact that the implementation of NHI should be fast-tracked, but done correctly within reasonable period.

The year under review; 2014/15, the department of health has recorded the following achievements:

- The process of provincialisation of primary health care services has since been concluded in Steve Tshwete Local municipality except for the transfer of assets which is still underway. The process is yet to be completed in Emalahleni municipality;
- Construction of three Community Health Centers (CHCs) –Thubelihe, Greenside and Tweefontein G;
- Upgrading of four hospitals to address the issue of space and Access is underway;
- Awarding of bursaries 35 candidates in Nursing diploma, 23 bursaries in medical degrees and 3 in cuban program;
- All health facilities in Nkangala are initiating fixed dose combination pill;
- Provision subdermal contraceptives implants pilot, has been suspended for the time being;
- Roll out of (Human papilloma virus) HPV vaccines.

The following facilities are scheduled for upgrading in the forthcoming year 2015/16:

- Mmamethake hospital
- Pankop community health centre
- Middelburg hospital laundry into a regional laundry
- Benice hospital

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

- Delays in the referral system;
- Ineffective complaints systems;
- Lack of cleanliness is a problem;
- Insufficient communication between the public and the Department of Health;
- Inconsistent compliance with the National Health Act;
- Space in clinics, but also the opening hours of some clinic is of concern;
- Unavailability of emergency services contributes to infant mortality;
- Competition amongst provinces especially in attracting health workers;
- Need to ensure that deaf people can be assisted at hospitals and clinics;
- Filling in of vacant management positions in department of health;
- Information on the number of learners awarded bursaries studying medicine in Nkangala be provided.

Furthermore, the following challenges were identified during the NDM Executive Strategic Lekgotla held in March 2015:

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

In an endeavour to enhance its effectiveness in providing Services to communities across the District, the Department of Health will continue to roll out Mobile Clinics as indicated in **Table 27** below.

Table 27: Mobile Clinics and Points

Sub district	Population	Hospitals	Community Health Centres	Clinics	Mobiles	
					No	Points
Dr JS Moroka	270 999	1	9	20	2	15
Thembisile	285 150	1	6	14	3	19
Steve Tshwete	160 252	1	0	13	4	102

Emakhazeni	48 503	2	0	7	2	214
Victor Khanye	63 278	1	0	3	2	59
Emalahleni	310 676	3	3	11	6	99
Total	1,138,858	9	19	67	21	481
Population source DHIS 2013 midyear estimates						

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

- Shortage of doctors, medicines, other health professionals, and other facilities such as theatres and shortage of beds especially at Belfast community hospitals;
- Illegal dumping of Hazardous Waste Materials;
- Shortage and or inaccessibility and lack of capacity of clinics and their short operating times;
- Critical shortage of ambulances and longer response times and infrequent visits by mobile clinics;
- Safety of Personnel at 24-hour service centres is a challenge;
- Poor maintenance of existing clinics and hospitals;
- Inconsistent drug supply to the health facilities;
- Budgetary constraints for local government clinics;
- Insufficient patient transport;
- Lack of Pharmacy assistants across board;
- High turn-over of doctors and nurses.

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

- A need to embark on a massive HIV testing campaign;
- Increase employment and training of doctors, nurses, health technicians and other health professionals;
- Integrate and increase Community Health Workers;
- Re-introduce and increase nurse training and reopen nursing schools and colleges;
- Quarterly reports on mortality trends on stillbirth rate, infant mortality rate, maternal mortality rate and avoidable deaths;
- Reduce the impact of HIV/AIDS and TB on individuals, families, communities and society by expanding access to appropriate treatment, care and support;
- Strengthen the fight against AIDS through collaboration with partners (i.e. SANAC, business sector, etc) at all levels of society and accelerate implementation of the HIV/AIDS and STI plans;
- Improve quality of health services and physical infrastructure revitalization;
- Transfer of Municipal Health Services to the District municipality as per the Health Act;

- Capacitate and implement the Batho Pele Principles in the public care facilities;
- Finanlise the Provincialization of primary Health Care facilities in Emalahleni;
- NDM to engage with LMs and DoH to ensure mobile clinics are available to farm /rural areas.

4.7.1.2. HIV AIDS

Background and Problem Statement

In the last five years, NDM Council confirmed this Developmental Issue and the challenges therein to be

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

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

HIV AIDS Prevalence

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

- Nkangala District indicated to have its HIV prevalence increased from 27.2% in 2010 to 34.5% in 2013 which it's an increase of 7%, the increase becomes a concern for the district to pay attention and strengthen its response.
- Though the district have the lowest prevalence in the Province, it has experience an increase of 4.9%.
- The increase is linked to different factors such as economic development, higher education institutions, rural areas & borders

The Economic Development

The growing mining activities taking place in the district:

- The Districts is experiencing migration of people from outside looking for job opportunities.
- With more people flocking in the district, this leads to more informal settlement e.g. basic services, substance abuse, etc.
- The increase of high transmission areas (Steve Tshwete & Emalahleni) where there are activities driving the virus e.g. Sex workers, truck drivers, etc.
- More job opportunities favouring men which lead to women being more vulnerable

Higher Education

Higher education institutions mostly clustered in specific areas:

- We have FET's colleges in the District with Emalahleni & Dr J.S Moroka Municipality having more higher institutions like TUT, University of Mpumalanga and other colleges as compared to other municipalities hence the increase.
- This leads to Emalahleni & Dr J.S Moroka experiencing flood of more activities associated with young people such as teenage pregnancy, substance abuse, intergenerational relationships, etc.

- Steve Tshwete being closest to Emalahleni, both municipalities tend to be impacted in a similar way.

Rural sites

Other parts of the district are rural sites:

- In this areas it's where you find agricultural activities and/or tourism activities.
- Most of this agricultural and tourism sites don't have structured services responding to HIV, STI & TB due to the nature of their work / business (Seasonal workers & no employee wellness programs).
- Traditional circumcision contributed to the high stats of prevalence through HCT campaigns where young boys tested before they went to the mountain in Nkangala.
- Also most of this places are hard to reach where access to services is very limited compared to urban areas especially by implementation partners (PEPFAR & Global Funded Organizations)

Borders

The District has two key borders with Gert Sibande District and Gauteng Province:

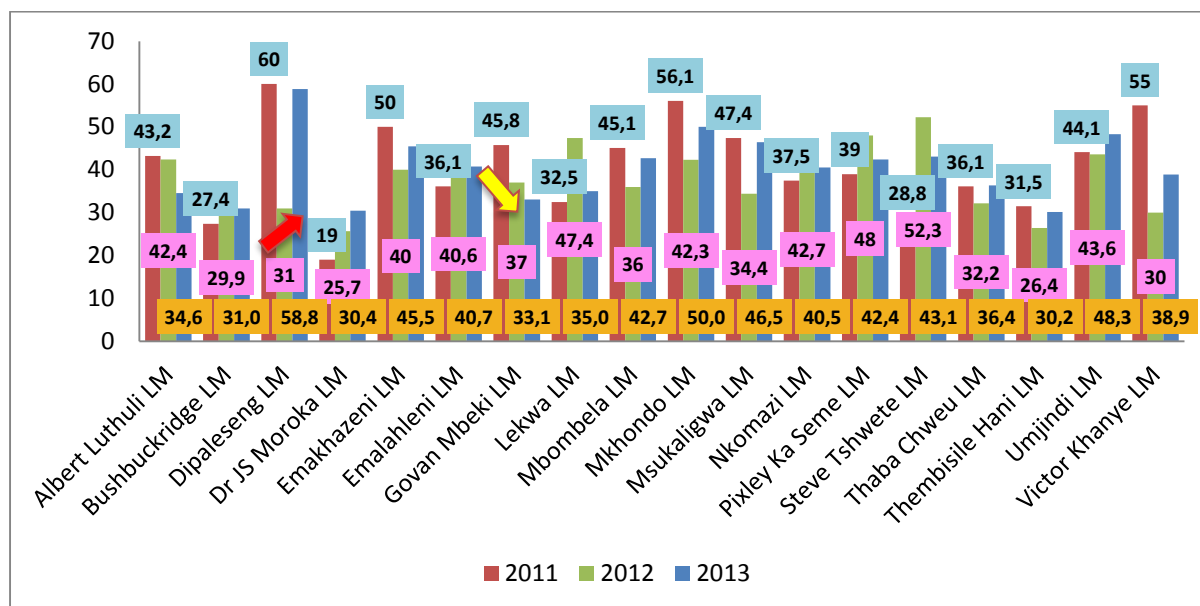
- These key borders do play a role in the drive of HIV:
- The movement between GSD and NDM due to mining activities.
- The movement between GP and NDM due to economic development activities (e.g. Transportation) linked to N4 which its part of the Maputo Corridor & Moloto road.
- As people move around or passing through the district they access health services which in turn can affect the prevalence stats of the district.

Trends in HIV/STTs Prevalence

Municipality	2010	2012	Difference
Nkangala DM	27.2%	32.1%	Increase 4.9%
Steve Tshwete	28.8%	52.2%	Increase 24%
Emalahleni	36.1%	40.6%	Increase 4.5%
Emakhazeni	51%	40%	Decrease 11%
Victor Khanye	55%	30%	Decrease 25%
Thembisile Hani	31.5%	26.4%	Decrease 5.1%
Dr J.S Moroka	19%	25.7%	Increase 6.7%

The table above depicts the changes in HIV prevalence for Mpumalanga, Nkangala Districts and its local municipalities in the period 2009 – 2012.

Figure 39: Estimated HIV and AIDS numbers in Nkangala, 1990-2011



The Department of Social Services; Nkangala District Municipality, has committed itself; as per discussions raised in the Strategic Lekgotla held in February 2015 to implement and coordinate the following:

- HIV and AIDS, TB and STI must be a standing item in all Ward Councils meetings.
- Working relationship with the Civil Society Forum (CSF) must be strengthened by having the CSF being deputy chairpersons in all Aids Councils
- All HIV and Aids plans of Municipalities to be presented to Aids councils for adoption.
- It is compulsory that all Aids Council members attend all meetings including government department representatives. Punitive measures shall be applied to members who do not attend meetings.
- A Provincial Integrated Plan which includes all Councils to be developed and be implemented during the next financial year. All role players must be responding to the same plan for maximum impact.
- All Councils to prioritize and elevate the national HCT indicators to ensure that the Provincial dashboard improves from the red colour to green.

The District Aids Council was launched and NDM had an agreement with GIZ their responsibility is to ensure that the necessary coordinating structures are in place and function optimally at District (DAC) and Local Municipality (LAC) levels. GIZ is requested to support Nkangala District AIDS Council and all the 6 LAC under the jurisdiction of this district

4.7.2 Issue 7: Education

4.7.2.1 Background and Problem Statement

At the start of its current term, NDM Council confirmed this Developmental Issue and the challenges therein to be detrimental to the realisations of the Vision of the District. The District has a total of 517 schools spread in 20 circuits within the 6 local municipalities of the District Municipality of which 54 are farm schools located largely in Emakhazeni and Victor Khanye

municipalities. The figure was previously 525, but has reduced as a result of school merging & the construction of a new boarding school at Emakhazeni. There are only 8 Special Schools which cater for learners with special educational needs in Dr JS Moroka, Emakhazeni, Thembisile Hani and Emalaheni. The District had an enrolment of 289 103 learners as per the 2013 10th day of school reopening snap survey. Enrolments are decreasing in other parts of the district such as in Dr JS Moroka Local Municipality, whilst increasing towards Emalaheni, Steve Tshwete, Thembisile Hani and Victor Khanye Local Municipalities. The highest concentration of learners is in the areas that are perceived to be having opportunities such as Emalaheni, Steve Tshwete, Victor Khanye and some parts of Thembisile Hani Municipality (Moloto and Kwamhlanga areas) with an average of 1510 learners. The implication of this high concentration of learners creates idling capacity of facilities whilst a huge demand for new facilities is created. Farm schools have the lowest enrolment which varies from 50 – 120 learners and this impact negatively on quality of learning and teaching (multi grade teaching). It also becomes difficult to plan for provision of physical facilities as most of these farm schools are not sustainable

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

The following projects have been scheduled for the forthcoming 2015/16 financial year:

- Provision of 28 mobile classrooms at Klarinet Emalaheni
- Provision of 28 mobile classrooms at Aerorand in STLM
- Construction of a new boarding school in STLM to address the farm schools pressure (Premier priority instruction)

4.7.2.2. Physical Conditions of the Schools

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

Issues	Number of Schools
Storm damaged schools	13
New schools to be constructed	9
Schools with overcrowding	11
Unsafe structures	11
Schools needing rehabilitation and upgrading	59
Schools needing Grade R facilities	25
Schools needing kitchens	27
Special schools needed	1
Schools without water and sanitation	33
Schools without fencing	24

4.7.2.3. Social Conditions

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

Poverty has rendered learners from poor background vulnerable in that not all persons who are of school going age are attending school. The high poverty levels in especially rural areas warrant an extension of school feeding schemes to all schools, especially foundation phase. Given the added responsibility on especially girl children who are left heading families, making education free and compulsory for children would greatly alleviate this challenge. Introduce a sustainable Early Childhood Education system that spans both public and private sectors and gives children a head start on numeracy and literacy as well as strengthen support for crèches and pre-schools in rural villages and urban centres.

4.7.2.4. Skills Shortage

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

This necessitate that an entire mind shift, which is required at the foundation phase, is inculcated. The need for private sector's involvement particularly around career exposure for learners and programmes such as take a girl child to work needs to be strengthened. This implies that there must be an increase in the graduate output in areas of skills shortages. This must include measures to streamline Sector Education and Training Authorities (SETAs) and other institutions to addressing existing and forecast skills shortages.

The developments to construct a University in Mpumalanga Province would greatly increase the skills development in the area as the region is currently losing young graduates to other Provinces. There is also a need to profile new education facilities in the growth points of the District. FET colleges together with their curriculum should further be aligned to enhancing closing the critical gap in skills market.

4.7.2.5. Further Education Training

Nkangala District currently have 1 FET college with 5 campuses located in the following local municipalities, namely, Steve Tshwete (Middelburg campus), Emalaheni (Mpondozankomo and Witbank), Dr. J. S Moroka (CN Mahlangu) and Emakhazeni (Watervalboven). Furthermore, in order to ensure that the FETs contribute to the skills gaps in the region, a retention strategy in the form of amongst others, bursaries, workplace opportunities and internship programmes need to be agreed to with private sector.

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

- The identification of all schools that continuously achieve a pass rate below 50% in grade 12 examinations;
- The adoption of all the affected schools by departmental officials, and ongoing support to teachers;
- Establishment of the regional monitoring teams to monitor and report on the implementation of the intervention programmes;

- In addition, curriculum development and improve programmes for learners.

District Pressure Points

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

- Moloto area in Thembisile Hani Local Municipality;
- Emalahleni area in Klarinet and KwaguqaExts;
- Parts of Steve Tshwete in Ext 24 & 18 and Rockdale;
- Overcrowding at Botleng Ext 3, 4 & 5.

Regional challenges confronting Education in Nkangala

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

4.7.2.6. Grade 12 Performance per Province

The 2014 grade 12 results for the country depicts a great improvement in that in 2008 the pass rate was 51.8.5%, which in turn dropped to 47.9% in 2009 and steadily increased from 56.8% to 64.8% and 70 in 2012. In 2013 and 2014, the results further improved to 77.6 % and 79%, respectively. According to the Mpumalanga Department of Basic Education (MDoBE)'s records, Nkangala had 147 public schools, which sat for grade 12 examinations. In terms of the geographic spread of these schools a majority thereof (41 and 45) are located in Thembisile Hani and Dr J S Moroka municipality respectively. This spread is in line with the population spread of these areas.

The following table 28 presents the Provincial Performance in descending order for the past seven years:

Table 28 : Provincial Performance in descending

Provinces	2008	2009	2010	2011	2012	2013	2014
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W Cape	78.7	75.7	76.8	82.9	82.8	85.1	82.2
Gauteng	76.3	71.8	78.6	81.1	83.9	87	84.7
N West	67.9	67.5	75.7	77.8	79.5	87.2	84.6
Free State	71.6	69.4	70.7	75.7	81.1	87.4	82.8
N Cape	72.7	61.3	72.3	68.8	74.6	74.5	76.4
Kzn	57.2	61.1	70.7	68.1	73.1	77.4	69.7
Mpumalanga	51.8	47.9	56.8	64.8	70	77.6	79
Limpopo	54.7	48.9	57.9	63.9	66.9	71.8	72.9
E Cape	50.6	51.0	58.3	58.1	61.6	64.9	65.4
National %	62.2	60.6	67.8	70.2	73.9	78.2%	78.2%

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

Table 29 : District Performance for Mpumalanga Province: 2011, 2012 and 2013

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

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

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

The overall performance of Nkangala region is attributed thereto by the performance of the schools located in constituent local municipalities as reflected in the **Table 30** below:

Table 30: Performance of schools per local municipalities under Nkangala District Municipality

Area	Number of Schools	2011 Pass %	2012 Pass %	2013 Pass %
Victor Khanye LM	6	71.7	76.7	82.9
Emakhazeni LM	8	75.5	74.8	71.3
Steve Tshwete LM	21	72.1	77.4	84.5
Emalahleni LM	27	71.9	72.0	83.2
Thembisile Hani	39	65.7	69.6	73.0
DR JS Moroka	44	59.7	70.6	74.0

TOTAL	145	69.4	73.0	77.5
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In terms of the table above, all municipalities except Emakhazeni had a positive movement with schools in Emalaheni surpassing all others with an 11.2 % improvement when compared to 2012. The results of Emakhazeni showed a drop of - 3.5% when compared to 2013. Although Steve Tshwete has the highest pass rate, all municipalities obtained more than 70% and more rates. .

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

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

Steve Tshwete Local Municipality

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

Emakhazeni Local Municipality

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

Challenges Emanating

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

- Confront the emanating Skills shortage;
- Dropouts (Contributing factors as indicated by department are social issues such as teenage pregnancies, drug abuse etc);
- Nkangala to engage FET colleges to check relevance on courses offered versus the market demand;
- Lack of focus on disabled persons (Suggestion of teachers being trained on sign language);
- Mitigate and minimize the impacts of disasters that occur in schools;
- Shortage of teachers for Mathematics and Physical Science in high schools;
- School libraries and laboratories remains a challenge in many schools, both in terms of physical buildings and books, chemicals, cubics and related resources,
- Curriculum not responding to our societal and skills needs;
- Problem on scholar transport compromise education;
- Lack of proper career guidance;
- Youth who did not complete Grade 12 are left without option of completing in some parts of the region.

Education Priorities

- Create awareness about the role of MRTT in development of skills in the District as indicated in the State of the Province address;
- Department will in the future budget for English medium school in Steve Tshwete area;
- Ideally department intends to ensure that all schools will be able to cater for disabled learners;
- Optimize the functionality of the current five special schools in Nkangala District;
- To engage Nkangala FET colleges to address the skills gap especially in mining;
- Engage the Department of Education on Scholar Transport;
- Facilitate for the establishment of advisory and career guidance services in the region;
- Capacitate educators on the importance of career guidance;
- Mainstream and align the implementation of Career Expo in the region;
- Engage NYDA to support programs aimed at encouraging youth to complete grade 12;
- Report on schools built and or renovated in the Nkangala region to Council.

4.7.3 Issue 8: Welfare

4.7.3.1. Background and Problem Statement

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

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

Issues of poverty, malnutrition, grants administration, gender, disability, child protection, pensioners, orphans and the homeless are some of the key areas of work located within Welfare Service.

Protection of Children

Over the past decade, there has been increasingly more attention paid to children, globally, regionally and nationally with the realisation that they are more vulnerable when confronted with poverty, live hoods securities, social ills and health pandemics. Within the District, a new phenomenon that has become evident particularly in Emalahleni municipality relating to Welfare is that of children living on the streets. This phenomenon is indicative of the breakdown in the family system.

NDM hosted its first children summit, as the country celebrates 20 years of democracy. It was a practical credibility to the notion that children should not only be seen but also heard. It is a national response to the call by children for accountability by all stakeholders including government departments, civil society organisations, caregivers, teachers, private sector and all other people who have responsibilities for the protection and wellbeing of children to be held accountable. The summit gave all children, regardless of their background, a space to discuss issues as peers, share ideas on issues of common interest, and make citizenship a reality. The resolutions taken on the summit is as follows:

- The protection of children's rights in a safe environment as well as ensuring the schooling thereof
- Identification and support to orphans, vulnerable children require special support.
- More feeding scheme programs
- All the stakeholders should play a role in making sure that there are of scholarships for underprivileged children still at school
- Compilation of a database for early childhood Centre.
- *Problem of abandoned children.*
- *Children Council*
- *To have a Take a Girl child at Work*
- Awareness Campaigns for children to stand against the rape of children
- Awareness campaign on drugs and substance abuse and teenage pregnancy
- The municipalities to have environmental recycle plan (paper, bottles, tins, plastics, etc)
- Mines to have awareness on pollution and the plan to reduce compact air pollution

Issues from Community Outreach

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

Protection of the Elderly:

Pay-points for pensioners and other social grants in the District are generally in a poor state and often not easily accessible. However, the District has already made progress in addressing this challenge through especially the development of Multi-Purpose Community Centres (MPCCs) as outlined in Priority Issue 5: Spatial Restructuring and Service Delivery. These centres continue to amongst others provide services to the elderly persons within close proximity.

NDM held the Health and Wellness Awareness aimed at Senior Citizens during Health Month. The services supporting the programme on the day were SASSA, DSD DoH, DSCR and Victor Khanye Local municipality.

Issues that were raised during the NDM Women Summit:

- Issues of unemployment,
- The graduates in the province to register their information and be in the database of the municipalities in order for government to find them easily when looking for certain skills.
- Health Department needed to do a yearly assessment on the clinic's services to check if it was still necessary not to operate them 24hours a day based on the growth of the population
- The elderly needed to be looked after by protecting their rights. They had different special problems which required the government's attention.
- Pension centres should be prioritized and be fixed to cater for elderly people
- Building system for older persons (wrong reading of the meters)
- Taverns next to schools (DSSL to investigate, should close and take license)
- Awareness of senior citizen on wellness
- Awareness campaign aimed at senior citizens
- Golden Games
- Incorrect Identity documents should be fixed
- the provincial government would attend to their problems
 - Especial Human Settlement

- Home Affairs
- SASSA

4.7.3.2. Access to Services

In terms of access to social services grants, SASSA's records as reflected in the table 31 below indicates that Thembisile Hani and Dr J S Moroka municipality have by far recorded the majority of beneficiaries

Table 31: Access to Services

Grant Type	Emalahleni	Victor Khanye	Emakhazeni	Steve Tshwete	Thembisile	Dr J S Moroka	Total
Old Age	9978	2502	2412	15130	21196	24643	75861
War Veteran	2	0	0	2	1	1	6
Permanent Disability	3918	785	1205	5024	4358	3272	18562
Temporary Disability	127	132	218	75	758	1190	2500
Foster Care	2182	605	666	2216	2694	2439	10802
Care Dependency	624	106	182	550	720	553	2735
Child Support Grant (0-7)	21353	5814	4263	20391	37057	31388	120266
Child Support Grant (7-9)	2707	1374	1117	7583	11049	8709	32539
Child Support Grant (9-11)	4981	1282	1054	7592	10214	7962	33085
Child Support Grant (11-14)	6521	1611	1340	9737	13213	10362	42784
Child Support Grant (14-15)	1986	583	487	3172	4361	3414	14003
Child Support Grant (15-16)	1868	509	451	3104	4280	3275	13487
Child Support Grant (16-17)	1875	478	467	3089	4286	2745	12940
Child Support Grant (17-18)	1589	401	362	2764	3737	3002	11855
Grant in Aid	113	44	15	59	315	1153	1699
District Total	59824	16226	14239	80488	118239	104108	393124

Access to grants is an important indicator of the poverty levels but also that there is an increased access to Home Affairs Department which is the department responsible for the issuing of documentations without which grants cannot be accessed. The growing number of people accessing grants is indicative of the need to accelerate creation of employment so that community members only rely on grants as a temporary measure.

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

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

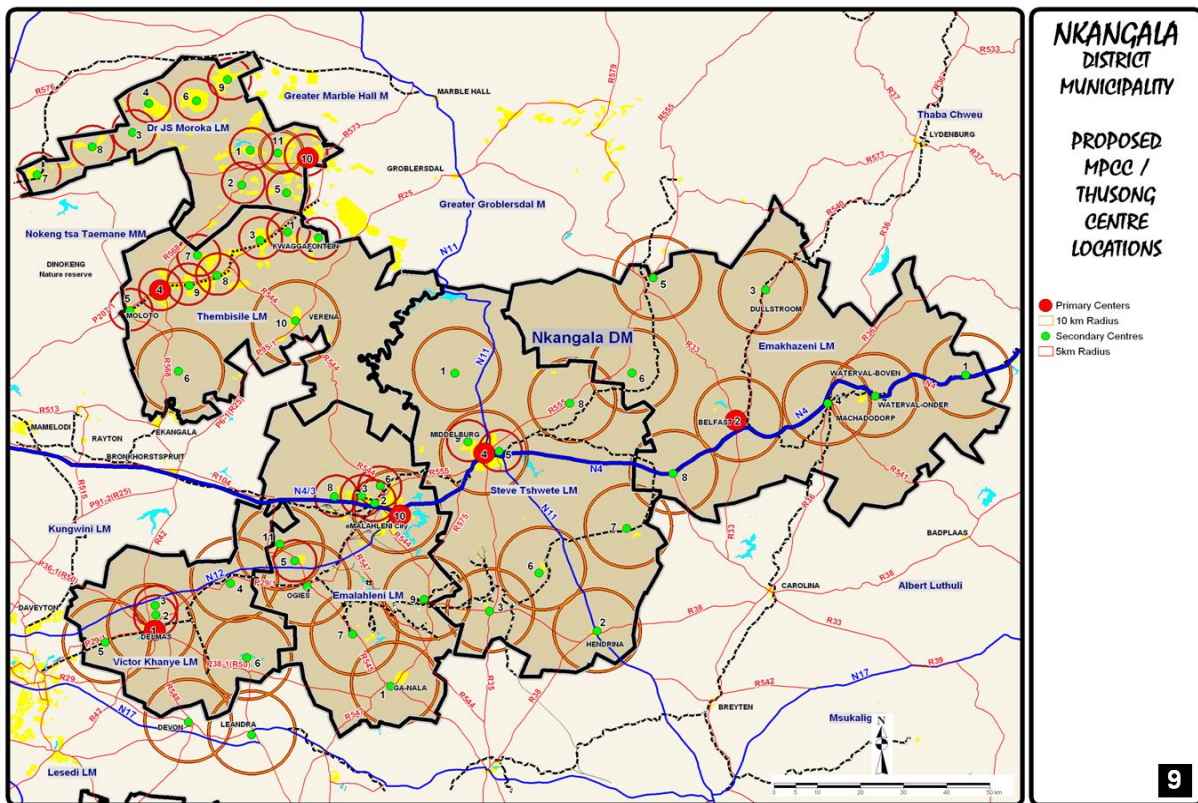
- Monitor and evaluate the programme;
- Mobilise resources for implementation of the programme.

4.7.3.2. Hierarchy of service centres

Figure 40 depicts the hierarchy of service centres in the Nkangala District. Middelburg and Emalaheni City fulfil the function of primary service centres, offering the highest order and widest range of goods and services to other towns and settlements as well as the rural areas. In terms of the secondary service centres, a distinction can be made between the existing and evolving centres. Delmas and Belfast are existing secondary service centres in the District, which fulfil the function of a central place to the surrounding rural areas and small villages. The prominence of these centres should be protected and enhanced through service maintenance and upgrading. Siyabuswa and KwaMhlanga (and possibly Kwaggafontein) are evolving second order service centres, where growth should be stimulated through strategic intervention. The Moloto Rail Corridor will be a major stimulus towards the future development of these towns.

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

Figure 40: Proposed Thusong Services Centres (TSC)



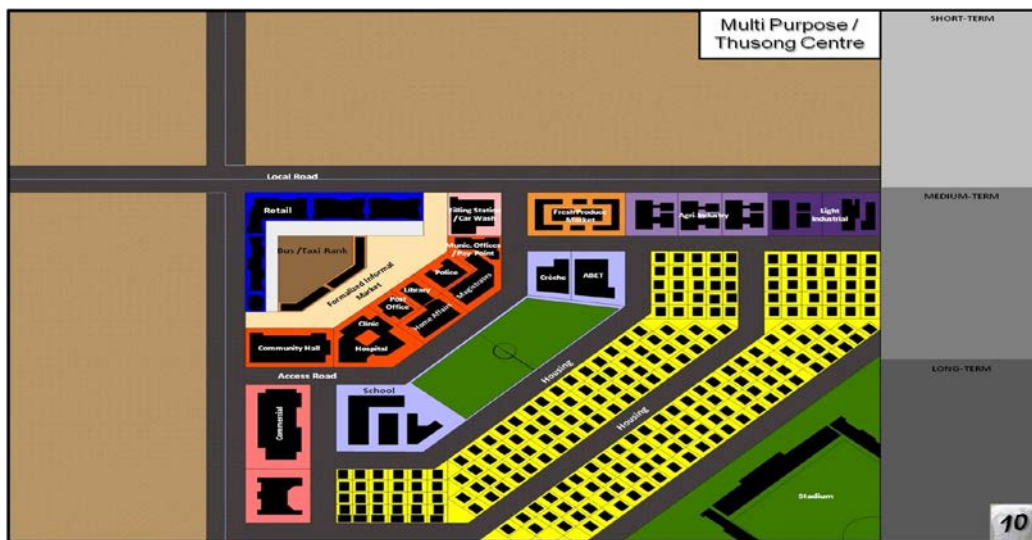
A fourth order of service delivery centres is in the form of Multi Purpose Community Centres. The Multi Purpose Centre Development concept was introduced in the NDM area in the 2001 NDM Spatial Development Framework, whereafter it was incorporated in the NDM LED Strategy of 2004 (reviewed in 2006) as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

of Government Communication Information Services and the Department of Local Government and Housing developed the Mpumalanga Thusong Service Centre (TSC) Rollout Plan.

Multi Purpose Service Delivery Centres

The TSC is a one-stop, integrated community development centre, with its key purpose to enhance community participation through access to information, services and resources from government and non-government agencies. These services are aimed particularly to the poor and the previously disadvantaged as a catalyst to local economic development. The situation applies mostly to the rural areas where distances are vast and the cost of travelling to urban areas to access services is high. These centres should also provide for retail, informal trade, residential uses, municipal commonage and LED centres to stimulate local economic activities (see figure 41 below which graphically depicts the Thusong Centre Concept).

Figure 41: Multi Purpose/Thusong Centres

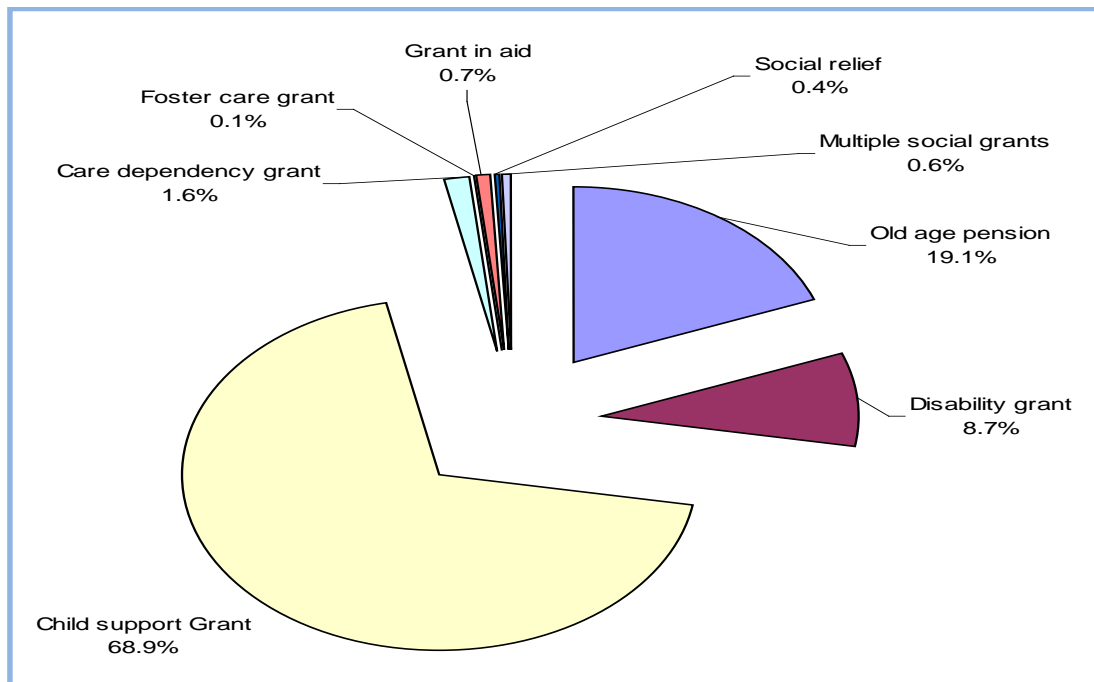


Several potential locations for the establishment of Thusong Centres were identified within each of the municipal areas in Nkangala as reflected in **Figure 41**. It should be noted that in the Thembisile and Dr JS Moroka areas the Thusong Centre concept would be incorporated into the proposed Transit Orientated Development (TOD) nodes associated with the proposed Moloto Rail Corridor.

Disability:

The Statistics South Africa Community Survey of 2011 show that 297 521 people were beneficiaries of various government grants as per the breakdown in **Figure 42**. Overall 6.2% of the population in Nkangala (63 000) indicated some form of disability in 2001.

Figure 42: Access to social welfare grants



Stats SA: Community Survey - 2011

Within Nkangala, the availability of stimulation centres to accommodate those living with disabilities are very few and this result in public ignorance to disabled and special persons. Often, such persons are open to abuse and stigma attached to those who are disabled especially amongst school going children. This requires that great awareness and empowering sessions should continuously be arranged.

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

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

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

- People living with disability continue to be marginalized in that programmes such as sporting tournaments' are hardly created to embrace these groups;
- Lack of basic facilities such as water, shelter, waiting areas and sanitation facilities at various social security pay-points;
- The high dependency on Welfare grants within the District;
- The marginalization of persons with disability in sporting programmes
- Where can medical assessments be done to confirm disability
- Late birth registration that are still prevalent in farm areas;
- Challenges of identifying persons with physical disability (Children and the elderly);
- Mainstreaming of issues of gender and people with physical challenges;
- Unemployment (workshop on job readiness);

- Telecommunication workshop for people with disability;
- Implement programmes aimed at integrating people living with disabilities.

NDM in collaboration with Disabled People of South Africa and the Department of Labour held the work readiness workshop for people living disability, responding to the challenges raised above. The theme of the Disability Right Awareness Month was in line with the national theme **“Expect, Employ, Empower”**.

The delegates took the following progressive resolutions:

- To invest in specific programmes and services for people with disability;
- To advocate 2% on the Organogramme for people with disability in institutions;
- To increase public awareness and understanding of disability;
- Department of education to intervene in schools for all sections of disability;
- People with disability to participate on EPWP Programme;
- Staff members to have lessons on Sign Language.
- Entrepreneurship workshop/training for PWD

Nkangala District Municipality in collaboration with District Aids Council (DAC) stakeholders namely Small Enterprise Development Agency (SEDA), Department of Mineral and Resources (DMR) and ESKOM held a Seminar for Entrepreneurs with disabilities on the 22 October 2015 in Thembisile Hani Municipality in responding to the challenges raised above. The seminar was attended by 250 delegates from six local municipalities representing both aspiring and active entrepreneurs with disability

Wayforward

- To advance specific projects and service for people with disability.
- To ensure implementation of the 30 % of procurement for people with disability within the due restriction of NDM.
- To increase public awareness and understanding of disability.
- unit ensures that data base forms are available in all disability centres, to advance fair access to available business opportunity

4.7.4 Issue 9: Culture, Sport and Recreation

4.7.4.1 Background and Problem Statement

During its 2015, Strategic Lekgotla and the 2015 IDP Indaba NDM Council confirmed this Developmental Issue and the challenges therein to be detrimental to the realisations of the Vision of the District.

4.7.4.2 Sports and Recreation

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

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

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

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

To make a lasting impact on the Sports, Arts and Culture status of the communities within its jurisdictional area, NDM in collaboration with key Stakeholders will need to during the medium – Longer Term of Council place more emphasis on the following issues:

- Optimize Talent search exercise within the District through Strategic Partnerships with relevant federations;
- To strengthen and support the LGNC in order to fast track name changes process in the region;
- Facilitate establishment of Sport Desks within all Municipalities;
- Facilitate the construction of libraries especially in DrMoroka, Thembisile Hani and Emakhazeni;
- Establish facilities for training and performance arts;
- Strengthen partnership among Municipalities, DCSR, Sports Councils and Sports Federations;
- Facilitate the construction of multi-sports complex that will include facilities for cricket, rugby, hockey, tennis and baseball especially in DrMoroka, Thembisile Hani, Emakhazeni and Victor Khanye;
- Organize District Mayoral games and tournaments to enhance mass participation (including for people with disability) in various sporting codes;
- Local Municipalities to prioritise the maintenance and good upkeep of sporting facilities;

- Promoting, supporting and participating in the region events such as cultural, musical, sports, arts and recreation including SALGA Games (if and whenheld) and other national and provincial programmes;
- Construction of community parks and child facilities in the various local municipalities;
- Developing a guiding policy for the support and participation of the municipality on the programmes implemented by Amakhosi;
- Support NDM Mayoral Games to be an annual event and align these with local municipal mayoral games;
- LMs to engage with SASSA on elderly (Gogos) recreational programs and to include the elderly and people with disabilities;
- Facilitate the establishment of the combo courts;
- Engage with the Department of Cooperative Governance and Traditional Affairs on the funding of cultural activities in the region;
- Host a Cultural Festival in order to brand the NDM;
- Develop community parks with recreational facilities especially in Victor Khanye and Emakhazeni;
- Promote utilisation of Thusong centres;
- Working together with relevant government department and private sector, promote the development of documentaries based on local history and promotion of performance arts to promote youth participation;
- Renovation of the two dilapidated King Clusters (House of Traditional Leader's offices) at Thembisile Hani and Dr JS Moroka LM.

4.7.4.3. Cultural Historic Heritage Sites

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

Although signage is noted as very poor in the region, NDM continues to point out to its strategic location against other destinations as a springboard to attract tourists. Each of these proposed cultural-historic routes should be properly branded and provided with standard signage in order to announce the theme and guide tourists to access the facilities easily. This initiative would require the proper formalisation and upgrading of each of the facilities along the routes. It could also be accompanied by a brochure highlighting the main features of each of the sites along the route.

The NDM initiated and completed a study in 2006 n the formalisation of Historic and Heritage Sites with the objtive of identifying all sites that have a historical and cultural significance. The study recommended that Council should prioritise, preserve and develop sites of importance. The study recommended a three (3) stage implementation plant

Short-term:

Council resolved to prioritize five (5) sites in the region for further development. Thus far only Delmas Site has been developed and the Declaration documents are to be submitted to the Provincial Heritage Resource Agency. Council also resolved that an investigation into the possibility of establishing a Regional Freedom Park where the names of freedom fighters that could not be catered in the Upgrading of the Lynnville Cenotaph Project will be printed.

Another initisative undertaken relates to the Report on the Draft Feasibility Study on the Establishment of the NDM Regional Freedom Park is completed and due to be served to Council.

Medium-term:

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

Long-term:

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

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

In line with the above initiative (Formalization of Cultural and Historical Sites), a business plan for development of heritage sites in the District was developed. Initially this was done as part of the Mpumalanga Provincial Flagship programme, however, Nkangala has since taken the responsibility of funding and implementing the projects. The business plan focuses on the development of five selected heritage sites within the NDM. The business plan for development of heritage sites involved the development of the following heritage sites:

- Erection of Memorial Monument in honour of ordinary South Africans who perished in the struggle for democracy. This will involve developing a memorial plaque and monument in Delmas Town on the death site of Marco Mahlangu;
- The archival restoration and restoration of historical buildings of Ikageleng School, Marapyane, in Dr. J.S. Moroka Local Municipality;
- Erection of a bronze memorial statue of an apartheid struggle hero/heroine posthumously (A struggle icon to be identified). The statue will be erected at Emalahleni Local Municipality at a place to be identified;
- Development of the Iron Age Archaeological Site in Emakhazeni Local Municipality;
- Development of the Delmas Magistrate Court Treason Trials 1985-1989.

Amongst other significant findings, the Cultural Historical Sites Study highlighted the importance of Church Street in Lynnville as one of the street with a large conglomerate of churches within about 1.2 kilometer length in the region. The significance therefore was further elevated by the cenotaph precincts which has made it a potential hub for urban renewal.

Development of the Delmas Magistrate Court Treason Trials 1985-1989

In 2012, the District Municipality resolved to implement a memorial monument in Delmas in recognition of the Delmas Treason Trials 1985-1989. To that extent, research on the Delmas Treason Trials 1985-1989, was conducted, the plan of the Delmas Treason Trials Commemoration Plaque was developed, designed and erected within the premises of the Delmas Magistrate Court. This site is significant in the legal history of South Africa. The court was the scene of the longest court case after the

Rivonia Trial in South African legal History (3 years) – the Delmas Treason Trial where 22 Black political leaders were charged when trial started in 1985 and the four(4) who were tried during the “Trial of Delmas Four” in 1989. The trial tested the apartheid legal machinery to the limit and marks a turning point in the history of the struggle for democracy. It is valued as a site of an important event in that it stands against injustice.

Objectives of the project were:

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

The memorial plague inspired by Mandela’s call from Robbin Island Prison, following the landmark 1976 Soweto Uprising “Unite, Mobilise, and Fight on! Between the Anvil of united mass action and the Hammer of the armed struggle, we shall crush apartheid”.The site was officially unveiled on 03 March 2012. The processes of declaring the area as a heritage site is underway by the Department of Arts and Culture

Figure 43: The memorial plague inspired by Mandela’s from Robben Island Prison



Delmas Magistrate Court Treason Trials 1985-1989 memorial stone

Phase 2: Regional Freedom Park

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

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

The approved names were subsequently engraved at Lynville Park which forms part of the Church street upgrading precinct, thus giving the Park a facelift with all the attributes for its strategic location as a major link between location and town but strategic and ideal to:

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

NDM has since prioritized the development of this route as a catalyst for infrastructure development, heritage preservation as well as urban renewal. As a result of the rigid criteria for inclusion of the names on the cenotaph, many people who were freedom fighters could not be included, thus the idea of the Regional Freedom Park was conceived and council resolved that it be investigated further. To-date the NDM has completed a feasibility study for the establishment of the Regional Freedom Park. Based on the findings of the study the NDM proposes to commission a service provider to develop the specifications, EIA and designs of the Park.

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

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

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

One of the eminent challenges confronting the District is that of positioning the region in terms of the short film production and performance arts. Whilst this industry has potential to create a number of jobs but also complement the rich political struggle history, it remains untapped. It is therefore critical that the District works together with existing structures with the view to change the status quo.

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

- Tourism precinct like S SSkhosana and Zithabiseni Holiday Resort in Thembisile, Mkhombo Nature Reserves need urgent upgrading;
- Shortage of playing fields, availability of other sporting codes and maintenance thereof;
- Shortage of sport grounds;
- Maintenance and upgrading of the existing sport grounds;
- There is a need for resuscitation of Sport Councils;
- Lack of recreation facilities and other sport codes in most areas including townships and rural areas.

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.

Mayoral Sporting Events

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

4.7.4.4. Local Geographic Names Change

Geographical name changes function is a national programme that is facilitated by the District Municipalities. It seeks to create a platform for public involvement in the renaming of public facilities. Notwithstanding this, the usage of new names remains a challenge hence a need to ensure that new names are promoted. The integration of the new names into municipal spatial planning, GIS, LED, surveying and deeds office remains a challenge. The signage on most National and Regional routes still reflects old names.

Library Infrastructure: The construction of new libraries in Emthonjeni, Libangeni and Klarinet is in progress.

Challenges currently identified:

- Dys-functional sports councils resulting in poor coordination of sports development initiatives;
- Weak sports federations thereby resulting in lack of participation in National Sports competitions;
- Lack of transformation of the landscape in the townships and some town in so far as the availability of recreational facilities such as community parks and children playing facilities especially in Victor Khanye and Emakhazeni local municipality;
- Lack of support for the elderly (Gogos) in sport;
- Non involvement of traditional leaders in cultural activities;
- Lack of support on cultural activities;
- Shortage and unutilised taxi ranks;
- Shortage of community parks and recreational facilities;
- Unutilised Thusong Service Centres;

- Lack of maintenance of the two King Cluster resulting in delapidation;
- Lack of clear policy on the support to be given to Amakhosi;
- Non- exposure of the youth to the Visual Arts (film and video production) opportunities as well as performance arts;
- Need to nurture and develop local music talent in the region.

4.7.6 Issue 11: Emergency Services

4.7.6.1 Background and Problem Statement

Disaster Management Plan:

The Nkangala District Municipality (NDM), in terms of the Disaster Management Act, 2002 (Act 57 of 2002), compiled a municipal Disaster Management Plan which was approved by Council. This document fulfils the legal requirement as set out in the Disaster Management Act and the National Disaster Management Framework and confirms the arrangements for managing disaster risk and for preparing for and responding to disasters within the Nkangala District Municipality.

The key intended outcomes of the plan are the integration of Disaster Risk Management into the strategic and operational planning and project implementation of all line functions and role players within the Nkangala District Municipality, the creation and maintenance of resilient communities within the District, and an integrated, fast and efficient response to emergencies and disasters by all role-players. The overall objective of the Disaster Management Plan is to define and describe the essential elements and procedures for preventing and mitigating major incidents or disasters, but also to ensure rapid and effective response and aspect specific contingency planning in case of a major incident or disaster that will protect, prevent and reduce the risk exposure.

Nkangala District is not immune to emergencies and disasters and occasionally suffers the impact of various human-induced and natural hazards that have the potential to kill, injure, destroy and disrupt. The District is committed to ensuring the safety of its inhabitants and the sustainability of its communities, economy and environment and therefore intends to effectively manage disaster risk within the District in close collaboration with all relevant stakeholders and especially the local municipalities within the District. The Plan identified hazards for each local municipality are summarized on the table below:

The disaster priority hazards as identified in the District are reflected in the following Table.

	Dr Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile Hani	Victor Khanye
Air pollution		x	x	x	x	x
Deforestation	x	x	x		x	x
Groundwater pollution	x	x	x	x		x
Hazmat spillage	x	x	x	x	x	x
Illegal dumping	x	x	x	x	x	x
River/flash flood	x	x	x	x	x	x
Road accident	x	x	x	x	x	x
Severe storms	x	x	x	x	x	x
Strong winds	x	x	x	x		x
Veld fires	x	x	x	x	x	x
Water pollution	x	x	x	x		x

The above highlighted hazards points to the priority areas, risks and danger that the institutions should equip themselves in the eventuality that respond becomes necessary. From the above table, it can be confirmed that parts of the community of Nkangala continues to suffer damages especially those caused by hailstorm.

Mining is one of the key economic drivers in the Nkangala region however due to the lack of rehabilitation of old mining sites the district is beginning to encounter serious challenges of some parts of the area being unsuitable for human habitation. Massive sinkholes and underground fires are evident in Corronation and threaten public safety. The district has since established a Forum that is tasked to develop an integrated approach towards sinkhole management. The Forum is chaired by the MMC responsible for the portfolio and meets quarterly.

Disaster Management Centre:

Section 43 of the Disaster Management Act of 2002 states that "each District municipality must establish in its administration a disaster management centre for its municipal area in consultation with and operate such a centre in partnership with local municipalities", the District completed the establishment of a Disaster Management Centre equipped with state of the art information technology systems to be in a position to carry out its mandate in line with section 44 of the Act. The Disaster Centre will integrate the call centre currently set up in Thembisile Hani Fire Station so that emergency calls are reported and response is dispatched from the centre. Equally, the centre aims to assist low capacity municipalities who do not have a 24 hour call centre in that emergency calls would be received at this point. To that end, the District has appointed an additional four (4) staff members to the existing complement of four (4) to enable the control room to operate on a 24 hours basis; which was effected in July 2014. NDM has appointed Aurecon to manage the ICT system in the centre. The availability of infrastructure to transmit this communication would have to be investigated in terms of low capacity municipalities in the district namely Victor Khanye; eMakhazeni; Dr JS Moroka; and Thembisile Hani local municipalities.

Fire and Rescue:

In accordance with the then MEC's determination of 2003, Nkangala district is responsible for fire fighting and rescue services in Thembisile Hani and Dr. J. S Moroka municipalities. The district therefore took over the function together with staff (22 firemen) that was attached to this function. The district has since completed and commissioned the Kwa-Mhlanga Fire Station phases 1 & 2, which services both municipalities albeit the challenges of slow response in Dr Moroka due to distance. The district has commenced the construction of a Fire Station in Dr Moroka on a that was availed in Mbibane by the local authority.

The District is in the process of appointing twelve (12) learner fire fighters to capacitate the Dr Moroka facility. The phase three (3) project of Kwa- Mhlanga Fire station will be completed during the 2014/15 financial year.

Fire Prevention and Response Strategy:

Section 84 of the Municipal Structures Act, (Act 117 of 1998) as Amended spells out the responsibilities of District Municipalities as follows:

- Fire fighting services serving the area of the district municipality as a whole which includes:
- planning, co-ordination and regulation of fire services;
- specialized fire fighting services such as mountains, veld and chemical fire services
- co-ordination of the standardization of infrastructure, vehicles, equipment and procedures;
- training of fire officers. Hence, the NDM is busy with the development of the Fire Prevention and Response Strategy.

To that effect Council approved Fire Prevention and Response Strategy on the 30 June 2014 and the Disaster Management Framework was reviewed to be aligned with those of National and Provincial. The Fire and Rescue Services By-Laws were approved by Council on the 29 October 2014 and in the process of being gazette

The strategy focuses on the management of veld, mountain and other fires in the region and aims to minimize the impact of fires where occurrences cannot be prevented, to determine the various key role players and provide guidance on the provision of fire fighting services and provide a standard regulation through by-laws for the prevention, management and controlling of fires in the region.

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

Whilst the fire station is under construction, Nkangala District Municipality is establishing the Satellite Fire Station at Dr JS Moroka at Vaalbank at the Traffic Department premises.

Procurement of Fire Fighting Vehicles & Equipments:

According to the notice gazette no 300 of 2003 the then MEC adjusted the Division of Powers and Functions between Nkangala and constituent local municipalities thereby assigning the former Fire Fighting services responsibility for Thembisile Hani and Dr. J. S Moroka municipalities. in line with this amendment the following initiatives have been implemented

- A Fire station in Thembisile Hani has since been constructed and is fully operational and services communities of THLM and Dr J. S Moroka.
- .Nkangala is currently constructing a fire station for Dr JS Moroka and in the interim a satellite fire station has since been established at Vaalbank as land was made available by the Municipality.
- For the 2014/2015 Nkangala District has budgeted for the construction of the fire house in emthonjeni, eMakhazeni Local Municipality.

Challenges have been encountered relating to difficulties for Dr Moroka to access the same level of service as THLM until the facility is completed and travelling time, visibility of personnel, knowledge and awareness about the service

NDM continuously play a supportive role to the local municipalities by equipping them with purpose made vehicles and equipment. In the period of 2013/14 and 2014/15 NDM is in the process or provided the following plants and equipment in support of local municipalities:

The following plant and equipment was procured for 2014/2015

Municipality	Item Description	Committed amount	Available Amount
Emalahleni	Disaster Response Vehicle	R543'250.24	R825'000.00
Emakhazeni	Support Vehicle	R543'112.75	R825'000.00
Victor Khanye	Hazmat Response Vehicle	R1'805'427.23	R825'000.00
Steve Tshwete	Small Rescue Pumper	R1'767'247.23	R825'000.00
Thembisile	Support Rescue Vehicles	R543'112.75	R2'450'000.00
	Two Off Road Response Vehicles	R1'509'883.73	
Dr JS Moroka	Two Off Road Response Vehicles	R1'509'883.73	R7'200'000.00
	Small Rescue Pumper	R1'767'247.23	
	Hazmat Rescue Vehicle	R1'805'427.23	
	Two complete sets of rescue tools	R1'375'669.18	
TOTAL		R13'170'261.30	R15'800'000.00

The following plant and equipment is scheduled to be procured for 2015/2016

Municipality	Equipment	Estimated Costs
Emalahleni	Hazmat Response Vehicle	R1'800'000.00
Emakhazeni	Hazmat Response Vehicle	R1'800'000.00
Victor Khanye	Medium Pumper	R2'500'000.00
Dr JS Moroka	Major Rescue Pumper	R3'500'000.00
	Twenty Skid Units	R500'000.00
	Two Sets of Rescue tools	R1'500'000.00
Thembisile LM	Staff Transport [Minibus]	R400'000.00
	Two Sets of Rescue tools	R1'500'000.00
Steve Tshwete	Medium Pumper	R2'500'000.00
NDM	Sixty Skid Units	
	Feasibility study on Radio Communications	
	Feasibility study on Fire Hydrants	
	Staff uniform [55]	
	PPE [55]	

	Face Mask [50]	
	BAA Jump Bags	

Fire Protection Associations:

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

Achievements:

- Installation of two-way radio communication system in the response vehicles (rental basis);
- Appointment of female Fire Fighter by the Nkangala District Municipality;
- Appointment of Leading Fire Fighters as well as provision of training to the Fire Fighters;
- Disaster Management Centre is now operational on 24 hour basis;
- Continuous support to local municipalities on supplying equipment for fire and rescue services;
- Fire Prevention and Response Strategy is approved by Council;
- Fire Services By-Laws completed and approved by Council.

4.7.6.2 Challenges emanating:

- Shortage of fire stations and or satellite offices nearer to communities;
- Shortage of fire fighting vehicles and equipment;
- Lack of capacity in responding to incidents, especially in Dr JS Moroka.
- Response time of vehicles very slow

4.7.6.3 Enhancing NDM capacity

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

- Construction of Dr JS Moroka Fire Station;
- Recruitment and training of personnel in preparation for the operations of Fire Station in Dr JS Moroka;
- Completion of Kwa-Mhlanga Fire Station;
- Building fire fighting and rescue capacity at local municipalities;
- Capacitating the Fire Protection Associations;
- Provide alternatives to communities living in vulnerable areas;
- Diversify the procurement of relief materials;

- Establishment of a Task team/Forum to look at the unsafe sites in Emalaheni (Coronation);
- Support LM's by procuring the emergency vehicles and equipment;
- Develop programs and policies to recruit and sustain volunteers;
- Conducting of Disaster Risk reduction awareness campaigns;
- Conducting Emergency Open days
- Conducting of fire inspections will be done continuously to make that institutions comply;
- Enter into mutual aid agreements with nearby municipalities for management of local incidents;
- Feasibility study conducted on installation of radio communication system for NDM
- Feasibility study will be conducted on availability and functionality of fire hydrants
- DOH has confirmed the availability of three ambulances at THLM

4.7.7 Issue 12: Water and Sanitation

4.7.7.1 Background and Problem Statement

Development, operation and maintenance of infrastructure are critical to the process of economic growth and development therefore reducing poverty. Central to the poor infrastructure at some Municipalities in the NDM area is the lack of coordinated infrastructure planning strategies. In order to counter this trend and proactively plan and manage the new infrastructure, the NDM will have to coordinate the compilation and implementation of Infrastructure development plan for local Municipalities during the next five years.

The delivery of basic Services is essential in improving the quality of life and sustainable development for communities. In order for a household to be considered having adequate access to sanitation, the household should have a proper sanitation, affordable, hygienic, and accessible. However, a decision of doing away with Ventilated Improved Pit latrines (VIPs) was been taken collectively with the Provincial government posing a strain of water supply. Unsustainable water supply continues to be a challenge because the Western Highveld scheme is being operated in isolation. **Outcome 8** provides for sustainable human settlements and an improved quality of life sets out clear outputs on the provision of targets for local Municipalities as a primary responsibility of Department of Cooperative Governance and Traditional Affairs to contribute in achieving these national targets in 2014. However, this target was not achieved due to limited resources and growing number of households. Therefore the Provincial government has taken an integrated approach on utilising the available resource towards the implementation of water and sanitation services.

National Projected Targets

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

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

Table 32: Basic service delivery in South Africa, Mpumalanga and Districts, 1996 - 2011

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

Source: *Global Insight – ReX, September 2010*

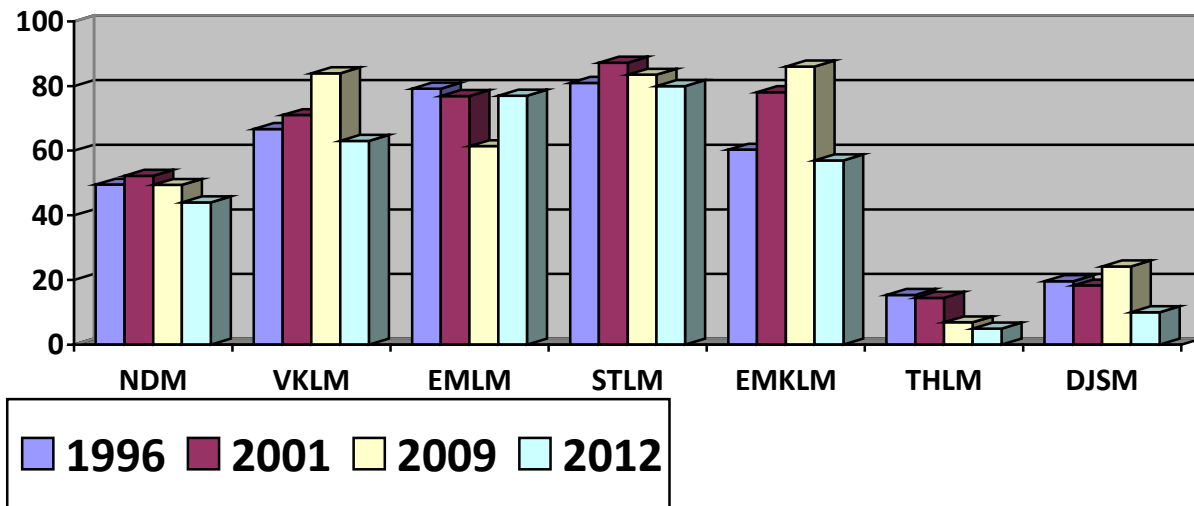
Table 32 above depicts the basic service delivery on national, Provincial and District level. Nkangala is with all the indicators second of the three Districts in terms of access and backlogs, with the exception of electrical connections.

Households with hygienic toilets:

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

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

Figure 44: Percentage of households with hygienic toilets in Nkangala and its local Municipalities, 1996 – 2009



Source: Global Insight – ReX, September 2010

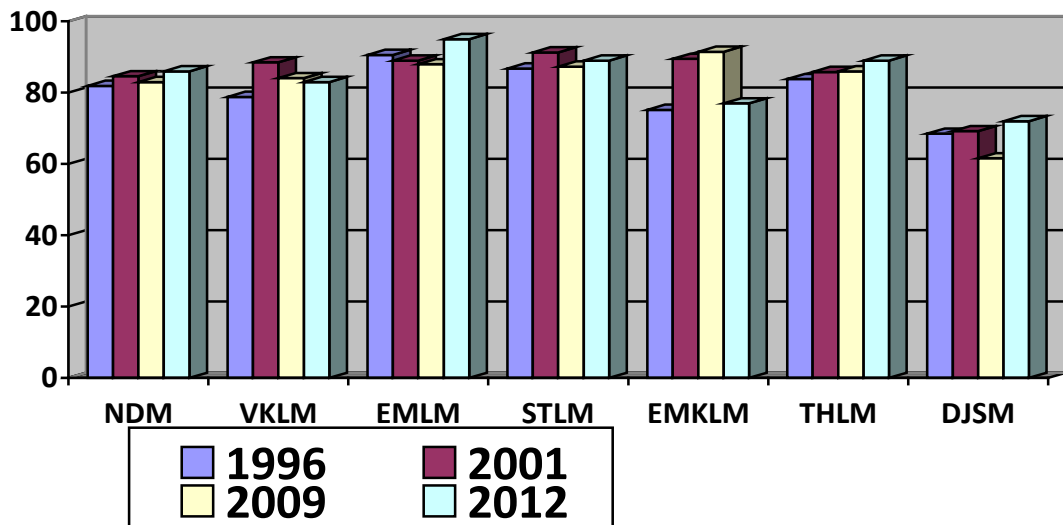
Households with piped water at/above RDP level: Figure 45

shows the percentage of households with piped water at/above RDP-level in Nkangala and its local Municipalities. The households in Nkangala showed an improvement in access of piped water at/above RDP - level from 81.9 % in 1996 to 86 % in 2012.

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

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

Figure 45: Percentage of households with piped water at/above RDP level in Nkangala and its local Municipalities, 1996 - 2009



Source: Global Insight – ReX, September 2010

During the Community Outreach Programme across the District, Communities have raised various service delivery challenges during the Community outreach meetings throughout the District pertinent to water and sanitation. Major Issues raised are highlighted below per local Municipality.

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

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

The WSAs provide free basic Services through registering all the qualifying beneficiaries in the indigent registers. It is pivotal that Municipalities ensure that these registers are updated frequently. The status of FBW in the Municipalities is sketched out in Table 33 below.

Table 33: Status of FBW Provision

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

In terms of the above table, key issues that must be resolved by each Municipality and progress to-date are outlined below:

Victor Khanye LM:

- The use of bucket system in some areas- **currently upgrading Kgomo Street outfall sewer line and pump station as part of the phased project to provide water borne sanitation at a total cost of R30, 000,000 to be completed by 2016/17, 2017/18 financial year.**
- Inadequate water demand management and revenue collection
- Ageing of infrastructure

Dr JS Moroka LM:

- High water demand
- Bulk infrastructure projects implemented by Rand Water(delayed)
- Responsible Unsustainable water supply
- Poor revenue collection - **Procurement and installation of water meters at a cost of R6,000,000 covering (1) project to be completed by 2016/18**
- Ageing of infrastructure
- for bulk water supply in THLM Implementation of water Services bylaws;

Emalahleni LM:

- Unsustainable water supply
- Poor water & effluent quality
- Poor revenue collection
- Ageing of infrastructure – **replacement of water and sewerage pipelines at a total cost of R13, 616,000 covering (3) projects to be completed by 2016/17, 2017/18 and 2018/19 financial year.**
Lack of Operation and Maintenance and poor budgeting

- Municipal Support not centrally coordinated
- Licensed raw water withdrawal exceeded (Witbank Dam)

Emakhazeni LM:

- Poor water provision in farm areas
- Inadequate sanitation facilities in farm areas
- Inadequate water supply to cater for water borne sanitation
- Poor water & effluent quality - **Upgrade Of Water Treatment Works In Dullstroom And Licence Application Phase 1, at a cost of R6, 694,332 scheduled to be completed in 2016/17, 2017/18 and 2018/19 financial year. Refurbishment of WTP in Belfast at a cost of R5, 000,000 to be completed in 2016/17 and 2017/18 financial year.**
- Poor revenue collection
- Septic tanks and VIPs not emptied
- Ageing of infrastructure
- Poor assets management
- Lack of Operation and Maintenance and poor budgeting

Steve Tshwete LM:

- Inadequate sanitation in Newtown - **Upgrading 4TH Phase Klein Olifants Sewer at a cost of R14,679,815 to be completed in 2016/17**
- **A new 10ML Reservoir is currently under constructed at Skietbaan at a cost of R15,456,789 scheduled for completion in 2016/17**

Thembisile LM:

- No raw water allocations - **Feasibility study on possible water abstraction from Moses River/Loskop Dam completed**
- Need for WTW (after WULA approved) – **LM to apply for WULA**
- Dependent on Rand Water, CoT and DRJSMLM for bulk water supply
- High water demand
- Poor revenue collection
- High water losses
- No Water Conservation and Demand Management – **The municipality to implement water conservation and demand management programme and project to stabilise bulk water provision in Thembisile Hani LM**
- Poor operation and maintenance
- WWTWs operating over capacity – **Refurbishment and upgrading of WWTW in eMakhazeni LM.**

- Bulk water challenges in Thembisile Hani Local Municipality– **(3) Water reticulation projects are currently underway at Mountainview, Zakheni and Tweefontein at a total cost of R2, 000, 000 scheduled for completion in 2016/17.**
- Bulk water supply infrastructure projects implemented by Rand Water (delayed)

Generic issues common to the District:

- LMs not attending District Water Collaboration forum - strengthen collaboration between municipalities
- EIA's delay implementation of projects
- Lack of PSCs for projects monitoring - **Request Local LM's support on PSC establishment and strengthen service provider monitoring & management**
- Minimal financial resources for capital projects
- Municipal Support to LMs by sector Dept not coordinated & not reported
- Lack of water provision in informal settlements and farm areas
- Non-review of by-laws - review and adoption of enforceable by-laws by LMs
- Ageing of water infrastructure in all Municipalities - WSAs to annually review WSDPs, review District-Wide Water Master Plan and develop implementable plan for water and sanitation projects.
- WTW & WWTW operating beyond capacity - Encourage WSAs to recycle waste water
- Poor effluent capacity – conduct feasibility studies on sanitation provision (WWTW)
- Lack of fully accredited laboratories in the district
- Non expenditure due to lack of multi-year planning & budgeting – forward planning of projects to be phased with respect to cashflow on a multi-year format

4.7.7.2. Institutional capacity of WSAs

There is a reported varying level of institutional capacities in water Services management functions, associated organizational structure within the text portion of the WSDP, and in the interests of good planning.

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

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

The **Tables 34** below indicates the recommended training for the water sections and water competency criteria against which water employees could be measured:

Table 34: Recommended Training

Recommended Training		
Training Requirement	Description	Training Programmes
ABET	All employees in region to be on a minimum ABET level 3	ABET Levels 1-3
Supervisory Programme	It is recommended that all foreman / supervisors / team leaders be enrolled into a supervisory course so they can perform managerial responsibilities in water and sanitation areas in future	Supervisory Managing Programmes
Artisanship (Plumbing)	Employed matriculants to be registered for courses in plumbing, or relevant artisanship	Certificate / Diploma in Plumbing
Electrical Programme	Specialised electricians are in short supply	Certificate in Single / 3 Phase Electricity
Plant Operator / Maintenance	Employees must gain formal qualifications so they can gain understanding on how the plant works and be able to perform preventative maintenance programmes. They will know the pumping capacity of the plant, they will know what causes early aging and when t	Certified Operator Training Course
Water Purification	Employees to be encouraged to enter into this field	Water Purification Certificate
Water Demand Management	Superintendents must know how to identify supply and demand of water and sanitation Services in order to effectively manage this demand	Water Demand and Supply Course
Water Distribution	Water distribution and pump maintenance and operation is critical to continuous water supply	Advanced Course in Water Distribution
Leak Detection Programme	Training in this field is strongly recommended, as most leak detection is done by external consultants	Leak Detection and Repair Certificate
Motor / Equipment Mechanics	Assets depreciate and become obsolete in workshops because there are no trained mechanics	Basic Certificate in Motor Mechanics
Quality Control and Water Testing	Quality control is a critical aspect and it is recommended that those who function in the water purification areas are registered for a course in water quality control and testing of water samples	Certificate in Quality Management Control and Sampling
First Aid Course	It is very important that employees be trained in basic first aid. The reason is that they work as a team and in areas that are likely to be dangerous to them or their colleagues. They need to respond to injured colleagues before formal help is sought.	Basic First Aid Course (Introductory)

Recommended Training		
Training Requirement	Description	Training Programmes
Technical Management	Most supervisors or technical staff are promoted from the technical field and promoted to management positions with no training in management and thus cause human relations problems which could affect performance of staff	Management Programme for Technical staff and artisans
Health and Safety Awareness	All employees need to have knowledge of health and safety risks in their workplace. So this programme must be implemented as part of compliance to the Occupational Health and Safety Act within the region	Introduction to Basic Health and Safety Inspections Certificate
HIV / AIDS	The effects of the pandemic on the skills is well-recorded	HIV / AIDS Awareness Training

4.7.7.3. Supporting role by Provincial Government

The Department of Cooperative Government and Traditional Affairs appointed Rand Water to assist WSAs with technical capacity as an Implementing Agent for all water and sanitation project funded by MIG. WSAs signed a service level Agreement with Rand Water and allocated project for implementation.

4.7.7.4. Supporting role by Nkangala District Municipality

The Water Services Authority function has been allocated to the local Municipalities. However, Nkangala District Municipality (NDM) continues to play its role of integrated development planning and building capacity to local Municipalities in its area of jurisdiction. Current developments for 2014/15 are highlighted in the following Table.

WATER			SANITATION
LOCAL MUNICIPALITY	BULK AND RETAIL	BOREHOLES	BULK AND RETAIL
Thembisile Hani Local Municipality	22.9 km	0	0
Dr JS Moroka	22.9 km	2	0
Victor Khanye	0	0	0
Emalahleni	11.4 km	4	8.5 km
Emakhazeni	0	18	1.2 km 35 Waterborne toilets
Steve Tshwete	10.5 km	0	4 km

A number of interventions were undertaken including the following:

- NDM recently reviewed WSDP for all WSAs and currently busy with the review of RWMP;

- NDM concluded a feasibility study on raising of Dullstroom Dam Wall for additional Raw water storage in Emakhazeni Local Municipality.
- NDM concluded feasibility study on possible water abstraction from Moses River/Loskop Dam to Thembisile Hani Local Municipality for the intended water treatment works; THLM currently busy with implementation of project abstraction of 4ML from Moses river.
- A feasibility study on Kwa-Mhlanga & Tweefontein K oxidation ponds was completed. Technical report for water borne sanitation was approved by DWS.

Regional Water Master Plan (RWMP) is a document guiding development on water Services delivery in the NDM's area of jurisdiction.

In the 2007/08 financial year, the NDM assisted all its local Municipalities to compile **Water Service Development Plans (WSDPs)**. This culminated in the aggregation of the main issues in the **Regional Water Master Plan (RWMP)**, which was adopted by Council in June 2008. The RWMP outlined service level profile, resources profile and future bulk needs, as well as programmes that must be pursued to address the identified challenges. The RWMP provides a holistic integrated view of the water and sanitation service requirements and planning within the District. In terms of the 2008 RWMP, main dams in the NDM per catchments area are as follows (see **Table 35**).

A new study has been commissioned to revise and update the original RWMP and will be available in the 2015/16 financial year

Table 35: Main Dams in NDM per Catchments area as of 2008

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

Steelpoort River Catchment

Belfast	4.39	2.04	Municipality
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Table 36 contains the different schemes within the six local Municipalities indicating the sources supplying the different schemes together with current and future demands where available.

Table 36 : Water Resources for the Schemes

LM	Scheme	WTW/ Source of Potable water Source			Current Use (mill m ³ / a)	Future Use		Current Surplus or Shortfall (mill m ³ / a)
		WTW		Allowable Abstraction (mill m ³ / a)		2010	2015	
Victor Khanye	Delmas-Botleng	-	Boreholes	3.345	5.206	6.176	7.880	-0.565
	Eloff-Sundra	-	Rand Water	1.296				
Emalahle ni	Witbank	Witbank WTW	Witbank Dam	27.375	31.025	38.690	50.005	-5.100
	Phola & Ogies							
	Kriel-Thubelihle	Kriel WTW	Jericho Dam	6.200	2.299	2.510	2.738	3.901
	Wilge	Kendal Power Station		0.07	0.07	Not Available		0
	Rietspruit	Rietspruit WTW	Rietspruit Dam	1.095	1.095	Not Available		0
Steve Tshwete	Middelburg-Mhluzi	Vaalbank WTW	Middelburg Dam	13.300	9.920	12.32	15.49	3.380
		Kruger WTW	Athlone Dam	2.190	2.190	Not Available		
	Hendrina-Kwazamokuhle	Hendrina WTW	Komati Pipeline from the Nooitgedacht Dam	1.280	1.971	Not Available		-0.691
	Arnot-Rietkuil	Arnot-Rietkuil WTW	ESKOM	0.547	0.390	Not Available		0.157

	Pullenshope	Pullenshope WTW	ESKOM	0.547	0.406	Not Available	0.141
	Komati	Komati WTW	ESKOM	0.547	0.248	Not Available	0.299
	Presidentsrus	Presidentsrus WTW	Olifants River	0.117	0.034	Not Available	0.083
	Doornkop CPA	-	Boreholes	0.039	0.039	Not Available	0
	Doornkop 2	-	Boreholes	0.091	0.091	Not Available	0
Emakhaseni	Belfast - Siyathuthuka	Belfast WTW	Belfast Dam	3.073	1.460	Not Available	1.613
	Machadodorp - Emthonjeni	Machadodorp WTW	Elands River Weir	0.532	0.730	Not Available	-0.198
	Dullstroom - Sakhelwe	Dullstroom WTW	Dullstroom Dam	0.536	0.730	Not Available	-0.194
	Waterval Boven - Emgwenya	Waterval Boven WTW	Elands River Weir	0.198	1.095	Not Available	-0.897
Thembisile	Regional scheme: DWS Scheme KwaNdebele-Bronkhorstspuit	Bronkhorstspuit WTW	Bronkhorstspuit Dam	14.400	5.475	Not Available	8.925
		Rand Water Pipeline	Rand Water	11.000	Not Applicable		
Dr J.S Moroka	Regional scheme: DWS Scheme KwaNdebele-Rhenosterkop	Weltevreden Weir	Rhenosterkop Dam	9.650	22.00	Not Available	-12.35
			Kammelri vier				

The 2014 WSDPs highlighted that the Nkangala District Municipality's RDP water service levels 91.6% of the households receiving RDP water Services. The implication is that the service provision has increased by percentages above 37.5% as from 2006 to date. It should be noted that the population of NDM has increased, hence some Municipalities that had 100% service levels are currently having small backlogs.

eMalahleni local Municipality (MP312) has the highest RDP water service levels (95%). This is largely because the Municipality is mostly urban and therefore the households have access to acceptable water Services. Dr J.S Moroka local Municipality (MP316) has the lowest RDP water service levels in the District (72%), and this may be attributed to its mostly rural nature. With the exception of Dr J.S Moroka local Municipality (MP316), all the local Municipalities in the District have generally high RDP water service levels.

Dr J.S Moroka local Municipality (MP316) has the largest water backlog, contributing 45.8% to the District backlog and 11.6% to the Provincial backlog. In relation to the District and Provincial backlogs, Emakhazeni local Municipality (MP314) has the smallest RDP water backlog and contributes only 7.3% to the District backlog and 1.9% to the Provincial backlog. With the exception of Dr J.S Moroka local Municipality (MP316), all the local Municipalities in the District have generally low RDP water backlogs (see Table 37).

Table 37: CS2011 Service Levels for the core function – water

Municipality	RDP Water service levels) CS2007	HH RDP Water service level (%)	RDP water backlog (%) within Municipality	RDP water backlog as (%) Province total
Nkangala District Municipality	29148	86	99	25.4
Victor Khanye Local Municipality	2140	83	7.3	1.9
Emalaheni Local Municipality	2709	95	9.3	2.4
Steve Tshwete Local Municipality	3731	89	12.8	3.3
Emakhazeni Local Municipality	2154	77	7.4	1.9
Thembisile Local Municipality	5065	89	17.4	4.4
Dr. JS Moroka Local Municipality	13350	72	45.8	11.6

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

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

Table 38 : CS2011 Service Levels for the core function – Sanitation

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

The great challenge that the NDM faces in terms of the availability of water resources as well as the distribution and management of water Services is in the former homeland areas currently located in Dr JS Moroka and Thembisile. Extremely high water losses are experienced in the region, especially in the jurisdiction of DR JS Moroka, Emalaheni and Thembisile Hani LMs due to inadequate operation and maintenance.

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

4.7.7.4. Investments in infrastructure development

Between 2009/10 and 2013/14 financial years the NDM has made significant financial commitments in terms of infrastructure development. An amount of R273, 198, 939 was being spend during the period under consideration. Despite the enormous capital investments committed as depicted in **Table 39** the District is still confronted with huge backlogs in levels of service, which will require vast amounts of money to eradicate. The availability of water resources, distribution and management thereof, is a challenge in the former homeland areas in Dr JS Moroka and Thembisile LMs. In the case of Victor Khanye Local Municipality, this challenge of poor water quality becomes evident in the persistence of water related disease out breaks.

Table 39: NDM Infrastructure Development special interventions – Budget spent 2010/11 – 2014/15

Service	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	TOTAL
Water	R 47 635 663.00	R 34 520 000.00	R 80 144 140.18	R 51 884 227.00	R 32 588 696.88	R 246 772 727.06
Sanitation	R 49 651 164.62	R 18 500 000.00	R 31 570 000.00	R 18 922 408.00	R 17 233 468.00	R 135 877 040.62
Roads,Bridges & Stormwater	R 39 772 311.88	R 82 441 242.28	R 67 493 293.34	R 86 763 586.00	R 63 960 489.78	R 340 430 923.28
Electricity	R 3 144 630.72	R 25 959 303.34	R 27 311 323.66	R 27 648 560.00	R 16 277 629.60	R 100 341 447.32
Urban Development	R 5 155 866.08	R 0.00	R 7 304 160.00	R 28 158 888.00	R 0.00	R 40 618 914.08

Waste Disposal	R 406 875.11	R 4 990 000.00	R 4 448 540.00	R 0.00	R 0.00	R 9 845 415.11
Other	R 42 883 622.89	R 17 576 139.09	R 16 081 596.60	R 59 821 270.00	R 23 008 287.85	R 159 370 916.43
TOTAL	R 188 650 134.30	R 183 986 684.71	R 234 353 053.78	R 273 198 939.00	R 153 068 572.11	R 1 033 257 383.90

As part of a comprehensive strategy to deal with water and sanitation related challenges facing the Nkangala District, the following range of initiatives are currently prioritised. The priority area that should be focused on is building capacity in operation and maintenance area. Discussed below are the key strategic thrusts and initiatives emanating from the Water Master Plan that have been on consideration, which include:

- Collaboration;
- Institutional Arrangements;
- Cullinan and the Western Highveld Region Emergency Augmentation Scheme;
- Rand Water Augmentation Scheme (Bloemendal pipeline);
- Reclamation of Mine Water (Emalahleni & Steve Tshwete LMs);
- Raw Water Supply to Industries (all LMs);
- 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 DWS, DoH, DME, DALA and DLGH), SALGA, Organised Water users (including ESKOM, mines, Irrigation Boards and Water Boards) and Water Services Authorities (Local Municipalities) within the District. This is the platform where integrated water sector planning take place taking into account the WSDPs of the WSAs to inform the IDP process. The District will also engage with DWS finalisation for user associations.

Institutional Arrangements

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

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

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

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

Employees employed in most of the technical departments do not have job descriptions, which further indicate that no job evaluations and targeted skills assessments have been done. All Municipalities have concluded workplace skills plans for 2014 / 2015 but no provision for training of water-and sanitation employees were made. The aspect of training cannot be over-emphasised as the lack of training has a negative impact on matters such as asset management, quality of service and productivity.

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

Support activities included the following:

- The implementation of short term draw-down management arrangements with Rand Water and City of Tshwane to stabilise operations at the water treatment works in Bronkhorspruit LM and Dr JS Moroka LM;
- The efficiencies at the WTWs improved with operations close to optimum levels, while the water quality is monitored on a daily basis;
- Review Water Services Development Plans;
- Replacement of asbestos pipes;
- The assessment of an optimal institutional mechanism to ensure sustainable service delivery.

Significant amounts of capital Finance are also being provided to the WHR through MIG. For socio-economic reasons, it is likely that the Western Highveld area will continue to rely on grant funding to cover operational and capital expenditure. The independent feasibility study provided recommendations around necessary institutional arrangements that will put in place effective management of the Western Highveld Scheme (WHS). The key objective is to ensure water is managed in the most effective and efficient way for the benefit of all the communities receiving water supply from the WHS.

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

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

Rand Water Augmentation Scheme for Victor Khanye:

This initiative is intended to augment the water demand in Victor Khanye local Municipality. It is confirmed that the provision of approximately 35km pipeline has cost approximately R120 million. The provincial government DWA and funding Victor Khanye local Municipality has entered into a contract with Rand water for bulk provision and the project was complete and now operational. To thwart the high cost of water, the Municipality and Rand Water has developed a workable operation and maintenance plan.

Reclamation of Mine Water:

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

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

Optimal water management at Optimum Colliery (OWRP) for Steve Tshwete Local Municipality. The project was completed in December 2010 and is operational as from February 2011. The water use agreement has been signed between Steve Tshwete Local Municipality and Optimum Colliery. The District Municipality is indeed part of the technical steering committee for the project. The OWRP is designed to yield 15ML per day but will supply in 13ML per day to the Local Municipality. The areas of Hendrina and Kwazamokuhle receive 3ML/day from this project. The remaining 2 ML of 15ML per day will be discharged back into the streams that support the aquatic reserve.

Raw Water Supply to Industries:

Most of the Industries in ELM are supplied with potable water for their operation although they do not require potable water for this activity. Some of these Industries have already indicated their willingness to accept raw water from ELM as this will be both cost effective for the Industries and will alleviate the pressure on ELM with regard to the supply of potable water. Discussions are currently underway with other firms. If this is realised, approximately 220 000 litres of potable water will be recovered per day; which translates to the availability of water to supply approximately 1 050 households at the current supply norms. Individual LM's must embark on this project in the future and improve the provision of Water supplies.

Recycling of Sewer Effluent:

The sewer treatment works are currently discharging the resultant effluent into the natural watercourses. One of the proposals indicated in the Water Master Plan is the recycling of sewer effluent and reuse as raw water supply to industry. The District will further pursue recommendations of the Short Term Regional Intervention Project (STRIP), which highlights the following matters as requiring urgent attention

:

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

The overview of the utilization of the STPs in the NDM presents a disturbing picture as shown in **Table 49**. Several of the plants are currently utilised at maximum or more than the design capacities, while the effluent is reported to be either unknown or poor. The only Municipalities where the functioning of the STPs is reported to be good are Steve Tshwete and Emakhazeni LMs, while the STP at Siyabuswa in Dr JS Moroka LM has recently been refurbished.

Table 49: O&M of Sewage Treatment Plants – 2008 RWMP

Municipality	Scheme	STP	% Capacity utilised	Effluent conform to standard
Victor Khanye	Delmas-Bottleng incl. Eloff - Sundra	Delmas WWTP	110%	Unknown
		Bottleng WWTP	75%	Unknown
Emalahleni	Witbank	Naaupoort WWTP	50%	Good
		Ferrobank WWTP	99%	Poor (No de-nitrification or phosphorus removal)
		Riverview WWTP	100-130%	Very poor
		Klipspruit WWTP	99%	Sub-standard (nitrates high)
	Ogies	Phola WWTP	62%	Good
	Kriel-Thubelihle	Kriel WWTP	130-160%	Very poor
Steve Tshwete	Middelburg	Boskrans WWTP	60%	Yes
	Hendrina-Kwazamokuhle	Kwaza WWTP	50%	Yes
	Presidentsrus	Not applicable	Not applicable	Not applicable
	Doornkop	Not applicable	Not applicable	Not applicable
Emakhazeni	Belfast - Siyathuthuka	Belfast WWTP	45%	Conform 80% of the time
	Dullstroom - Sakhelwe	Dullstroom WWTP	41%	
	Machadodorp - Emthonjeni	Emthonjeni WWTP	33%	
		Machadodorp WWTP	To be discontinued	Effluent not good
		Waterval Boven – Emgwenya	Waterval Boven WWTP	56%
Thembisile	Regional scheme: DWS Scheme KwaNdebele-Bronkhorstspruit	KwaMhlanga Oxidation Ponds	Unknown	Unknown
		Tweefontein K WWTP	More than 150%	Very poor
Dr JS Moroka	Regional scheme: DWS Scheme KwaNdebele-Rhenosterkop	Siyabuswa WWTP	Up to 100%	Yes

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

- Emalahleni LM – Ferrobank, Riverview, Klipspruit and Kriel WWTPs.
- Thembisile LM – Tweefontein K WWTP.

The most common immediate cause of effluent not meeting DWS standards is a breakdown of plant and / or length of time that it takes to have plant repaired, both of which are largely attributable to inadequate budgets or operator error or both. The situation depicts a lack of planning and budgeting for the upgrading and the O&M of these plants as shown in **Table 41**. It is considered to constitute major health risks to downstream communities and negative sources of pollution to the natural environment.

Table 41 : Condition of Schemes and Planned Maintenance

WSA	Scheme (WTW)	General comments on the age and condition of scheme		Planned Maintenance done
		Bulk	Retail	
Victor Khanye	Delmas-Botleng incl. Eloff - Sundra	"Life expectancy of equipment and infrastructure is of great concern."		No
Emalahleni	Witbank	Infrastructure more than 30 years old in some cases. O&M not acceptable		No
	Ogies			
	Kriel-Thubelihle	Generally not good with specific items requiring urgent attention.		
Steve Tshwete	Middelburg	In general the existing O&M of the water and sewage infrastructure is satisfactorily		Yes
	Hendrina-Kwazamokuhle			
	Presidentsrus			
	Doornkop			
Emakha-zeni	Belfast - Siyathuthuka	Generally good	Generally good with some sections old and needing replacement	No
	Dullstroom - Sakhelwe	Generally good	Generally good. The plant has been refurbished in the 2009/10 financial year.	Yes
	Machadodorp - Emthonjeni	Generally good	Generally good	No
	Waterval Boven - Emgwenya	Generally good	Poor with leaks and needing replacement	No

WSA	Scheme (WTW)	General comments on the age and condition of scheme		Planned Maintenance done
		Bulk	Retail	
Thembisile	Regional scheme: DWS Scheme KwaNdebele-Bronkhorstspuit	Major developments done during 1980 - 1995; New networks continuing due to urbanisation around Moloto Corridor; Condition generally good but require general maintenance. Some infrastructure require urgent refurbishment; some networks with extensive illegal connections		No
Dr JS Moroka	Regional scheme: DWS Scheme KwaNdebele-Rhenosterkop	Major developments done during 1980 - 1995; New networks continuing due to urbanisation around Siyabuswa and Libangeni; Condition generally good but require general maintenance. Some infrastructure require urgent refurbishment; some networks with extensive illegal connections		No

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

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

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

- The use of bucket system in Victor Khanye Local Municipality
- Lack of water in informal settlements.
- Ageing of infrastructure
- Poor technical capacity (with reference to Emakhazeni LM)
- Poor Operation and Maintenance
- Lack of maintenance budgets
- Poor water quality
- High water losses (UAW)
- No Water Conservation and Demand Management
- Resistance by (some) farm owners to provide basic services in the farms

- Water services assets and not fully known
- Approved WULA not yet effected by DWA
- Permitted water abstraction exceeded (EMKLM & ELM)
- WHRS (THLM without adequate water supply and Raw water allocation)
- Poor cost recovery (exception with STLM)

Flowing from the 2015 IDP Indaba held at Nkangala District Municipality, the plenary made the following recommendations:

Objective	Strategies	Recommendations/Resolution
Support local municipalities in eradicating water & sanitation backlog	<p>Water & sanitation Master plan</p> <p>Eradicate 5% of water services backlog during 2016/17 Financial Year</p> <p>Investigate raw water availability in Thembisile Hani Local Municipality(THLM), Dr JS Moroka(DrJSMLM).</p> <p>Investigate & explore water recycling in NDM region</p> <p>Water & sanitation programmes to be reprioritised to focus on problematic municipalities</p> <p>Eradicate 80% of sanitation in 2015/16 for Steve Tshwete Local Municipality(STLM),Emalahleni Local Municipality Local Municipality(ELM) & Victor Khanye Local Municipality(VKLM)</p> <p>Align water & sanitation master plan with human settlement master plan</p>	<ul style="list-style-type: none"> • Installation of house hold taps • Sanitation technologies • Develop sanitation protocol in Moloto & confirm groundwater use • Water re-allocation program to be fast-tracked • Encourage Water Services Authority (WSA) to do Water Use License Application (WULA) • Encourage WSAs to prioritise water & sanitation projects • Improve Intergovernmental relations. <p>Engage mining sector for sustainable supply and augmentation of water with the reasonable cost</p>

4.7.8 Issue 13: Electricity Supply

4.7.8.1 Background and Problem Statement

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

A reliable electricity supply depends on a sufficient number of functioning power stations, and a reliable grid network to transport electricity to users. Municipalities distribute about half of South Africa's electricity, with increasing local supply failures in some areas, a more pragmatic corrective approach will need to be implemented. With respect to the provision of electricity the following Table details the the state of infrastructure in the District.

Local Municipality	Provision of Electricity
Dr J S Moroka	Eskom
Thembisile Hani	Eskom
Steve Tshwete	Licensed
Emalahleni	Licensed
Emakhazeni	Partially Licensed
Victor Kanye	Partially Licensed

Significant in roads have been achieved by Municipalities in the District to address the eradication of electricity backlogs as detailed in the following Table.

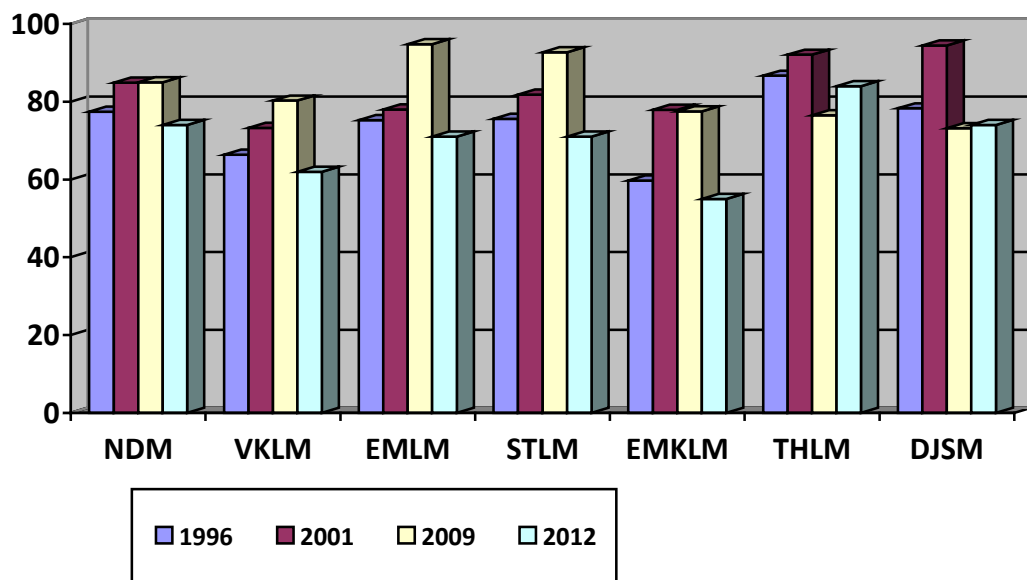
LOCAL MUNICIPALTY	HIGHMAST LIGHTS	TRANSMISSION LINES	SUBSTATIONS	CONTRACTORS
Dr JS Moroka	21	0	0	0
Emalahleni	84			0
Thembisile Hani	36	0	0	0
Victor Khanye	0	0	2	0
Emakhazeni			2	114
Steve Tswete				

The District's has developed an Electricity Master Plan for Emalahleni Municipality that encompasses the need of the municipality and implementation of programmes and projects are prioritised in the IDP as directed by the local municipalities. The Plan includes the provision to ensure that the electricity supply network expands to serve the entire ELM community, including rural communities and farm areas. 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. In pursuit of this initiative, the Department in conjunction with the LED unit is evaluating alternative sources of energy e.g. solar power and engages with Eskom on an ongoing basis as a member of the Provincial Energy Forum.

Key among high level Strategic interventions, the Kusile Project valued at about R 111 billion and the Komati power station, which is to have a major revamp, are in the District area of jurisdiction. The Kusile Project is a new coal fired power station located to the West of the R545 between the N4 and N12 freeways near the existing Kendal power station. It comprises of six units rated at approximately 4 800 MW installed capacity. The first unit was planned for commercial operation in 2012 with the last unit in operation by 2015/16.

Figure 46 below demonstrates the percentage of households with electricity connections in Nkangala and local Municipalities. The percentage of households with electricity connections in Nkangala showed declined from 77.4 % in 1996 to 74 % in 2012. This is, however, higher than the Provincial percentage of households with electrical connections at 52 % and the 2014 national target of 92 %. In 2009, Thembisile Hani showed the highest percentage of households with electricity connections at 84 % and Victor Khanye recorded the lowest percentage at 62 %.

Figure 46: Percentage of households with electrical connections in Nkangala and its local Municipalities, 1996 – 2009



Source: Global Insight – ReX, September 2010

A backlog of 45 791, the lowest among three Districts, was recorded in the District in 2009, thus contributing 25.7 % to the overall Provincial backlog figure of 178 115. Emakhazeni had the lowest electricity backlog with 4106 households whilst Emalahleni recorded the highest backlog with 16247 households without electricity connections.

To respond adequately to the Electricity Supply issues NDM in collaboration with key stakeholders must place emphasis on the following matters and progress where applicable is detailed.:

Victor Khanye LM:

- Partially licensed to provide electricity
- Poor asset management
- Ageing of infrastructure
- High demand of electricity due to increase in population

Dr JS Moroka LM:

- Municipality not licensed to provide electricity
- Poor electrical skills in the LM
- High mast lights not electrified by Eskom - engage Eskom to improve quality of electricity provided to communities and fast track connections/energising High mast lights

- Eskom communicated inadequate energy

Emalahleni LM:

- Municipal exceeding its notified maximum demand
- None payment of bulk electricity to Eskom
- Poor revenue collection
- Poor asset management
- Ageing of infrastructure
- High demand of electricity due to increase in population
- Poor Operation & Maintenance budgeting

Emakhazeni LM:

- Partially licensed to provide electricity
- Municipal exceeding its notified maximum demand
- None payment of bulk electricity to Eskom
- Poor revenue collection
- Poor asset management
- Ageing of infrastructure
- High demand of electricity due to increase in population – The NDM has budgeted R4 500 000 000 for the **upgrading electrical medium voltage to implemented 2015/16, 2016/17 and 2017/18 financial years.**
- Poor Operation & Maintenance and budgeting
- Lack of electrical skills in the municipality

Steve Tshwete LM:

- No significant challenges at present

Thembisile LM:

- Municipality resolved not to be licensed until it has the capacity
- Eskom delay connection /energising High mast lights - **engage Eskom to improve quality of electricity provided to communities and fast track connections/energising High mast lights**
- Eskom communicated inadequate energy

Generic issues common to the District:

- Programmes implemented by Eskom and Department of Energy are not included in the respective Local municipalities IDPs resulting in duplication of services - Multi-year budgeting & implementation Projects from Eskom to be included in the IDPs

Flowing from the 2015 IDP Indaba held at Nkangala District Municipality, the plenary made the following recommendations:

Objective	Strategies	Recommendations/Resolution
Improve access to electricity & community lightning	Investigate & explore alternative energy sources Ensure capacity from Eskom prior commencement of installation of highmast light	Engage with National Energy Regulation of South Africa (NERSA) on alternative energy sources and licencing of Municipalities to provide power

4.7.9 Issue 14: Roads and Stormwater

4.9.1 Background and Problem Statement

The NDM does not have as a core function the responsibility of Municipal Roads in its jurisdiction and therefore does not have road assets or infrastructure, but will upgrade & develop roads infrastructure on request by LMs. However, support is provided to all Municipalities to ensure that road accessibility is improved as detailed in the following Table.

LOCAL MUNICIPALITY	ROADS	STORMWATER	BRIDGES	WALK-WAYS
Dr JS Moroka	2.7 km	1.5km	o	o
TVictor Khanye Local Municipality	2 km Road Rehabilitation(RRM)	o	o	o
Steve Tshwete Local Municipality	1.7km	o	o	o
Emalahleni Local Municipality	0.2 km	1.2 km	65m	21.5 km
	6.7 km Road Rehabilitation(RR)			
Emakhazeni Local Municipality	2.4 km	o	o	o
Thembisile Hani Local Municipality	11.099km	8.499 km	141m	o
	58 km Rural Road Maintenance(RRM)	44.565 km Rural Road Maintenance (RRM)		

During the past year, the NDM funded the compilation of an electronic Pavement Management System for the Thembisile Hani Local Municipality and based on this system an Implementation Plan and Strategy was developed. The municipalities, during the IDP processes identified all routes forming part of the public transport network in the Municipal area as top priority routes for upgrading and maintenance. The general state and conditions of roads throughout the NDM have been identified as in urgent need for 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.

Support by NDM and DPWR&T

The National Department of Transport (DoT) has provided grant funding for the implementation of Road Asset Management Systems (RAMS) as set out in the framework for the Rural Road Asset Management Grant (RRAM), Division of Revenue Act (DORA). The purpose of RRAMS

The strategic goal of the RRAM Grant is to ensure efficient and effective investment in rural roads through the development of Road Asset Management Systems (RAMS) and the collection of associated road and bridge inventory data, condition assessments and traffic information. Improved data on rural roads will guide infrastructure investment, improve accessibility to and mobility of rural communities.

The Nkangala District Municipality has been allocated the following budgets over the 3-year life-cycle of the RRAM Grant and it is anticipated that the project will be completed in the 2015/16 financial year.

2013/14	2014/15	2015/16
R1 602 000.00	R 1 950 000.00	R 2 010 000.00

The RRAMS will provide detailed actions to determine the characteristics of all roads which are classified as motorised, that is, from Class 1 to 5. This will entail physical inspections of these roads, their bridges and the quantification of their volumes of traffic. The current status of road access is detailed in the following Table.

Local Municipality	Municipal & Access Road length (km)				
	Asphalt pave	Unpaved	Concrete	Block Paved	Total
Steve Tshwete	756,25	594,18	0	8,26	1358,69
Emalahleni	831,81	469,15	4,5	42,69	1348,15
Victor Khanye	40,07	1057,25	0	0	1097,32
Thembisile Hani	19,36	2033,18	0	0	2052,54
Dr JS Moroka	125,62	2377,26	0	0	2502,88
Emakhazeni	50,12	1426,36	0	0	1476,48
Total	1823,23	7488,23	4,5	50,95	9366,91
Percentage	19,46%	79,94%	0,05%	0,54%	100%

It is anticipated that the classification of certain roads may change during this investigation. These changes will be captured and verified through the province's Road Infrastructure Strategic Framework for South Africa (RISFSA) classification system.

The primary purpose of the project;

- To assist the District Municipality to set up a rural roads asset management system and collect road and traffic data for the road network under its jurisdiction in line with the Road Infrastructure Strategic Framework for South Africa (RISFSA). The current extent of road network may increase as new roads are captured and the road network is further refined.
- **Outcome Statement;**
 - Improve data on rural (all municipal) roads to guide infrastructure investment.
 - Reduce vehicle operating costs and extend the lifespan of rural (all municipal) roads.
- **Outputs;**
 - Collection of selected road inventory data including condition assessment and traffic data.
 - Setting up pavement and bridge management systems compatible with National Standards.
 - Capacity building and training of S4 Civil Engineering Technician Graduates. (Refer to training)
- **Condition of Grant;**
 - Data must be collected and presented in the format prescribed by RISFSA.
 - Data collection should use labour intensive methods that comply with the Expanded Public Works Programme (EPWP) guidelines.
 - All data collected must be made available to the National Department of Transport (DoT), South African National Roads Agency Limited (SANRAL) and the relevant provincial authorities.
 - Systems developed to record data must be compatible with the Department of Transport specifications.
- **Challenges:**
 - Certain areas with high crime spots makes it difficult to do assessments
 - Trying to obtain the Dataset and the Road Inventory.
 - Change in the scope by DOT.
 - Although the project experienced difficulties at the inception stage it has since gained momentum and progress has been made to meet all the requirements.
 - Lack of GIS information from LMs

A Service provider has been appointed by the the District Municipality for a period of three years for the duration of the RRAMS Grant.

The division of Roles and Responsibilities will be as follows:

Assignment of responsibilities, functions and tasks	
Role player	Responsibilities
Municipal Authority	<ul style="list-style-type: none"> ▪ spending of grant funds in accordance with the stipulations of the Division of Revenue Act (DORA) ▪ overall responsibility for RAMS Project during all its phases ▪ initiate project business plan ▪ appoint service providers ▪ control budgeting, accounting and internal auditing processes

Assignment of responsibilities, functions and tasks	
Role player	Responsibilities
	<ul style="list-style-type: none"> ▪ operate and maintain information management systems ▪ conclude learnership agreements ▪ relevant authorities to fund and implement projects emanating from the RAMS
Provincial Authority	<ul style="list-style-type: none"> ▪ coordinate project ▪ provide/host a centralised provincial Road Asset Management System ▪ interact with all role players and stakeholders ▪ coordinate graduate training and mentorship (Graduate Academy) ▪ interact with national authorities ▪ monitor planning and implementation processes ▪ explore innovative ideas
Service Provider/ Project Manager	<ul style="list-style-type: none"> ▪ implement and manage project ▪ formulate and manage communication plan ▪ interact with municipal authority as well as role players and stakeholders ▪ train and mentor graduates ▪ co-ordinate all reporting to municipal authority ▪ monitor progress and submit reports and cashflows
Graduates	<ul style="list-style-type: none"> ▪ commit to learnership and mentorship programme ▪ responsible for all equipment assigned to them during the project period ▪ carry out field assessments, desktop studies and project specific reports ▪ perform GIS work pertaining to the RAMS

Other Municipal specific issues raised per local Municipality and the respective progress achieved to date are detailed below.

Victor Khanye LM:

- Storm-water infrastructure must be upgraded and developed
- Generally streets in townships need maintenance – **a project to re-seal roads is scheduled to commence in 2015/16 at a total cost of R10,000,000**
- Some streets upgraded by NDM
- Maintenance done by LM
- Budgetary constraints for maintenance & upgrading of roads – **(1) project to rebuild roads commenced last year and is ongoing at a total cost of R12,000,000**

Dr JS Moroka LM:

- Storm-water infrastructure must be upgraded and developed – **a project in Ward 19 is scheduled to commence and be completed in 2015/16 at a cost of R2,000,000**
- Most bus routes upgraded by NDM
- Maintenance done by LM
- Budgetary constraints for maintenance & upgrading of roads

- Most roads not surfaced including bus routes - a project at Marothobolong is scheduled to commence and be completed in 2015/16 at a cost of R2,697,700
- A pedestrian bridge at Ward 11 commenced construction last year at a total cost of R10,000,000 and to be implemented in 2015/16 financial year.

Emalahleni LM:

- Roads are in very bad condition
- Traffic lights need urgent maintenance
- Traffic Management Very poor
- Very little budget for routine maintenance
- Storm water infrastructure need urgent upgrade & maintenance
- Need interlinking roads to manage traffic
- Inadequate & poor management of roads fleet
- NDM resolved to support the LM with Routine Road Maintenance
- Need to develop traffic management strategy

Emakhazeni LM:

- Maintenance done by LM
- Storm water infrastructure need serious attention
- Roads need serious maintenance – The rehabilitation of Bhekumuzi Masango Drive Phase 03 commenced last year at a total cost of R15,000,000 and to be implemented 2016/17 financial year.
- Budgetary constraints for maintenance & upgrading of roads
- Farm roads need urgent maintenance

Steve Tshwete LM:

- Storm water infrastructure need close attention – (2) projects are currently in progress in Ext 8 and Hendrina at a total cost of R15,299,900, to be implemented 2015/16, 2016/17 and 2017/18 financial year. Another (2) projects at the Eastern By-pass and Newtown at a total cost of R 6, 800, 000 to be implemented 2016/17, 2017/18 and 2018/19 financial years.
- Maintenance well budgeted and planned
- Storm water master plan not comprehensive

Thembisile LM:

- NDM no longer responsible for Routine Road Maintenance

- Storm water infrastructure need serious attention – a project at Phumula with budget cost of R720,000,000 to be implemented 2016/17, 2017/18 and 2018/19 financial year.
- Roads need serious maintenance
- Budgetary constraints for maintenance & upgrading of roads
- Most roads not surfaced including bus routes – (2) projects scheduled to commence in 2015/16 at Miliva with the budget cost of R6,780,000 scheduled for implementation in 2015/16, 2016/17 and 2017/18 financial years. Another (2) projects at Boekenhouthouk and Moloto to be implemented in 2017/18, 2018/19 and 2019/2020 financial years.
- LM require more pedestrian bridges (both on roads & streams) – (1) multipurpose bridge commenced last year in Ward 22 at a cost of R5,351,633 and will be completed in 2015/16. Another vehicle bridge commenced last year at Jordaan at a cost of R12,000,000 schedule to be implemented 2016/17, 2017/18 financial years
- Farm roads need urgent maintenance
- NDM procured plant and equipment (transfer programme to be developed)

Generic issues common to the District:

- Poor traffic management
- Lack of NDM wide roads & storm-water master planning
- Poor sector planning and input during IDP review
- Poor expenditure due to single year project planning & implementation
- Lack of community monitoring (no PSCs) for projects
- Claims by road users due to potholes

Flowing from the 2015 IDP Indaba held at Nkangala District Municipality, the plenary made the following recommendations:

Challenge	Recommendations/Resolution	Proposed Project
Improve roads accessibility and transportation	<p>Rural Road Asset Management System</p> <p>Include programmes & projects implemented by Department of Transport(DoT) in the NDM IDP</p> <p>Assess capacity of local municipalities to ensure fulfilment of their responsibilities towards road maintenance</p>	<ul style="list-style-type: none"> • Roads identification & transfer to relevant authorities

4.8 KPA 6: SPATIAL DEVELOPMENT ANALYSIS AND RATIONAL

4.8.1 Issue 5: Spatial Restructuring and Service Provision

4.8.1.1 Background and Problem Statement

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

The following map displays the NDM as a whole.

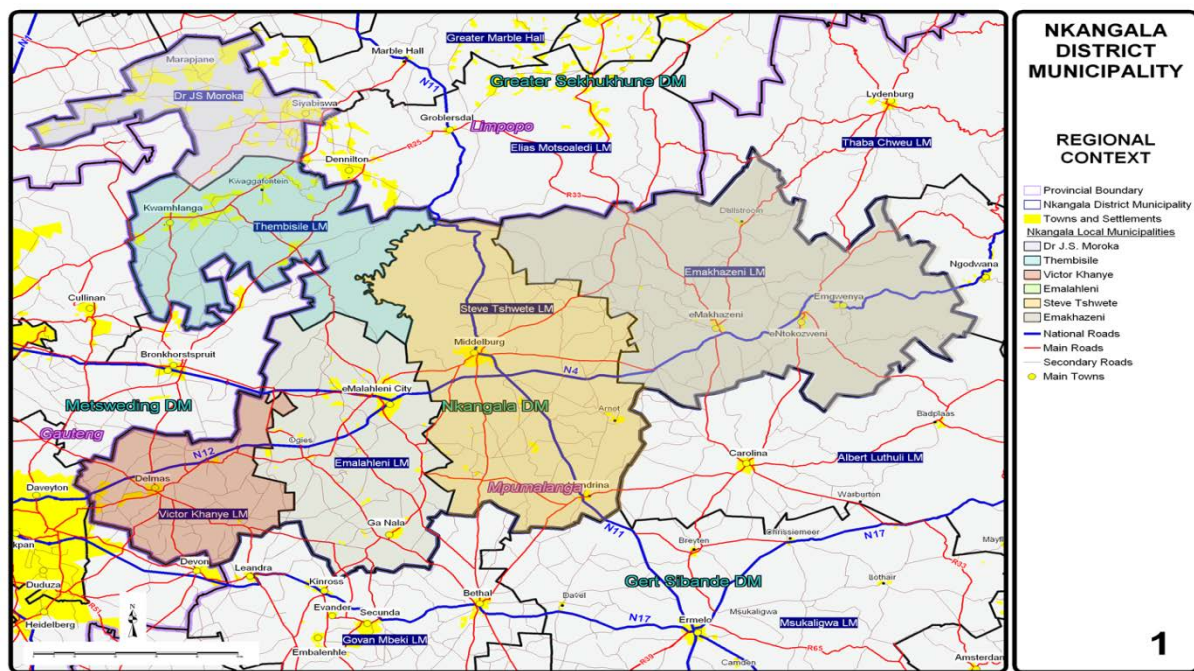
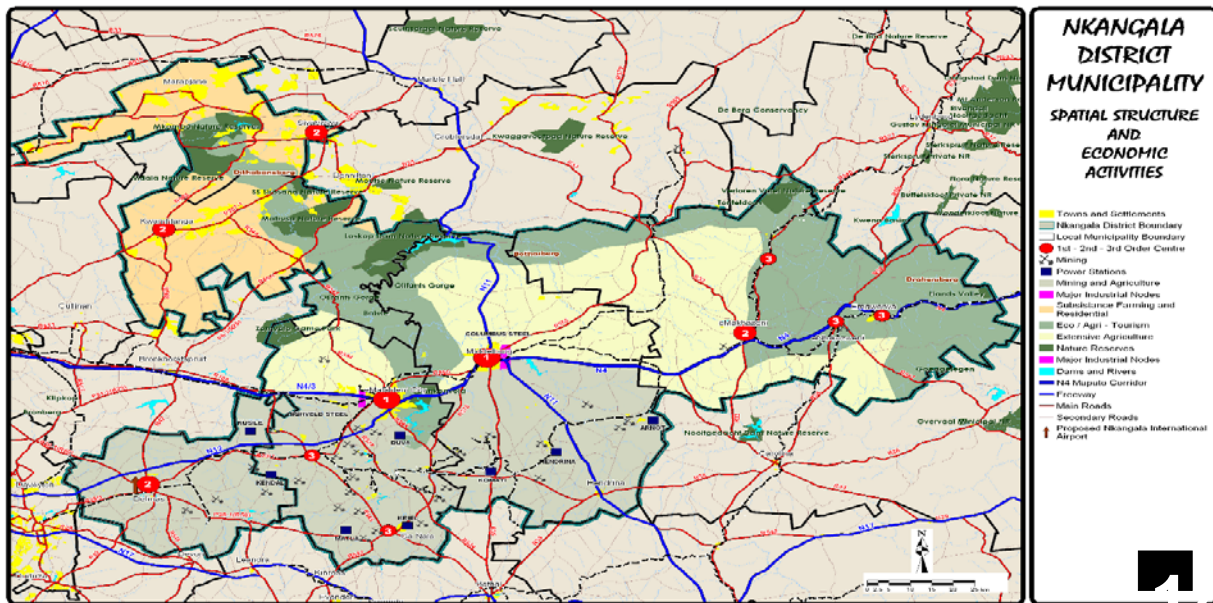


Figure 46: Nkangala District Municipality: Spatial Structure and Economic Activities



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

The Nkangala District has a dispersed settlement pattern with significant disparities in terms of population distribution and densities. It is predominantly a rural area consisting of extensive farming, with farming communities distributed throughout the area. A number of towns developed along the historic movement desire line between Gauteng Province and the Maputo harbour in Mozambique which has been in existence since the mid-1800's, while several other towns and settlements have developed to function as service centres for the farming communities or other economic activities throughout the remainder part of the District. These are connected to one another via the regional transport network. Some towns like GaNala established due to the availability of coal deposits and the development of the Kriel and Matla power stations, while the settlements in the far-north-western parts of the NDM established under traditional authorities in terms of the former Homeland Policy during the Apartheid era.

Middelburg and eMalaheni (Witbank) are the highest order settlements in the Nkangala District. These towns offer a full spectrum of activities and services, including business, retail, industrial uses, social services and residential uses. The physical structure of these towns is typical of settlements developed during the apartheid era, with physical segregation between the town and former township areas still evident. Both towns have incidences of informal settlements located around the periphery of the urban areas.

The second highest concentration of people in the District is found in the northwest, in the urban complexes of the Dr. JS Maroka and Thembisile-Hani Local Municipalities. These areas consist of conglomerations of settlements which developed in a linear pattern along the Moloto Road in Thembisile and the main roads in the Dr. JS Moroka LM. The settlements were established during the Apartheid era to serve as labour pools for the City of Tshwane (CoT). The settlements are mainly dormitory residential areas, with the provision of community services and development of businesses lagging behind the housing developments. These urban complexes are therefore highly reliant on larger urban centres, specifically the City of Tshwane, for employment opportunities, social and economic services. There are thus strong functional ties with the CoT with more than 35 000 people commuting from this area daily.

At a District level, the second order settlements and towns in the NDM are namely Delmas and eMakhazeni (Belfast) – prominent both in terms of population size and their function. These two centres provide services to the surrounding rural farming and to residents from some of the smaller towns in the District.

A number of small towns and settlements which primarily fulfil a local function are distributed throughout the district area. This includes Ogies, Ga Nala (Kriel), Hendrina, Stoffberg, Dullstroom, eNtokozweni (Machadodorp) and Emgwenya (Waterval-Boven). Dullstroom and Emgwenya are experiencing rapid growth due to the tourism opportunities in the eastern parts of the District.

There are also several small residential clusters (collieries) which were developed to accommodate workers at mines and power stations in the southern parts of the NDM. Typical examples in this regard are Komati, Arnot, Bank, Douglas, Blinkpan etc.

Finally, numerous rural settlements are scattered on farms throughout the area. These settlements usually consist of the homestead and farm workers' accommodation. The number of farm workers' units range between one to twenty. Some of the rural settlements like Doornkop in the Steve Tshwete Municipality are developing into large communities, partly due to the eviction of farm workers from surrounding areas.

The dispersed spatial structure in the Nkangala District, coupled with low population concentrations, is very costly and problematic for the following reasons:

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

District Housing Demand

Table 42 depicts the estimated human settlement demand in the Nkangala District, compared to the other two district municipalities in the Mpumalanga Province and according to the Mpumalanga Sustainable Human Settlement Master Plan.

From this it is evident that the estimated NDM housing backlog based on Census 2011 stands at approximately 73 490 units, compared to 80 663 units in Gert Sibande District Municipality and 43 043 units in Ehlanzeni District.

According to historic IDP Housing Chapters for municipalities in Nkangala the backlog stands at approximately 77 752 units.

The Nkangala Human Settlement Strategy compiled in 2012 estimated the backlog/demand at about 121 810 units but this included tenure upgrading demand.

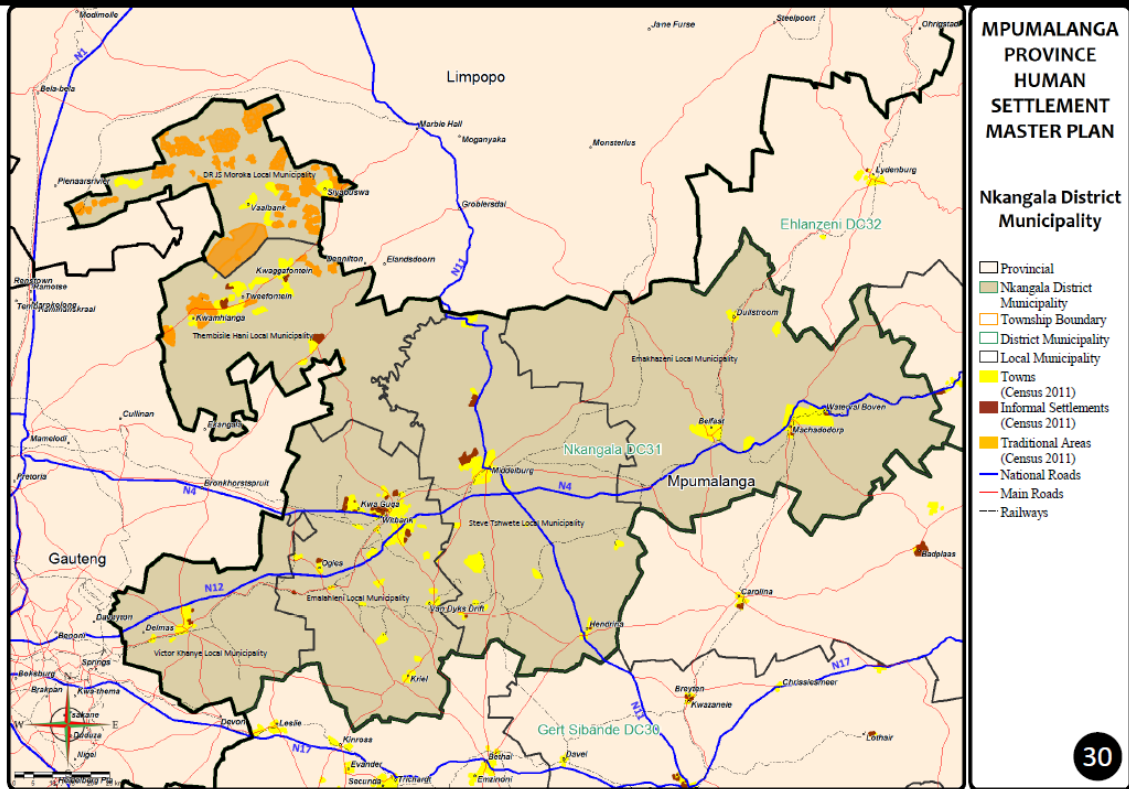
Based on projections made in the Mpumalanga Spatial Development Framework it is expected that the incremental demand in the NDM area will be 47 625 subsidised units by 2030, and 172 868 bonded units by the same time.

The formal towns, informal settlement areas and traditional housing areas in Nkangala according to Census 2011 GIS data.

From this it is evident that most incidences of informal settlement occur around Witbank town, Middelburg, and in Thembisile Hani Municipalities.

The map provides a more elaborate overview on the distribution of formal and informal housing throughout the Nkangala District (per municipality), as well as the projected demand per municipality

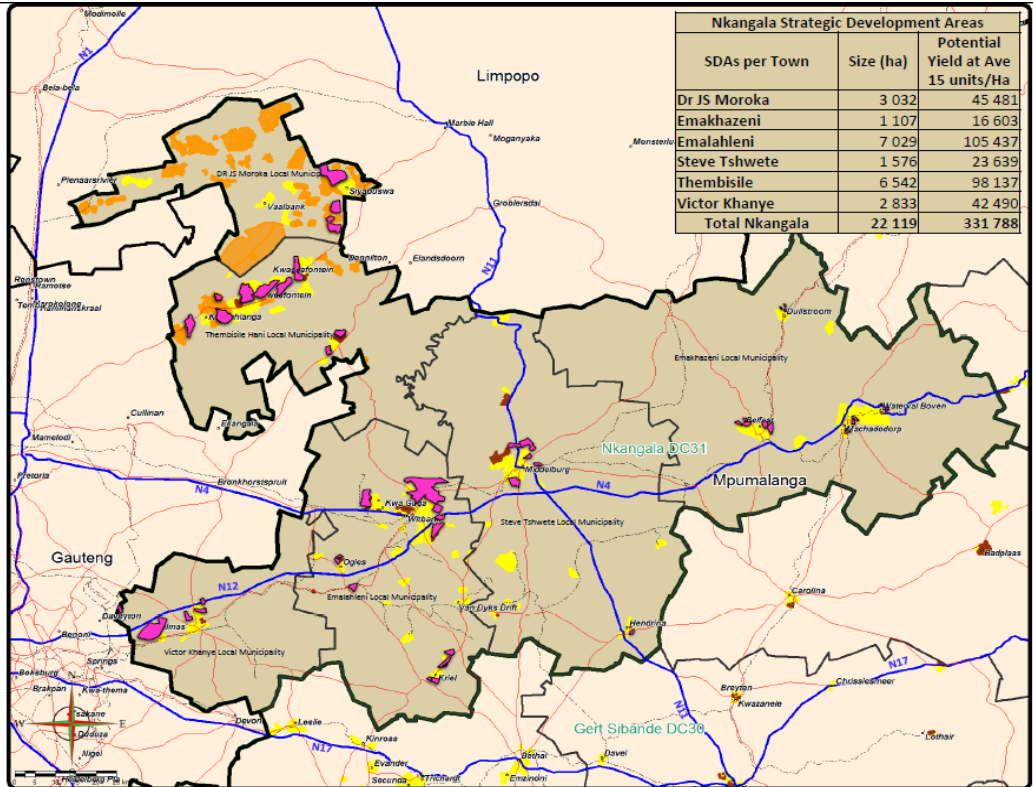
Nkangala District Municipality – Human Settlement



Strategic development areas

As part of the Mpumalanga Sustainable Human Settlement Master Plan an assessment was also made of all Strategic Development Areas which could accommodate future housing projects, according to the Spatial Development Frameworks of local municipalities.

From this it is evident that approximately 22 119 hectares of land have been identified and demarcated on municipal Spatial Development Frameworks, and that these areas could collectively accommodate about 331 788 residential units at an average density of 15 units/ha. This is more than sufficient to accommodate the current demand (73 490) and projected demand (47 625 subsidised units and 172 868 bonded units).



Nkangala Strategic Development Areas		
SDAs per Town	Size (ha)	Potential Yield at Ave 15 units/Ha
Dr JS Moroka	3 032	45 481
Emakhazeni	1 107	16 603
Emalahleni	7 029	105 437
Steve Tshwete	1 576	23 639
Thembisile	6 542	98 137
Victor Khanye	2 833	42 490
Total Nkangala	22 119	331 788

MPUMALANGA PROVINCE HUMAN SETTLEMENT MASTER PLAN

Nkangala District Municipality

- Provincial
- Nkangala District Municipality
- Municipality Boundary
- Township Boundary
- District Municipality
- Local Municipality
- Towns (Census 2011)
- Informal Settlements (Census 2011)
- Traditional Areas (Census 2011)
- Strategic Development Areas
- National Roads
- Main Roads
- Railways

Table 42 : Housing demands

Area	HOUSING DEMAND				Projected Incremental Demand (2032)			
	CENSUS 2011 Informal	% of Provincial	Mpumalanga Housing Needs Register	% of Provincial	Subsidy Housing	% of Provincial	Bonded / Finance Linked	% of Provincial
Ehlanzeni District Municipality								
Bushbuckridge Local Municipality	6103	3.09%	24618	20.03%	3100	3.12%	43870	8.86%
Mbombela Local Municipality	15043	7.63%	19589	15.94%	16000	16.09%	87896	17.76%
Nkomazi Local Municipality	8432	4.28%	5830	4.74%	2800	2.82%	37200	7.51%
Thaba Chweu Local Municipality	9476	4.81%	3239	2.64%	1600	1.61%	9829	1.99%
Umjindi Local Municipality	3989	2.02%	1871	1.52%	2000	2.01%	9905	2.00%
SUB TOTAL (Ehlanzeni)	43043	21.83%	55147	44.88%	25500	25.65%	188700	38.12%
Gert Sibande District Municipality		0		0				
Chief Albert Luthuli Local Municipality	11833	6.00%	12802	10.42%	1350	1.36%	16650	3.36%
Dipaleseng Local Municipality	4296	2.18%	1734	1.41%	350	0.35%	3373	0.68%
Govan Mbeki Local Municipality	26135	13.25%	9484	7.72%	14000	14.08%	48222	9.74%
Lekwa Local Municipality	8794	4.46%	3730	3.04%	1900	1.91%	8100	1.64%
Mkhondo Local Municipality	13769	6.98%	5350	4.35%	1200	1.21%	10338	2.09%
Msukaligwa Local Municipality	11003	5.58%	3435	2.80%	7500	7.54%	39670	8.01%
Dr Pixley Ka Seme Local Municipality	4833	2.45%	2454	2.00%	0	0.00%	7098	1.43%
SUB TOTAL (Gert Sibande)	80663	40.90%	38989	31.73%	26300	26.45%	133451	26.96%
Nkangala District Municipality		0		0				
Dr JS Moroka Local Municipality	6618	3.36%	6373	5.19%	1800	1.81%	20700	4.18%
Emakhazeni Local Municipality	2895	1.47%	930	0.76%	1525	1.53%	9214	1.86%
Emalahleni Local Municipality	33090	16.78%	4830	3.93%	23000	23.13%	64121	12.95%
Steve Tshwete Local Municipality	13910	7.05%	5176	4.21%	17500	17.60%	40640	8.21%
Thembisile Hani Local Municipality	12334	6.25%	10296	8.38%	2800	2.82%	32200	6.50%
Vicotr Khanye Local Municipality	4643	2.35%	1135	0.92%	1000	1.01%	5993	1.21%
SUB TOTAL (Nkangala)	73490	37.27%	28740	23.39%	47625	47.90%	172868	34.92%
Grand Total	197196	100.00%	122876	100.00%	99425	100.00%	495019	100.00%

TABLE 43: HOUSING STOCK

Local Municipality	Total Formal	Informal			Total Informal	Projected Increment Demand 2032	
		Traditional	Backyard	Informal		Projected Subsidy	Projected Bonded
Dr JS Moroka	55539	691	2574	3359	6618	1800	20700
Emalaheni	86780	2721	8763	21618	33090	23000	64121
Emakhazeni	10827	736	812	1350	2895	1525	9214
Steve Tshwete	51057	1101	6260	6548	13910	17500	40640
Thembisile	63296	2875	3807	5654	12334	2800	32200
Victor Khanye	15903	521	1150	2973	4643	1000	5993
Nkangala	283402	8645	23366	41502	73490	47625	172868

MUNICIPALITY	NUMBER OF INFORMAL SETTLEMENT	NUMBER OF INFORMAL UNITS	TOTAL EXPECTED DEVELOPMENT COST	COMMENTS
Steve Tshwete LM	16	6 075	R 434 377 166.40	
Emalahleni LM	74	27 683	R 2 883 620 341.66	
Emakhazeni LM	15	6 626	R 110 688 207.60	
Thembisile Hani LM	65	24 102	R 1 551 144 520.26	This includes settlements which are on state land.
Dr JS Moroka LM	53	64 842	R 4 685 146 826.93	This includes settlements which are on state land.
Victor Khanye LM	11	2 529	R 203 202 342.80	

Extrapolated from the NDM Strategic Development Areas this need translated to specific household units is best represented in the Table below

SDA per LM	SIZE HA	PONTETIAL average units
Dr JS Moroka LM	3 032	45 481
Emakhazeni LM	1 107	16 603
Emalahleni LM	7 029	105 437
Thembisile LM	6 542	98 137
Victor Khanye LM	2 833	42 490
Steve Tswete	1 576	23 639

The following Tables represent the progress in each Municipality with regards Township establishment.

Physical Planning functions:

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

Land Use Management Systems (LUMS):

Land Use Schemes is one of the components of the Land Use Management Systems, which were more commonly known as Town Planning Schemes, are statutory planning tools used to manage and promote development. All the local municipalities that are within the District are fully covered with the Land Use Management Schemes which are wall-to-wall land use scheme. The introduction of SPLUMA Spatial Planning and Land Use Management Act which mandates the amendments of the current Land Use Schemes.

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

Geographical Information Systems (GIS):

The district has established a GIS with the intention of expanding it to local municipalities. Steve Tshwete and Dr JS Moroka are the only local municipalities in the District that have fully fledged GIS environments. The lack of Capacity in terms of the Human Resources and GIS resources are the reasons local municipalities face challenges. The District GIS Strategy has been developed to assist local municipality on the GIS issues. The District will undertake the implementation of the GIS Strategy in support of local municipality.

Spatial Development Framework:

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

Objectives:

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

Strategies:

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

4.8.2 Issue 15: Transportation

4.8.2 Background and Problem Statement

The need for the upgrading and expansion of public transport system, the road and rail network, the development of the Moloto Development Corridor, control over the transport function is fragmented and proper coordination and improved governance is required. The NDM area has taxi ranks backlog amounting to about R32 million, posing a serious challenge to effective and efficient movement of people and goods across the District.

Flowing from the development of Local Integrated Transport Plans by Nkangala District Municipality, recommended by the plenary of 2015 IDP indaba the following additions to the problem statement that are geared towards provisioning of uniform integrated transport systems across the District:

- Regulation of taxi industry through Municipal by-laws (Operating routes and demarcations for ranks facilities);
- Promotion of Integrated Public transport facilities such as multimodal taxi rank and dedicated traffic congestion alleviation strategies, especially in Emalahleni Local Municipality;
- Promotion of Transport regulations by investigating compliance of the municipal and district roads as prescribed by the Roads Traffic Act of 1996 (e.g. Barrier lines constructed on Moloto road);
- The IDP must reflect the long term plan for merging Emalahleni and Steve Tshwete LM's into a Metro in order to further plan the future need of BRT.
- Development of transport by laws of the municipalities to regulate the movement of freight and erection of informal taxi ranks.

There are no rail commuter services in Nkangala District Municipality at the moment. However, plans are underway to construct a railway line and implement rail commuter services along the Moloto road between Tshwane and two municipalities Thembisile Hani and Dr JS Moroka. The rail commuter service in Moloto Corridor Development initiated by Nkangala District Municipality as an intervention to a number of challenges affecting the communities of the Western Highveld. The challenge includes high unemployment, the unabated road accidents carnage, under-development and is one of the key anchor projects of the NDM. Currently the Moloto Corridor Development project has since been elevated to a national project and national department of transport is controlling all aspects of the project implementation. However, the second feasibility study is been completed in 2014 and it recommend is feasible for rail service. Currently the Treasury Application for funding is made to National Treasury by national Transport and awaiting deliberation of approval.

The proposed implementation strategy for the Moloto Rail Corridor Development Project following the resolutions taken during November 2007 by the Political Committee and the subsequent approval of the project by national Cabinet for implementation in March 2008. These resolutions and final decisions by Government also provide the basis (terms of reference) for the implementation strategy.

The resolutions regarding implementation are summarized briefly below:

- The primary section of the Moloto Rail Corridor is approved for implementation.
- The technology to be applied should be based on the Standard Gauge High Speed system with double deck coaches.
- The primary section's capital cost of R8, 554 million (2007 Rand) should be submitted to government for funding arrangements, with the costs of the possible future phases amounting to about R17, 100m to be confirmed/revised through detailed feasibility studies during 2008 (attached table attached to the memorandum)
- The proposed implementation period of 5 years should be reviewed for project implementation in the shortest possible period. The critical paths should be clearly indicated on the implementation plan and some of the activities be done concurrently.
- Moloto Rail Development Corridor project be included in the MTSF, PGDS and IDP's of all affected spheres of government.
- The above resolutions by the Political Committee were endorsed by national Cabinet following a Cabinet memorandum. The endorsement implies final approval for project implementation and for which a dedicated project implementation management office need to be established.

4.8.3 Issue 16: Land Reform and Land Administration

4.8.3.1 Background and Problem Statement

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

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

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

According to the Land claims report, there are 721 land claims registered in the Nkangala District. These claims are located on 271 properties. The largest number of claims submitted are in the Steve Tshwete Municipality (270), followed by Emakhazeni (159), and then Thembisile (133).

As part of its SDF review in 2010, NDM has compiled a Land Audit Report (LAR), which starts to point to development patterns, trends, and land reform issues within the region. The LAR depicts several issues relating to land in the District. Some of the aspects could have a negative contribution towards the growth of the region's economy and employment creation. In general, the land reform process needs to be fast-tracked. The Department of Rural Development and Land Reform should be engaged in terms of providing further detailed information on land reform issues within the region with the context of the Land Audit Report undertaken by the District. In addition, it will be pivotal that land identified by municipalities for development is assessed and processes be fast-tracked to facilitate development in the designated areas.

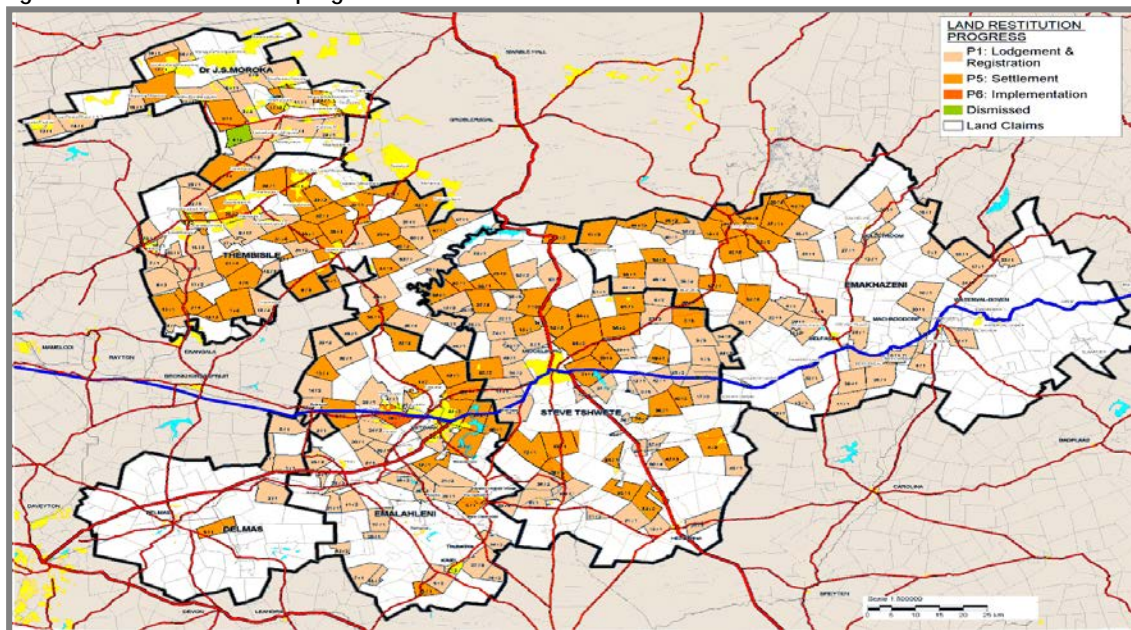
The status of each of the various land claims in the district is also illustrated in Table 44. In some instances, claims have only been lodged and registered (Phase 1) while many of the claims are at present in the settlement phase, which is Phase 5 of the restitution process.

Table 44: Outstanding Land Restitution Claims Submitted per Municipality

Municipality	Consolidated	Allocated	Unallocated	Total Outstanding
Emakhazeni LM	43	258	06	264
Dr Js Moroka LM	0	04	01	05
Thembisile Hani LM	29	159	03	162
Total Outstanding	72	421	10	431

Figure 47 illustrates the Land Ownership pertaining to land on which claims have been lodged. All the green and blue sites reflected on the map represent registered and unregistered state owned land in the Nkangala District. A major concentration of state owned land is located in the Thembisile and Dr JS Moroka municipal areas with smaller concentrations located in the vicinity of Middelburg town in the Steve Tshwete municipality, and further to the east in the vicinity of Belfast and to the north of Dullstroom. As can be seen from Figure 47 most of the land claims lodged in the Thembisile and Dr JS Maroka areas are on state owned land.

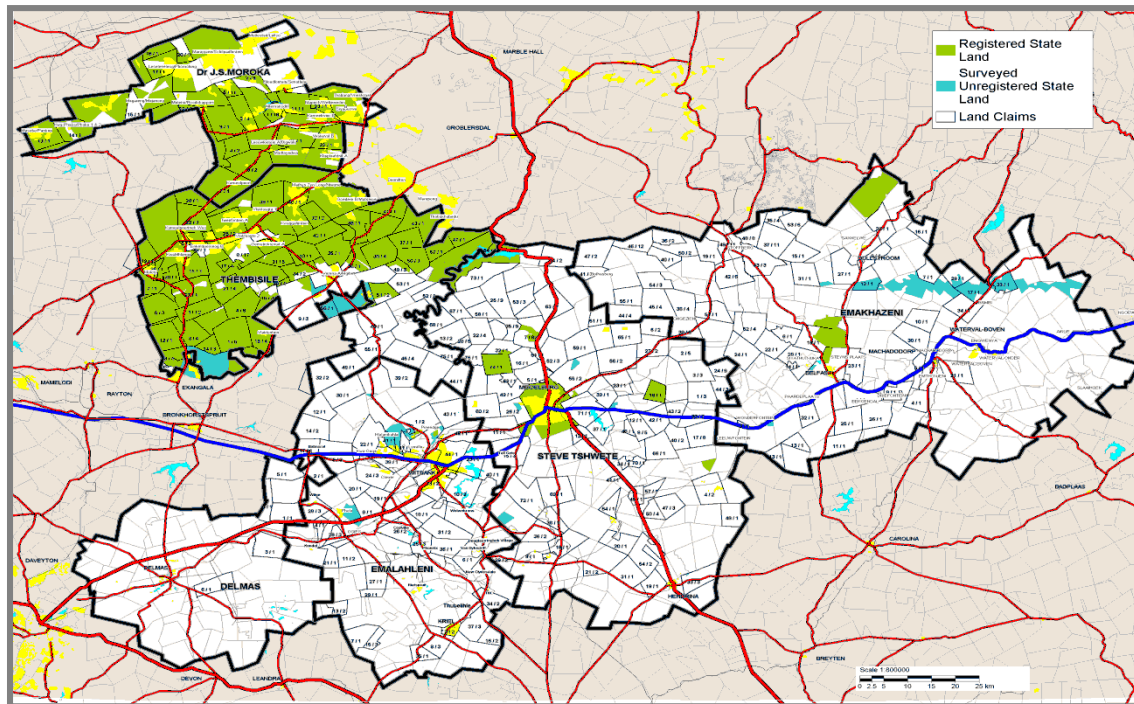
Figure 47: Land Restitution progress in the NDM



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

Figure 48 reflects the predominant agricultural use/potential of the land on which the various land claims have been submitted. In broad terms, the areas around Emalahleni, Delmas and Steve Tshwete municipalities are all associated with intensive crop farming and supplementary cattle and game farming.

Figure 48: State Land and Land Claims



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

During the District community outreach meetings in **September 2013** and **February 2014**, the community in various municipalities have raised the following matters:

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

Upgrading of Land Tenure settlement

Nkangala District Municipality is face with the backlog of incomplete land tenure upgrading applications and opening of township register. In Dr JS Moroka and Thembisile Hani municipalities, most of the settlements are not formalised, not registered with surveyor general and there are no title deeds. The long process of finalising land tenure projects on the state land and the capacity within the relevant Department to approve such applications is being identified as the major challenge. However, the District has conducted a land tenure strategy in order to address the challenge pertaining with the long process of upgrading of land tenure. Three milestones have been proposed by the strategy: State Land Realise, Formalisation of settlement and Conveyancing. The major challenge which delay and stagnate the process of formalisation is the State land and traditional land. The District has already appointed the consultants to assist with the State Land release in Dr JS Moroka and Thembisile Hani Municipalities.

4.8.3.1.2. Land tenure reform

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

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

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

In terms of **Table 45** below, 62% of the residents in the District have full ownership of their property, with Dr JS Moroka at 72% and Thembisile Hani at 70% being the Municipalities with the highest ownership therein.

Table 45: Land Tenure Status in the District

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

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

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

Notwithstanding all the aforementioned successes achieved by the Council in partnership with its Social Partners, there are still challenges to be addressed during this Term of Council, viz:

- Permanent and sustainable accommodation for evicted farm workers;

- Intensify establishment of rural agri-villages;
- Need for upgrading of tenure – especially in tribal areas;
- Speedy processing of land claims in terms of the Land Restitution Act;
- Little support is provided to beneficiaries with regard to developing sustainable livelihoods by those involved in land reform processes;
- The lack of cadastral information for the former homeland areas and the impact on the coordination of planning and land-use management in those areas;
- The process of finalising the lease agreements between farmers and government in case of state owned land is cumbersome to development;
- Intensify Rural development support programmes in all Rural Municipalities;
- District must facilitate the engagements between DM, LMs and the Department of Rural Development on the issues of Land Claims and other related matter.

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

4.8.4 Issue 17: Human Settlements

4.8.41 Background and Problem Statement

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

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

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

The government has made significant strides towards progressively fulfilling its constitutional obligation of ensuring that every South African has access to permanent housing that provides secure tenure, privacy, protection from the elements, and access to basic Services. The national housing programme is not just about building houses but also about transforming our cities and towns and building cohesive and non-racial communities.

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

In order to identify the informal settlements within respective local Municipality it is important to also investigate the existing formal settlements registered in the Deeds Office. According to the Deeds Office, Municipalities in NDM respectively have *registered human settlements* within their area of jurisdictions as depicted in **Table 46** below. According to the depiction in the

table, Dr JS Moroka, Emalahleni and Thembisile Hani Local Municipalities have the highest number of informal dwelling in the District, and the peculiarity of these informal settlements vary as per Municipality.

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

Table 46: Existing Registered Formal Settlements and Informal Dwellings within NDM

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

Source: Deeds Office Register, Windeed, 2012

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

- The housing backlog in the province is standing roughly at 240 000 as per the 2007 StatsSA survey;
- 109 000 households live in informal settlements excluding those living in backyards and overcrowded households;
- In addition there are 68 741 households that are renting as per the Provincial survey report on the Housing Demand Database;
- The poor management of the mushrooming of informal settlements and the non-enforcement of the by-laws by Municipalities which results in informal settlements;
- Disintegrated planning or some Municipalities not having spatial frameworks contribute towards unsustainable housing developments;
- Unavailability of land contributes negatively on the creation of integrated human settlements (as a result, low cost houses were built in areas where there are no basic infrastructure, economic activities and economic facilities such as health, safety, educational, transport and others essential Services);
- There is continuous inward migration from neighboring countries;
- Budgetary constraints to deal with mushrooming of informal settlements and rental stock;
- There has been lack of integrated planning by relevant stakeholders to enforce informal settlements by-laws by Municipalities;
- There was no long-term planning for integrated human settlements and non-alignment of Spatial Development Framework and the Provincial Development Strategy;
- There is a serious constraint in terms of technical and human resource skills at both Provincial and Municipal levels.

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

disintegrated development, leading to unsustainable communities, resulting in the present of unsustainable and dysfunctional human settlements in the Province at present.

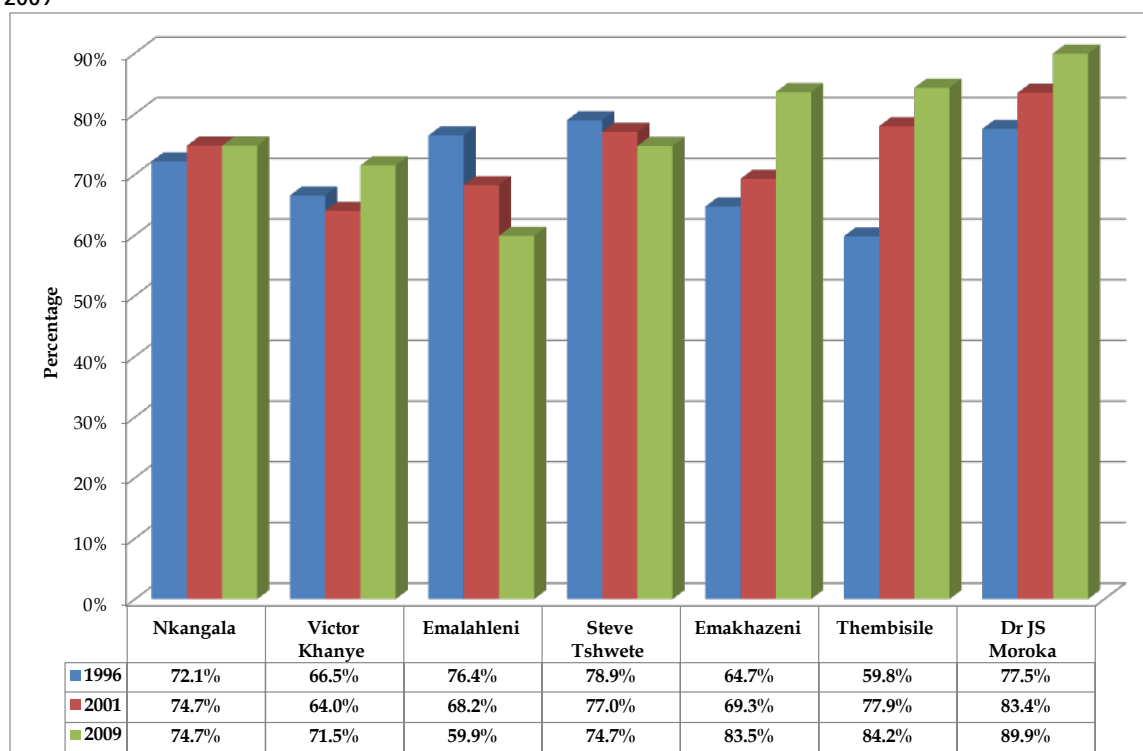
The provision of housing is one of the key mechanisms through which the rate of service delivery can be fast-tracked. The NDM is cognisant that phrase 'housing' is much broader than a 'house'. Housing encapsulates the physical structure, which is the house, as well as the Services that go with it, water and sanitation infrastructure, electricity, roads and stormwater. Thus, accelerated provision and facilitation of access to housing can potentially alleviate the service delivery backlog that is still a dominant feature in some of our Municipalities. It must be taken into account that any housing programme has both a social and economic imperative. With that realisation, creation of sustainable human settlements will be achieved.

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

Figure 49 below demonstrates the percentage of households with access to formal housing in Nkangala. Nkangala recorded a slight improvement from 72.1 % in 1996 to 74.7% in 2009, thus represents a percentage points increase of 2.6 %. Among the six Local Municipalities in Nkangala, Dr JS Moroka managed to register the highest percentage of households with formal housing (89.9 %) whilst the lowest percentage of 59.9 % was recorded in Emalahleni in 2009.

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

Figure 49: Percentage of Households with access to formal Housing in Nkangala and its Local Municipalities, 1996 - 2009



Source: Global Insight - ReX, September 2010

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

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

The issues raised per Local Municipality during the February/March Outreach meetings are highlighted below:

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

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

To facilitate provision of Sustainable Human Settlements for all communities within the District in the medium – long term period, the following amongst other remains critical:

- Ensure that communities have security of tenure and access to basic Services in a safe and sustainable environment;
- Facilitate the formalisation and upgrading of informal settlements in the NDM area;
- Focus on the priority areas for capital expenditure as conceptualized within the reviewed Spatial Development Framework of the District;
- Promote provision of different housing options (low, medium high-income houses) through strategic town planning and land use management;
- Participate in the process of facilitating the completion of housing projects that have not been completed and those that were shabbily built;
- Facilitate capacity development at Municipalities;
- Facilitate the process of obtaining Housing Accreditation for medium to high capacity Municipalities in the NDM;

- Develop and implement an Integrated Human Settlement Strategy (IHST) in partnership with Local Municipalities and stakeholders;
- Facilitate the acceleration of the delivery of housing as well as improving the quality of subsidized housing;
- Increase access to secure and decent housing for all by strengthening partnerships with financial institutions and the private sector and increasing their role;

- Facilitate the acceleration of the delivery of new rental housing, provide support for housing co-operatives and ensure that Provincial and local government allocate land for this purpose and building skills;
- Encourage people to build their houses based on their own plans and choices and provide people with building skills;
- Spearhead a programme for the allocation of building materials to rural communities for purposes of self-building and provide people with building skills;
- Conduct a land Audit;
- Purchase of Land by Municipality for Development;
- Implementation of Human Settlement Strategy and Informal Settlement Strategy;
- Purchase Land for Human Settlement;
- Transfer of Public Works Properties to local Municipalities.

The Energy Sector, which includes electricity generation, contributes to emissions resulting from oil and coal refining used to produce petroleum products, coal Mining and gas extraction, wood burning and the burning of coal and oil to produce heat for industrial and other purposes, is the single largest source of carbon dioxide (CO₂) and sulphur dioxide (SO₂) emissions in South Africa. This is mainly due to the reliance on coal and oil or its products for the country's energy purposes.

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

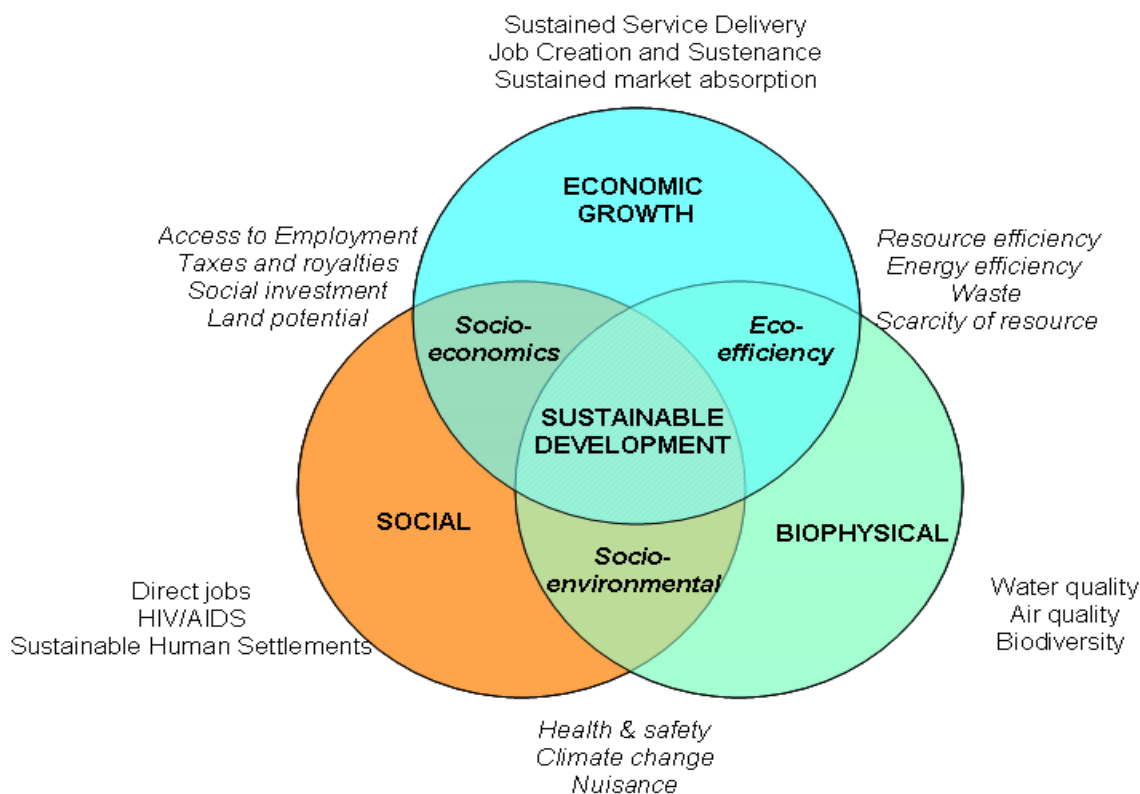
4.8.4 Issue 18: Environmental Management

4.8.4.1 1 Background and Problem Statement

Nkangala District Municipality is regarded to have a high eco-tourism potential, which requires the protection, rehabilitation and enhancement of its attractive natural resources. The area has however extremely high mining potential that attracts mining activities (i.e. sporadic urban settlement patterns). In contrast, the mining potential on the other hand is detrimental to the valuable biophysical elements of the environment.

The District Municipality moves from the premise that, although the primary objective is to achieve environmental sustainability, it is also important to ensure that other dimensions of sustainable development are addressed. These are outlined in the **Figure 50** outlining Sustainable Development Dimension below.

Figure 50 : Outlining Sustainable Development Dimension



In 2006, the NDM in partnership with the DALA compiled a State of Environment Report (SoER) for the District Municipality. The SoER reflects the state of the environment within the District and the report serves as a springboard in highlighting the environmental issues or the extent of the pollution (air, water, land) in the region and therefore aims to aid decision-making, information generation and awareness arising. In an effort to address the identified challenges, the NDM developed an Environmental Management Policy (EMP) in 2008, and subsequently completed an Integrated Environmental Management Plan (IEMP) in 2011 and is currently being reviewed in 2014/15.. The status of air, water, waste, bio-diversity and land are some of the key elements in determining the state of the environment. The elements of pollution are briefly outlined below.

4.8.4.2. Pollution

Section 36 of the National Environmental Management: Air Quality Act (NEMAQA), 39 of 2004 came into effect on the 1st of April 2010 in respect of Atmospheric Emission Licensing (AEL) function. The section charges Metropolitan and District Municipalities with the atmospheric emission licensing system for the listed activities (Section 22).

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

a) **AIR:** The following are amongst others the air quality management issues that were raised by the SoER and the subsequent policies and:

- Management of greenhouse gases emanating mainly from fossil fuels and power generation stations (relating to Environmental Management);
- Veld fires (related to Environmental Management) and refuse and tyre burning (also related to waste);

- Management of vehicle emissions that account mainly for Nitrogen Oxides(NOx);
- Management of informal industries such as car spraying in residential areas;
- Domestic fuel burning that accounts for a major part of the air pollution in less formal settlements;
- There is no ambient air quality monitoring happening at Victor Khanye, Thembisile Hani, Dr. JS Moroka and Emakhazeni local municipalities, since none of the ambient air quality monitoring stations are allocated within the boundaries of these municipalities.

4.8.4.2.1 Atmospheric Emission Licensing Function Project

Section 36 (1) of the Environmental Management Act: Air Quality Act 39 of 2004 provides that "Metropolitan and District Municipalities (hereby referred to as Atmospheric Emissions Licensing Authorities (AELA)) are charged with implementing the atmospheric emission licensing system and must therefore perform the functions of licensing authority" as set out in Chapter 5 of this Act. An Atmospheric Emission License is a tool used by government for 'direct regulation' (i.e. a type of regulation carried out by setting legal requirements or by issuing licenses, followed by inspection and enforcement).

Furthermore the NDM falls within the Highveld Priority, an area declared to an "Air Pollution Hotspot" hosting Seven (7) out of thirteen (13) Eskom Coal Fired Power Generation Stations in the country (i.e Komati, Arnot, Hendrina, Kriel, Matla, Duvha, Kendal and Kusile under construction).

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

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

The NDM Atmospheric Emission Licensing (AEL) Investigation Plan is mainly based on the Highveld Priority Area (HPA): Air Quality Management Plan (AQMP) of which three (3) of the local municipalities within the NDM are part of the Air Pollution Hotspots (Namely – eMalahleni, Steve Tshwete and Victor Khanye Local Municipalities).

The HPA: Air Quality Management Plan as promulgated through Government Notice 270 of 2011 seeks to achieve and maintain compliance with the ambient air quality standards across the HPA, using Constitutional principle of progressive realisation of air quality improvements by both government and private sector.

In order to achieve the planned AQMP goals, seven (7) strategic goals are designed to achieve different aspects of identified problems as follows:

Goal 1: By 2015, organisational capacity in government is optimised to efficiently and effectively maintain, monitor and enforce compliance with ambient air quality standards;

Goal 2: By 2020, industrial emissions are equitably reduced to achieve compliance with ambient air quality standards and dust fallout limit values;

Goal 3: By 2020, air quality in low-income settlements is in full compliance with ambient air quality standards;

Goal 4: By 2020, all vehicles comply with the requirements of the National Vehicle Emission Strategy;

Goal 5: By 2020, a measurable increase in awareness and knowledge of air quality exist;

Goal 6: By 2020, biomass burning and agricultural emissions will be 30% less than the current;

Goal 7: By 2020, emissions from waste management are 40% less than the current.

In the implementation Plan, each of the seven goals is subdivided into logical and related objectives, then activities are allocated to the respective objectives and the time frames and responsibilities are allocated accordingly.

The following according to the above-mentioned goals have been achieved:

- Organisational Capacity Building;
- An Air Quality Officer for the NDM has been appointed and one (1) official designated as an Environmental Management Inspector (EMI), one (1) official.
- Two (2) officials were appointed as an Assistant Manager: Air Pollution Control and Atmospheric Emission Licensing Officer, respectively;
- Furthermore, the AEL Calculator is being developed by the Department of Environmental Affairs for all the Atmospheric Emission Licensing Authorities;
- Various training and workshops in various air quality management skills needs including Environmental Management Inspector (EMI) Course, Dust Regulations, Stack Monitoring and Compliance Monitoring Inspection and NAES Training.

As of the 1st of July 2013 Nkangala District Municipality assumed responsibility to perform the Atmospheric Emission Licences Function. Furthermore, the National Departments together with the provincial departments of Environmental Affairs and the District/Metropolitan municipalities have completed the development of the Highveld Priority Area (HPA) Air Quality Management Plan (AQMP) and Nkangala District Municipality is in the process of developing the District Air Quality Management Plan and its by-laws.

To-date the following AEL's have been issued as illustrated in the following Tables.

PROJECT NAME	PROJECT DESCRIPTION	STATUS OF THE PROJECT	LOCAL MUNICIPALITY	LOCALITY
1, Middleburg Ferrochrome	Drying of Mineral Solids	AEL Issued	Steve Tshwete Local Municipality	Portion 280 of portion 155 Middelburg town and Townlands no287JS
2, Black Bond Asphalt Plant	The production of mixtures of aggregates and bitumen to produce road surfacing in permanent facilities	AEL Issued	Emalahleni Local Municipality	1 Einstein Street, Ferrobank
3, African Carbon Union	Manufacturing of Char	AEL Issued	Emalahleni Local Municipality	50 Van Eck Street, Ferrobank
4, African Carbon Manufacturer	Manufacturing of Char	AEL Issued	Emalahleni Local Municipality	06 Noble Road, Ferrobank
5, African carbon Producers	Manufacturing of Char	AEL Issued	Emalahleni Local Municipality	50 Van Eck Street, Ferrobank

PROJECT NAME	PROJECT DESCRIPTION	STATUS OF THE PROJECT	LOCAL MUNICIPALITY	LOCALITY
6, African Fine Carbon	Manufacturing of Char	AEL Issued	Steve Tshwete Local Municipality	Portion 22 of Goedehoop
7, Char Technology	Manufacturing of Char	AEL Issued	Emalahleni Local Municipality	50 Van Eck Street, Ferrobank
8, Mafumbe Colliery Branqueting Plant	Briqueting of ultra fine Coal	AEL Issued	Steve Tshwete Local Municipality	The farm Springboklaagte 416 JS
9, Independent Crematoriums South Africa Middelburg	Facilities with an incinerator capacity of 10kg of waste per hour or larger capacity	AEL Issued	Steve Tshwete Local Municipality	Erf No.05230-0001
11, Makoya Supply Chain Holdings	Storage and handling of ore and coal not situated on the premises of a mine or works defined in the Mines Health and Safety Act 29/1996	Waiting For EA From Provincial Department	Steve Tshwete Local Municipality	Portion 27 of Koomfontein just North of R542

PROJECT NAME	PROJECT DESCRIPTION	STATUS OF THE PROJECT	LOCAL MUNICIPALITY	LOCALITY
12, Aveng Graniker Asphalt Plant	Macadam Preparation	AEL Issued	Victor Khanye Local municipality	Holding 284, Modder East Agricultural Holdings, Delmas
13, Federale Stene	Ceramic Production	AEL Issued	SteveTshwete Local Municipality	Farm Rietfontein, Graspan Road
14, Independent Crematoriums South Africa Middelburg	Facilities with an incinerator capacity of 10kg of waste per hour or larger capacity;	AEL Issued (30 /09/2014)	Steve Tshwete Local Municipality	Erf No.05230-0001 Middelburg
15, Samanchor Chrome (Ltd)- Ferrometals	Samancor Chrome, Ferrometals a producer and marketer of chrome ores and alloys and has a pelletizing and sintering plant	Amended AEL Re-Issued (30 /09/2014) Originally issued by the DARDLEA	Emalahleni Local Municipality	Moses Kotane Drive, Ferrobank, Emalahleni Mpumalanga

4.8.4.2.2 Compliance Monitoring

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

The objectives include:

- To raise level of compliance through administrative enforcement actions;
- Assist and build capacity on how the permits and licences are developed and improve on drafting and testing the efficacy of legislation;
- Building internal capacity to conduct inspections;
- To conduct monitoring, compliance and an enforcement actions in terms of NEMA, AQA and other appropriate environmental legislation.

4.8.4.2.3 Development of NDM Air Quality Management Plan and By-Laws

the aim of the NDM on the matter is to develop Air Quality Management Plan and Air Quality Management (AQM) by-laws which will help the NDM and local municipalities, industry and other stakeholders to take necessary steps in order to minimize the Emissions Which Are Considered To Be Dangerous To Human Health And For The State Of The Environment.

Objectives

District Air Quality Management Plan and the By-Laws seek:

- To give effect, to Chapter 3 of NEMA to the extent that the Chapter is applicable to it;
- To compile a status quo air quality report, situation assessment, gap analysis and needs assessment for NDM;
- To give effect to the Approved NDM Section 78 Atmospheric Emission Licensing Investigation and Implementation Plan;
- To update the District Air Quality emission inventory from the NDM Section 78 Atmospheric Emission;
- To develop an AQMP for the NDM covering all the six local municipalities in the district and to give effect to its AQMP implementation: For three of the municipalities such AQMP-related information can be adapted and/or adopted from the Highveld Priority Area AQMP. For the remaining three municipalities outside the priority area, new information needs to be collected and should be in line with the Provincial AQMP that is currently under development;
- To identify and reduce the negative impacts of poor air quality on human health and the environment in the District;
- To give effect to Section 13 of the Local Government: Municipal Systems Act 2000 and the NDM Standing Resolution in respect to the Municipal By-law development and adoption processes;
- To address the effects of emissions from the industrial sources use of fossil fuels in residential applications and other sources especially those identified in the (HPA) Air Quality Management Plan;
- To address the effects of emissions from any point or non-point sources (including mining) of air pollution other than those contemplated above;
- To evaluate current capacity and provide capacity development plan for the district;
- To provide a framework for a comprehensive air quality management training programme and communication strategy for the NDM;
- To implement South Africa's obligations in respect of international agreements;
- To give effect to best practices in air quality management.

The following challenges and proposed intervention measures were identified as outlined in the following Table

Challenges	Recommendations
Lack of Air Quality Management Plan and the AQM Bylaws	The development of the Air Quality Management Plan and the AQM Bylaws planned to be completed in June 2015
Lack of Capacity (Training on Air Quality matter, EMI training)	Continue training NDM Officials on Air Quality matter and EMI training
Lack of Capacity on the NDM Legal and administrative capacity	Training of the NDM Legal Unit on Environmental and Air Quality matters; Appointment of Environmental legal and technical service provider.
Lack of cooperation between the AQM Authorities and the Environmental Management Community Organisations	Improve cooperation between the AQM Authorities and the Environmental Management Community Organisations

Water:

There is a need for increased level of surface and ground water resource monitoring in the District on a regular basis. The monitoring programme in local municipalities urgently needs to be revised to cover the whole year to provide a better indication of the overall trend. Water quality concerns in the Olifants catchments are biological / microbial and chemical/mineralogical. Biological/microbial are caused by sewage treatment plant return flow volumes in the Loskop Dam catchment causing of eutrophication in the upper reaches of the Loskop Dam and the Klein Olifants River. Chemical/mineralogical water quality concerns high concentrations of total dissolved solids (TDS) and sulphates, low pH, and at times high concentrations of iron, manganese and aluminum as a result of mining activities (McCarthy & Pretorius, and NDM WMP, 2008).

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

- The presence and origin of heavy metals (such as aluminium, vanadium, copper, lead and zinc) in water samples is of concern and should be investigated;
- The presence of faecal coliform bacteria in some water samples is of concern and sanitation management systems must be re-evaluated.

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

4.8.4.2.3 Climate Change

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

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

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

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

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

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

It is within this backdrop that the District developed a Climate Change Mitigation and Response Strategy that sought to:

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

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

Furthermore to:

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

4.8.5 Issue 19: Waste Management

4.8.5.1. Background and Problem Statement

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

The NDM's Integrated Waste Management Plan details a number of challenges with regards to waste collection and disposal in the region. Based on an estimated population growth rate of 1.25%, 141 366 tonnes per year of general waste are generated. As expected, the highest quantities of waste are generated within the urban local municipalities of Steve Tshwete and Emalahleni, typical towns characterized by a higher socio-economic population generating higher tonnages of waste, with rich mining and industrial activity.

Approximately 16 municipal and private industrial landfill sites are known within the Nkangala District Municipality. These landfills vary in status from small, illegal dumps to permitted and compliant sanitary landfills. From available information, it would appear that sufficient landfill airspace (lifespan) exists within the more urbanised municipalities.

However, the level of compliance of Nkangala District Municipality landfills with the DWAF's Minimum Requirements is an issue of concern. It is evident that waste management in the Nkangala District Municipality is recognized as an important environmental issue, which requires pro-active approaches for increased service delivery and environmental sustainable development.

From **Table 46**, it is clear that 45.1% of the households in Nkangala District Municipality have access to acceptable refuse removal service levels. Steve Tshwete local municipality (MP313) has the highest percentage of households having access to refuse removal services (84.8%). Dr J.S Moroka local municipality (MP316) has the lowest percentage of households having access to refuse removal services (10.8%). The municipality also has the largest refuse removal backlog (89.1%), contributing 30.2% of the District backlog and 9.2% of the provincial backlog. The municipality with the smallest refuse removal backlog is Steve Tshwete local municipality (MP313), with a refuse removal backlog of (15.1%) and contributes 4.5% to the District backlog and 1.3% to the provincial backlog. The Nkangala District Municipality contributes 30.4% to the provincial refuse removal backlog. The Nkangala District has a relatively high refuse removal backlog.

Some of the disposal facilities are not yet authorised and the Municipalities should prepare applications for a license in terms of Section 45 of the National Environmental Management Waste Act, Act 59 of 2008. Some of the facilities are reaching capacity in terms of air space and need to be closed and rehabilitated. In these cases new disposal facilities should be identified and established. A summary of the existing disposal facilities in the District and their legal status are indicated in **Table 47** below, based on the NDM IWMP 2011.

It should be noted that DARDLEA has indicated that it will implement a centralized landfill site project in the district per phases in the forthcoming 2015/16 financial year.

Table 47 : Existing disposal facilities

Status of Landfill Permitting/Licensing In Nkangala Municipality	
Local Municipality: Victor Khanye	Permit Status: Permitted/Licensed
Name of disposal facility	
Delmas Botleng	Permitted for continued operation on 8 Feb 1996
Delmas Witklip	Permitted for closure by DWAF on 1 Feb 1996
Proposed Delmas transfer station	In process of being permitted/licensed
Local Municipality: Emakhazeni	Permit Status
Belfast	Permitted on 11 March 2009
Dullstroom	Permitted and operational
Waterval Boven	Permitted
Machadodorp	Authorised for closure
Mmamethlake	Awaiting approval
Local Municipality: Thembisile Hani	Permit Status
Kwagga Plaza	Authorised, Directions 28 Feb 2003
Local Municipality: Dr JS Moroka	Permit Status
Libangeni	Authorised through Directions by DWAF
Local Municipality: Steve Tshwete	Permit Status
Komati transfer station	RoD issued by DEDET, not yet licensed
Rietkuil transfer station	RoD issued by DEDET, not yet licensed
Pullenshope transfer station	RoD issued by DEDET, not yet licensed
Doornkop transfer station (proposed)	Planning stage, permit application submitted
Bankfontein transfer station (proposed)	Planning stage, permit application submitted

Status of Landfill Permitting/Licensing In Nkangala Municipality	
Middelburg landfill site	Permitted on 16 July 2002 by DWAF
Local Municipality: Emalaheni	Permit Status
Emalaheni Leeuwoort landfill	Permitted on 22 September 1994 by DWAF
Phola Ogies landfill	Not permitted/licensed, application was submitted for closure

For that reason Nkangala District Municipality developed a District wide Integrated Waste Management Plan. When an initial assessment was done it was discovered that Victor Khanye, Thembisile Hani and Emakhazeni local municipalities also needed the Integrated Waste Management Plans. Hence the IWMPs for these local municipalities were simultaneously developed.

All the Municipalities, in various extent, have insufficient equipment to deliver an effective service, and are currently facing challenges as some of the current waste collection vehicles are old and in bad condition. These equipments need to be repaired or replaced in the near future and an active capitalisation programme is being actively pursued by both the District and Local Municipalities.

4.8.5.2 Waste Management Equipment

In its intention to assist in the refuse collection backlog the NDM has as part of the capital projects in the financial year 2015/16 procured the following waste collection equipment to assist the local municipalities:

Waste Management Equipments

Waste Management Equipment	Beneficiary	Budget
Supply, delivery and Registration of Two(2) 22 M ² Refuse Compactor Truck	Thembisile Local Municipality	R4,200, 000
Delivery, supply and Registration of four 22m (4) Refuse Compactor Trucks	Emalaheni Local Municipality	R7,436,682

6.19.3 Establishment of Waste Disposal Sites within the NDM

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

4.8.5.3 Nkangala Regional Waste Disposal Site Project

Within the Mpumalanga Province currently there are a few private owned Hazardous Waste Infill Sites. Due to the lack of a central Hazardous Waste Treatment Facility most of the hazardous waste has to be transported to Holfontein, in Gauteng Province. Hence, the establishment of Nkangala Regional Waste Disposal Site Project stems from the Department of Economic Development, Environment and Tourism (Mpumalanga Provincial Government), as part of Tourism, Greening Mpumalanga and Heritage Flagship Programme, that identified a need to develop three (3) Centralized Waste Disposal Facilities within the Province to be shared by more than one local municipality instead of the existing arrangements where each local municipality is having its own waste disposal facility or facilities. This result in a situation were very few or none of

these facility/facilities are necessarily managed according to the DWAF minimum standards.

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

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

4.8.5.4 Waste Recycling Initiatives

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

4.8.5.5 Nkangala District Municipality Workplace Waste Recycling Project

As part of the implementation of some of the NDM Climate Change Mitigation and Response Strategy the NDM has developed and implement an internal waste recycling project and identify interventions (e.g. electronic recycling, paper shredding, efficient lighting.) aimed at reduced carbon footprint for NDM municipal building. To that end Nkangala District Municipality Workplace Waste Recycling Project was approved through Council Resolution DM 178/01/2014. The project will focus on waste generated at the workplace such as paper, plastic and tins and will be implemented in partnership with cooperatives dealing with recycling. It is envisaged that through the recycling project, consciousness and promotion of sustainable development will be attained. In order for the NDM to reduce the carbon footprint, a pilot waste recycling project has been initiated within the building in order to recover and reduce the amount of waste ending up in the waste disposal site. Waste recycling will be the first phase of the NDM Carbon Footprint Reduction Strategy implementation and the other parts of the strategy such as the strategy such as energy usage will gradually be phased in, hence the main focus currently is waste generation within the building.

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

4.8.5.6 Expanded Public Works Programme on Environment and Culture

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

4.8.5.7 Environmental Protection and Infrastructure Programme (EPIP)

The NDM Integrated Development Plan (IDP) and the Service Delivery Budget Implementation Plan (SDBIP) provides for the investigation of the use of cooperatives in Environmental and Waste management programme and other Expanded Public Works Programme (EPWP) initiatives. In order to achieve the above purpose, the NDM is participating in Department of Environmental Affairs (DEA) EPIP. The purpose of the programme is to keep the NDM Council up to date about DEA

Environmental Protection & Infrastructure Programme and that includes the projects where the NDM and/or its constituent local municipalities is directly involved.

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

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

- Working for Land;
- Working for the Coast;
- Working on Waste;
- Youth and Waste;
- People & Parks;
- Wildlife Economy;
- Greening and Open Space Management.

The following challenges and intervention measures were identified as per the following Table

Challenges	Recommendations
Six (6) of sixteen (16) sites in the region are permitted in Nkangala	Create Public Private Partnerships with business to procure the planning and development of refuse disposal facilities and refuse collection equipment's
Various local municipalities in the region are facing challenges of old Refuse collection equipments which are in a bad condition.	Use of corporatives on waste management Local Municipalities to allocate at least 5% of their NDM capital projects allocation to refuse disposal facilities and waste collection equipments;

Emanating Challenges

- Lack of access to refuse removal services, that translate into refuse removal backlogs in terms of refuse storage and collection receptacles;
- Lack of formal or licenced waste disposal facilities, most of these facilities are either illegal dumping sites or are not operated according to the DWA minimum standards;

- Lack of formal and well coordinated recycling programmes and projects which are co-ordinated by the municipalities or other government agencies;
- There is a need to support the Regional Waste Disposal Site idea that is promoted by DEDET;
- There is a need to support the provincial wide Central Hazardous Waste Treatment Facility idea that is promoted by DEDET to be in Nkangala District;
- LMs need to establish Waste Management Committee;
- Implementation of the Nkangala District Municipality Workplace Waste Recycling Project.

To make a lasting impact on the Waste Management of the communities within its jurisdictional area, NDM in collaboration with key Stakeholders will need to during the medium – Longer Term of Council place more emphasis on the following issues.

Priority Projects

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

CHAPTER FIVE

5.1 NDM'S DEVELOPMENT PRIORITIES, OBJECTIVES, STRATEGIES, KPI PER KPA AND PROJECTS.

1. EXECUTIVE SUMMARY

According to Section 53 of the Constitution a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community, and participate in national and provincial development programmes².

The above implies that local government must comply with the national strategic plan that defines the framework for detailed planning and action across all spheres of government. Strategic priority areas recognised by national and provincial government will therefore guide the strategic priority areas identified by municipalities to build a developmental government that is efficient, effective and responsive; to strengthen accountability and to strive for accountable and clean government; to accelerating service delivery and supporting the vulnerable; and to foster partnerships, social cohesion and community mobilisation.

The focus of the Nkangala District Municipality is on shaping the future of the municipality to, as the vision statement reflects accelerate ***“Improved quality of life through balanced, sustainable development and service excellence”***

In this journey the municipality is intent on aligning its goals and strategies to that of the National Development Plan – Vision 2030 (NDP) as well as other relevant National and Provincial strategies. The NDP prioritises, that closely link to Nkangala, focus on:

- an economy that will create more jobs;
- improving infrastructure;
- transition to a low-carbon economy;
- an inclusive and integrated rural economy;
- reversing the spatial effects of apartheid;
- improving the quality of education;
- training and innovation;
- quality health care for all;
- social protection;
- building safer communities;

² South Africa. 1996. Constitution of the Republic of South Africa, Act no 108 of 1996. Pretoria: Government Printers.

- reforming the public service, and
- fighting corruption and transforming society and uniting the country

It is the National Government’s priority area, to ensure a better life for all by providing basic services to all communities, which amongst others includes creating sustainable jobs, poverty alleviation and relevant skills transfer through successful implementation of government programmes and lastly, by encouraging the transformation of community participation and involvement.

It has been shown that where there has been State intervention in the economy through direct public investment in infrastructure, there has been economic growth and more job creation. Therefore, the Nkangala District Municipality seeks to position itself to relate directly to amongst other initiatives the National Development Plan, National Outcomes, in particular the outputs from Outcome Nine, and the Provincial Employment Growth and Development Plan (PEGDP) and the Vision 2030 Mpumalanga.

Therefore, this Chapter sets out the main strategic goals, desired impacts, outcomes, measurements and targets to be achieved, aligned to the strategies to be implemented in order to achieve the vision of the municipality. Strategic Goals were developed at a Strategic Lekgotla held over three (3) days between the 4th and 6th February and the following Development Objectives; refer following table, were adopted during an IDP Indaba held on the 17th and 18th March 2016.

Developmental Objectives	Strategic Goals
Integrated Sustainable Human Settlements and improved quality of household life	Integrated Regionalised Planning
Efficient, competitive and responsive economic infrastructure network	Sustainable Infrastructure and Service Provisioning
Decent employment through inclusive economic growth	Inclusive Economic Growth
Inculcate and improve financial sustainability and management	Sound Financial Management
Responsive, accountable, effective, efficient and sound Governance System	Sound Electronic Governance
Skilled and capable workforce supportive of inclusive growth	Competent, Innovative and Accountable Team
Vibrant, equitable and sustainable rural communities and food security	Healthy Social Environment
Protection and enhancement of environmental assets and natural resources	Healthy Social Environment

The following table depicts the expected outcome to be achieved by the successful implementation of the Nkangala District municipalities adopted Strategic goals.

Strategic Goal	Outcome
Healthy Social Environment	Improved quality of life, effective and efficient service delivery
Inclusive Economic Growth with Sustainable Development	Diversified and sustainable regional economy by 2030
Sound Financial Management	Financial sustainability
Sustainable Infrastructure and Service Provisioning	Deliver various infrastructure projects for sustainable economic growth and service provision to communities
Integrated Regionalised Planning	Integrated economic space and sustainable human settlements by 2030
Sound Electronic Governance	Clean Audit results and satisfied and participative communities
Competent, Innovative and Accountable Team	High performing and effective employees

The District Municipality must ensure that it aligns its strategic goals with the National and Provincial goals and priorities. The table underneath reflects the Nkangala strategic goals' alignment to Local Government Key Performance Areas.

CoGHTA Key Performance Areas	Nkangala Strategic Goals
KPA 1: Institutional Development and Transformation	Competent, Innovative and Accountable Team
KPA 2: Good Governance and Public Participation	Sound Electronic Governance
KPA 3: Local Economic Development	Inclusive Economic Growth with Sustainable Development
KPA 4: Financial Viability and Financial Management	Sound Financial Management
KPA 5: Basic Service Delivery and Infrastructure	Healthy Social Environment
	Sustainable Infrastructure and Service Provisioning
KPA 6: Spatial Rationale	Integrated Regionalised Planning

The Strategic Goals and CoGHTA Key Performance Areas have been aligned to specific Priority Issues which were again endorsed at the recent Strategic Lekgotla and IDP Indaba as still being relevant to the current status quo. The confirmation of the current developmental strategies will serve to galvanise management in a concerted effort to implement the strategic intent as outlined in this document for the current and forward years of the five year (5) cycle. The Balanced Scorecard approach must enable the municipality to measure financial management, client value proposition, institutional processes (efficiencies and effectivity) and the skills and competency levels of its people. It should contribute to the disbanding of the institutional silos; identifying the integrative programme for service delivery and that the budget should support the initiatives as stipulated through the processes.

The following table depict the Priority Issues and their respective alignment to each Strategic Goals and CoGHTA Key Performance Area.

CoGHTA Key Performance Areas	Nkangala Strategic Goals	Priority Issues
KPA 1: Institutional Development and Transformation	Competent, Innovative and Accountable Team	Powers, Duties and Functions
		Organisational Restructuring and Transformation
KPA 2: Good Governance and Public Participation	Sound Electronic Governance	Communication, Liaison and Alignment
KPA 3: Local Economic Development	Inclusive Economic Growth with Sustainable Development	Economic development and job creation
KPA 4: Financial Viability and Financial Management	Sound Financial Management	Financial Management
KPA 5: Basic Service Delivery and Infrastructure	Healthy Social Environment	Health
		Education
		Welfare
		Sports and Recreation, Arts and Culture
		Safety and Security
		Emergency Services
		Transversal
		Environmental Management
		Waste Management
	Sustainable Infrastructure and Service Provisioning	Water and Sanitation
Electricity Supply		

CoGHTA Key Performance Areas	Nkangala Strategic Goals	Priority Issues
		Roads and Storm Water
		Transportation
KPA 6: Spatial Rationale	Integrated Regionalised Planning	Spatial Restructuring and Space Provision
		Land Reform
		Housing and Land Administration

2. STRATEGIC SCORECARD

To measure the progress in achieving the abovementioned Strategic Goals and Outcomes, the following strategic scorecard was developed represented by the accountable department.

2.1 OFFICE OF THE MUNICIPAL MANAGER

KPA 2: Good Governance and Public Participation

Strategic Goal	Priority Issue	KPI	IDP Link	Budget R 000's	Baseline 2014/15	Target 2016-21				
						2016/17	2017/18	2018/19	2019/20	2020/21
Sound Electronic Governance	Good Governance	% of MPAC resolutions raised and resolved per quarter	2,1		New	100%	100%	100%	100%	100%
		% achievement to resolve issues raised on the Audit Action Plan per quarter	2,2		New	100%	100%	100%	100%	100%
		% of future action plans resolved to address fraud and corruption risk Identified per quarter	2,3		New	100%	100%	100%	100%	100%
		Maintain Auditor General Opinion - Clean Audit in respect of the	2,4		Clean Audit	1	1	1	1	1

		2015/16 Annual Report								
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2.1 OFFICE OF THE MUNICIPAL MANAGER

KPA 2: Good Governance and Public Participation

Strategic Goal	Priority Issue	KPI	IDP Link	Budget R 000's	Baseline 2014/15	Target 2016-21				
						2016/17	2017/18	2018/19	2019/20	2020/21
Sound Electronic Governance	Good Governance	% of AG Management Letter findings resolved by quarter (Total organization)	2,5		New	90%	90%	90%	90%	90%
		Final IDP/Budget tabled and approved by Council by the 31st May 2017	2,6		1	1	1	1	1	1

KPA 4: Financial Viability and Finance Management

Strategic Goal	Priority Issue	KPI	IDP Link	Budget R 000's	Baseline 2014/15	Target 2016-21				
						2016/17	2017/18	2018/19	2019/20	2020/21

Sound Financial Management	Financial Viability	% spend of the Total Operational Budget by 30 June 2017	4,7		New	100%	100%	100%	100%	100%
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2.2 FINANCE

KPA 4: Financial Viability and Finance Management

Strategic Goal	Priority Issue	KPI	IDP Link	Budget R 000's	Baseline 2014/15	Target 2016-21				
						2016/17	2017/18	2018/19	2019/20	2020/21
Sound Financial Management	Financial Viability	# of SCM deviation reports submitted to the MM per month (Total Administration)	4,1		12	12	12	12	12	12
		Cost coverage ratio (GKPI) by 30 June 2017	4,2		8.85: 1	Not less than 8.85:1	Not less than 8.85:2	Not less than 8.85:3	Not less than 8.85:1	Not less than 8.85:1
		Submission for approval of MTREF Budget by the 31st May 2017	4,3		1	1	1	1	1	1

2.2 FINANCE

KPA 4: Financial Viability and Finance Management

Strategic Goal	Priority Issue	KPI	IDP Link	Budget R 000's	Baseline 2014/15	Target 2016-21				
						2016/17	2017/18	2018/19	2019/20	2020/21
Sound Financial Management	Financial Viability	Annual Financial Statements (AFS) submitted on or before the 31st August 2016	4,4		1	1	1	1	1	1
		# of quarterly section 52(d) MFMA reports submitted to Executive Mayor within legislative timeframes	4,5		4	4	4	4	4	4
		# of section 71 MFMA reports submitted to Executive Mayor within legislative timeframes per month	4,6		12	12	12	12	12	12
		Section 72 (midyear) MFMA reports submitted to Executive Mayor within legislative timeframes	4,6		1	1	1	1	1	1

2.3 CORPORATE SERVICES

KPA 1: Institutional Development and Transformation

Strategic Goal	Priority Issue	KPI	IDP Link	Budget R 000's	Baseline 2014/15	Target 2016-21				
						2016/17	2017/18	2018/19	2019/20	2020/21
Competent, Innovative and Accountable Team	Organisational Restructuring and Transformation	% approved vacant positions (previously filled) processed within (3) months of post vacancy	1,2		100%	100%	100%	100%	100%	100%
		% of employees from previously disadvantaged groups appointed in the three highest levels of management as per the approved EE plan (GKPI) by 30 June 2017	1,3		0w	100%	100%	100%	100%	100%
		% of allocated budget spent implementing the Workplace Skills Plan (GKPI) by 30 June 2017	1,5		70,47%	100%	100%	100%	100%	100%

2.4 SOCIAL SERVICES

KPA 1: Institutional Development and Transformation

Strategic Goal	Priority Issue	KPI	IDP Link	Budget R 000's	Baseline 2014/15	Target 2016-21				
						2016/17	2017/18	2018/19	2019/20	2020/21

Competent, Innovative and Accountable Team	Organisational Restructuring and Transformation	Annual Youth Summit convened by 30th June 2017	1,6		1	1	1	N/A	N/A	N/A
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KPA 5 - Basic Service Delivery and Infrastructure

Strategic Goal	Priority Issue	KPI	IDP Link	Budget R 000's	Baseline 2014/15	Target 2016-21				
						2016/17	2017/18	2018/19	2019/20	2020/21
Healthy Social Environment	Environmental Management	% of atmospheric emission license applications finalised as compared to application received as per NEM Air Quality Act, 2004 by 30 June 2017	5,6		70%	75%	80%	80%	80%	80%

2.4 SOCIAL SERVICES

KPA 5 - Basic Service Delivery and Infrastructure

Strategic Goal	Priority Issue	KPI	IDP Link	Budget R 000's	Baseline 2014/15	Target 2016-21				
						2016/17	2017/18	2018/19	2019/20	2020/21

Healthy Social Environment	Emergency Service	# of Disaster Risk reduction awareness campaigns conducted with local municipalities per quarter	5,7		6	6	6	6	6	6
	Health	% of water samples taken per month that do not comply to SANS 241 and that are formally reported to the participating LM's to implement corrective action per quarter	5,8		100%	100%	100%	100%	100%	100%
		# of HIV/AIDS educational awareness campaigns implemented to capacitate and build communities per quarter	5,9		New	6	6	6	6	6

2.5 TECHNICAL SERVICES

KPA 5 - Service Delivery and Infrastructure Development

Strategic Goal	Priority Issue	KPI	IDP Link	Budget R 000's	Baseline 2014/15	Target 2016-21				
						2016/17	2017/18	2018/19	2019/20	2020/21

Sustainable Infrastructure and Service Provisioning	Water and Sanitation	Number of Sanitation projects (as submitted by the LM,s) completed by 30 Jun 2017	5,1		54%	8	7	5	TBA	TBA
		Number of Water projects (as submitted by the LM's) completed by 30 Jun 2017	5,2		43%	20	11	8	TBA	TBA
	Electricity Supply	Number of Electricity projects (as submitted by the LM's) completed by 30 Jun 2017	5,3		100%	1	1	1	N/A	N/A
	Facilities	Number of facilities Projects- LED and Social Services (as submitted by LM's) completed by 30 Jun 2017			New	5	1	1	TBA	TBA

2.5 TECHNICAL SERVICES

KPA 5 - Service Delivery and Infrastructure Development

Strategic Goal	Priority Issue	KPI	IDP Link	Budget R 000's	Baseline 2014/15	Target 2016-21				
						2016/17	2017/18	2018/19	2019/20	2020/21
Sustainable Infrastructure and Service Provisioning	Roads and Storm water	Number of Roads and Stormwater projects (as submitted by the LM's) completed by 30 Jun 2017	5,4		50%	18	14	9	TBA	TBA

	Project Management	% spend of Capital projects in terms of budget (NDM funded projects) by 30 Jun 2017	5,5		59%	100%	100%	100%	TBA	TBA
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2.6 DEVELOPMENT PLANNING (DPU)

KPA 6: Spatial Development

Strategic Goal	Priority Issue	KPI	IDP Link	Budget R 000's	Baseline 2014/15	Target 2016-21				
						2016/17	2017/18	2018/19	2019/20	2020/21
Integrated Regionalised Planning	Human Settlements	# of informal settlements formalised by 30th June 2017	6,1		5	1	5	5	TBA	TBA
		# of formal townships established by 30th June 2017	6,2		4	4	5	5	TBA	TBA

	# of reports submitted to Council with respect the # of new RDP Housing units provided by the PDoHS by June 2017	6,3		New	1	1	1	TBA	TBA
	# of projects implemented from the GIS Strategy by 30th June 2017	6,6		New	1	1	1	TBA	TBA
	# of projects implemented based on SPLUMA by 30th June 2017	6,7		New	1	2	3	TBA	TBA

2.7 LOCAL ECONOMIC DEVELOPMENT (LED)

KPA 3: Local Economic Development

Strategic Goal	Priority Issue	KPI	IDP Link	Budget R 000's	Baseline 2014/15	Target 2016-21				
						2016/17	2017/18	2018/19	2019/20	2020/21
Inclusive Economic Growth	Economic Development and Job Creation	Hosting of Investment Breakfast by 31 March 2017	3,3		New	1	1	1	1	1

with Sustainable Development		# of EPWP Full Time Equivalent (FTE's) job opportunities provided through the implementation of LED and Capital projects (GKPI) per quarter	3,4		399 WO & 234 FTEs	100 WO & 50 FTEs	100 WO & 50 FTEs	100 WO & 50 FTEs	100 WO & 50 FTEs	100 WO & 50 FTEs
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3. NDM CAPITAL AND OPERATIONAL PROJECTS

The Nkangala District Municipality has over the last five (5) years and will continue to focus in the foreseeable future in its pursuit of the implementation of Capital projects related to bulk infrastructure to eradicate basic service backlogs as well as providing the basis to promote financial investment and economic growth. This is aptly illustrated in the following table.

SUMMARY OF INFRASTRUCTURE INVESTMENT – TECHNICAL SERVICES								
F.Y.	BUDGET	EXPENDITURE	ROADS	ELECT.	WATER	SANITATION.	FACILITIES.	OTHER

2011/12	278,739,086.20	156,514,093.88	69,804,652.81	6,810,572.23	51,453,182.10	13,891,134.53	14,554,552.21	0.00
2012/13	123,576,718.74	104,886,459.76	48,829,005.03	19,315,974.42	28,874,969.37	6,874,751.92	0.00	991,759.02
2013/14	133,366,958.63	96,953,913.44	65,729,773.22	5,496,213.01	6,547,269.32	13,909,354.78	4,063,448.01	1,207,855.10
2014/15	160,495,499.29	46,543,694.77	4,188,932.53	930,873.89	22,663,033.44	2,327,184.74	16,433,670.17	0.00
2015/16	148,394,039.95	9,874,570.29	3,919,391.29	0.00	3,879,907.00	1,715,985.00	359,287.00	0.00
TOTAL	844,572,302.81	414,772,732.14	192,471,754.88	32,553,633.55	113,418,361.23	38,718,410.97	35,410,957.39	2,199,614.12

In addition to these initiatives the Nkangala District Municipality has also allocated significant expenditure to implement various Operational projects to benefit the communities in peripheral areas of social facility provision upgrades as illustrated in the following table.

SUMMARY OF PROJECTS PER CATEGORY 2011-2016 – SOCIAL SERVICES						
CATEGORY	2011/12	2012/13	2013/14	2014/15	2015/16	TOTAL
DISASTER MANAGEMENT, FIRE AND RESCUE	12 112 869.24	4 350 442.44	16 987 776.64	13 578 221.06	22 371 905.00	69 401 214.38
ENVIRONMENTAL MANAGEMENT	7 666 047.70	-	3 147 787.66	3 606 778.39	2 826 103.57	17 246 717.32

MUNICIPAL HEALTH SERVICES	-	1 200 000.00	2 705 385.00	1 239 526.00	3 145 089.50	8 290 000.50
TRANSVERSAL ISSUES	-	-	1 980 000.00	1 180 000.00	1 440 000.00	2 620 000.00
YOUTH DEVELOPMENT ISSUES	400 000.00	1 400 000.00	1 600 000.00	1 740 000.00	2 340 000.00	11 080 000.00
TOTAL	20 178 916.94	6 950 442.44	26 420 949.30	21 344 525.45	32 123 098.07	107 017 932.20

A detailed three year Capital (NDM only) and Operational expenditure Project Plan follows to measure and monitor the delivery of infrastructure project: managed on behalf of Local municipalities, and other internal operational projects. The budget has been aligned to the Strategic and Developmental Objectives and Outcomes crafted in the process of the IDP review cycle to enable the strategic intent and mandate of the 2016/17 IDP to be attained.

3.1 NDM CAPITAL PROJECTS PER DEPARTMENT

The following tables reflect the Capital Projects by department, specific to the Nkangala District Municipality and amounting to R 8,050,000 for the 2016/17 financial year.

Office of the Executive Mayor and Council

Project	Item	System ID	Outcome	Budget R 000's		
				2016/17	2017/18	2018/19

Purchase of office furniture and equipment	100402		Increased operational efficiency of the office of the Executive Mayor and Council	50,0	100,0	100,0
Procurement of machinery and equipment	104004			100,0	100,0	0,0

Office of the Municipal Manager

Project	Item	System ID	Outcome	Budget R 000's		
				2016/17	2017/18	2018/19
Purchase of office furniture and equipment	100402		Increased operational efficiency of the office of the Municipal Manager	0,0	95,0	0,0
Procurement of machinery and equipment	104004			0,0	62,0	0,0

Information Technology

Project	Item	System ID	Outcome	Budget R 000's		
				2016/17	2017/18	2018/19

Purchase of office furniture and equipment for IT	100402		Increased operational efficiency of the office of Information Technology	0,0	20,0	0,0
Procurement of computer equipment	100403		Increased operational efficiency of the institution	3 000,0	3 000,0	2 500,0
Establishment and Implementation of DRRS	100404			1 500,0	0,0	0,0
Upgrading of the IT Data Centre				150,0	160,0	0,0

Legal

Project	Item	System ID	Outcome	Budget R 000's		
				2016/17	2017/18	2018/19
Purchasing of Contract Management Software.		New	Proper monitoring of contracts and service level agreements	650,0	50,0	55,0

Internal Audit

Project	Item	System ID	Outcome	Budget R 000's		
				2016/17	2017/18	2018/19

Purchase of office furniture and equipment for IA	100402		Increased operational efficiency of the office of Internal Audit	0,0	20,0	0,0
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Finance

Project	Item	System ID	Outcome	Budget R 000's		
				2016/17	2017/18	2018/19
Purchasing of office furniture and equipment by 30 June 2017	104002		Increased efficiency of Finance operations	50,0	0,0	60,0
Upgrading systems to be mSCOA compliant				350,0	400,0	500,0

Development Planning

Project	Item	System ID	Outcome	Budget R 000's		
				2016/17	2017/18	2018/19
Purchase of office furniture and equipment for the IDP office	104002		Increased operational efficiency of the office of the Development Planning	0,0	20,0	0,0

Town Planning

Project	Item	System ID	Outcome	Budget R 000's		
				2016/17	2017/18	2018/19

Purchase of office furniture and equipment	104002		Increased operational efficiency of the office of Town Planning	50,0	30,0	0,0
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Local Economic Development

Project	Item	System ID	Outcome	Budget R 000's		
				2016/17	2017/18	2018/19
Purchase of office furniture and equipment	104002		Increased operational efficiency of the office LED	20,0	20,0	0,0

Fire Fighting District

Project	Item	System ID	Outcome	Budget R 000's		
				2016/17	2017/18	2018/19
Purchase of office furniture and equipment	104002	New	Increased operational efficiency of the office of the District Fire Fighting division	0,0	30,0	0,0

Health Services

Project	Item	System ID	Outcome	Budget R 000's		
				2016/17	2017/18	2018/19

Purchase of office furniture and equipment	104002		Increased operational efficiency of the office of Health Services	750,0	50,0	70,0
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Property Services

Project	Code	System ID	Outcome	Budget R 000's		
				2016/17	2017/18	2018/19
Building of garage at NDM Civic Centre	104008		Increased operational efficiency of the District Municipality	1 500,0	0,0	0,0

Human Resource Administration

Project	Item	System ID	Outcome	Budget R 000's		
				2016/17	2017/18	2018/19
Purchase of office furniture and equipment	100402		Increased operational efficiency of the office of Corporate Services	0,0	60,0	0,0
Procurement of machinery and equipment	104004			30,0	40,0	0,0

Corporate Support

Project	Item	System ID	Outcome	Budget R 000's		
				2016/17	2017/18	2018/19

Library books	104009		Increased operational efficiency of the office of Corporate Services	150,0	187,5	200,0
Sedan				0,0	750,0	1 500,0
LDV Corporate Support				350,0	0,0	0,0

3.2 OPERATIONAL PROJECTS PER PRIORITY ISSUE

The following Operational Projects are either project managed by the District on behalf of the Local municipalities or reflect certain internal managed projects and are categorised by each Priority Issue as detailed in the 2016/17 approved District IDP.

Projects for priority Issue 1: Powers, Duties and Function

Strategic Goal	Project	Location	Code		Outcome	Budget R 000's
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				System ID		2016/17	2017/18	2018/19
Sound Electronic Governance	Public Participation Survey	District Wide	GGPP5		Improved District's capacity to adequately address service delivery and governance issues	500,0	0,0	850,0
Sustainable Infrastructure and Service Provisioning	Impact Study on Infrastructure Projects	District Wide				600,0	0,0	600,0

Projects for priority Issue 3: Financial Viability

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19
Sound Financial Management	Co-Funding For mSCOA Software for each of the (6) municipalities	District Wide			Compliance to NT legislation	2 500,0	N/A	N/A
	mSCOA Implementation: NDM	Internal				500,0	N/A	N/A

Projects for priority Issue 3: Financial Viability

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19

Sound Financial Management	517104 Budget Community Participation	Internal			Informed communities	250,0	260,0	270,0
	SCM/Debtors verification system : NDM	Internal			Increased efficiency of Finance operations	240,0	240,0	240,0
	SCM/Debtors verification system : Local municipalities	District Wide				2 640,0	2 640,0	2 640,0
	MFMA Implementation(Credit rating and Actuarial Valuation)	Internal				393,0	411,2	431,8
	507142- AFS Assistance and Review	Internal				1 200,0	800,0	600,0

Projects for priority Issue 5: Spatial Restructuring and Service Provision

Strategic Goal	Project	Location	Code		Outcome	Budget R 000's
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				System ID		2016/17	2017/18	2018/19
Integrated Regionalised Planning	Land Surveying (Kammeelrivier, Bulfontein, Valsfontein, Dennessig North, Newtown, Vlaklaagte townships)	(DRJSM, THLM, EMLM & VKLM)			To verify the land feasibility for sustainable human settlement	3 000,0	1 000,0	2 000,0
	7 of Townships Established in by June 2017	(DRJSM, THLM, EMLM & VKLM)				6 000,0	5 000,0	5 000,0
	Formalisation of Newtown	Steve Tshwete				1 000,0	5 000,0	3 000,0
	Sakhelwe Geo-Technical and EIA (Finalisation of Shushumela township)	Emkhazeni				488,8	0,0	0,0
	Establishment of Sakhelwe/Mgwenya Cemetery	Emkhazeni				300,0	0,0	0,0
	Land Rights Verification Dr JS Moroka	Dr JS Moroka				500,0	0,0	0,0

Projects for priority Issue 5: Spatial Restructuring and Service Provision

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19
Integrated Regionalised Planning	Release of a State Land in Thembisile and approved by 30 Jun 2016	Thembisile Hani			To verify the land feasibility for sustainable human settlement	1 284,0	1 000,0	1 000,0
	implementation of Spluma	District Wide			To enable the SPLUMA requirement into operation	1 000,0	1 000,0	1 000,0
	Municipal Planning	District Wide				500,0	0,0	0,0
	Conduct data cleansing exercise of GIS database by 30 Jun 2017	District Wide			Effectively functional GIS that enables spatial referencing of all the work of Council	3 000,0	0,0	0,0

Projects for priority Issue 5: Spatial Restructuring and Service Provision (Technical Services)

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19
Integrated Regionalised Planning	Refurbishment of King Cluster	Dr JS Moroka	SDAR6		To provide community recreational facilities	0,0	0,0	500,0
	Sakhelwe Community Hall	Emakhazeni				1 000,0	250,0	1 000,0

Projects for priority Issue 9: Culture Sport and Recreation

Strategic Goal	Project	Location	Code		Outcome	Budget R 000's
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				System ID		2016/17	2017/18	2018/19
Healthy Social Environment	Undertake Environmental studies of the NDM Regional Freedom Park by 30 June 2017 (Social Study Community Facilitation & Consultation)	Dr JS Moroka	SDID11	SDID 11_136	NDM Regional Freedom social Study (Facilitation Consultation) Investigation Completed and approved by council.			

Projects for priority Issue 10: Safety and Security

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19
Healthy Social Environment	Annual Moral Regeneration Movement integrated with Multi-Religious Prayer and report submitted to council by 31 January 2016	District wide	SDID8	SDID 8_137	Strengthen positive values amongst communities	330,0	334,8	360,4

Projects for priority Issue 11: Emergency Services and Disaster Management (Social Services)

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19
Sustainable Infrastructure and Service Provisioning	Rental costs associated with monthly lease of Digital Radio units	District wide	SDID13		SLA signed with the service provider	2 000,0	0,0	0,0
	Procurement of Disaster Relief Materials	District wide			To provide relief post disasters			

Projects for priority Issue 11: Emergency Services and Disaster Management (Technical Services)

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19
Sustainable Infrastructure and Service Provisioning	Emthonjeni Fire House	Emakhazeni	SDID13		Sustainable Community Wellbeing enhance through minimised impacts of Disasters throughout	250,0	0,0	0,0
	Construction of Fire Station Dr J S Moroka Local Municipality Fire Station	Dr JS Moroka				13 000,0	2 000,0	5 000,0

Projects for priority Issue 12: Water

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19
Sustainable Infrastructure and Service Provisioning	Weltevreden Bulk Water Supply	Dr JS Moroka	SDID 14		Increased access to clean water	0,0	0,0	500,0
	Feasibility Study for Bulk Water Supply at Moripe Gardens	Dr JS Moroka				600,0	602,9	4 000,0
	Replacement of Asbestos pipes at Siyabuswa	Dr JS Moroka				3 800,0	9 000,0	2 000,0
	Source development Geohydrological study (6 x Villages)	Dr JS Moroka				2 100,0	500,0	500,0
	Water supply at Phake	Dr JS Moroka				1 000,0	1 000,0	2 000,0
	Mountain view Water Reticulation	Thembisile Hani				268,0	0,0	500,0
	Rehab Borehole to Supply Elevated Steel tank Moloto	Thembisile Hani				1 500,0	0,0	500,0
	Source development geohydrological study Thembisile Hani	Thembisile Hani				1 500,0	0,0	500,0
	Tweefointein B2 Water Reticulation	Thembisile Hani				989,0	0,0	500,0
	Bulk Water Supply from Phola to Wilge	Emalaheni				13 500,0	0,0	500,0

Projects for priority Issue 12: Water

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's
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				System ID		2016/17	2017/18	2018/19
Sustainable Infrastructure and Service Provisioning	Replacement of Asbestos pipes at Emalahleni	Emalahleni	SDID 14		Increased access to clean water	0,0	0,0	500,0
	Upgrading of Water Treatment Plant at Emalahleni	Emalahleni			0,0	0,0	500,0	
	Water Supply Pipeline Glencore to Ogies	Emalahleni			0,0	0,0	500,0	
	Water Tanker Victor Khanye	Victor Khanye			3 000,0	0,0	0,0	
	Inkanini Water	Emakhazeni			1 500,0	200,0	500,0	
	Installation of Bulk Infrastructure at Gugulethu	Emakhazeni			1 000,0	204,0	0,0	
	Installation of Prepaid Meter in Dullstroom	Emakhazeni			1 000,0	0,0	0,0	
	Installation of Water Distribution Network Emgwenya	Emakhazeni			500,0	100,0	1 500,0	
	Refurbish Belfast WTW Upgrade Bulk Supply Elevated Tank Ext 2	Emakhazeni			5 000,0	250,0	1 000,0	
	Refurbishment of WTW Machadodorp	Emakhazeni			0,0	0,0	500,0	
Refurbishment of WTW and replace AC pipes Waterval Boven	Emakhazeni		2 100,0	0,0	0,0			

Projects for priority Issue 12: Water

Strategic Goal	Project	Location	Code		Outcome	Budget R 000's
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				System ID		2016/17	2017/18	2018/19
Sustainable Infrastructure and Service Provisioning	Upgrading of WTW in Dullstroom	Emakhazeni	SDID 14		Increased access to clean water	3 000,0	3 000,0	0,0
	Water Conservation & Demand Management Emthonjeni	Emakhazeni				1 000,0	200,0	3 021,5
	Water master plan - study water scheme & capacity Emakhazeni	Emakhazeni				600,0	0,0	0,0
	Infrastructure for Supply of Reclaimed Mine Water	Steve Tshwete				3 000,0	3 000,0	10 989,0
	Drilling of boreholes	Steve Tshwete				0,0	0,0	500,0
	New 10 ML Skietbaan Concrete	Steve Tshwete				0,0	0,0	500,0

Projects for priority Issue 12: Sanitation

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19

Sustainable Infrastructure and Service Provisioning	Construction of waterborne system RDP	Thembisile Hani	SDID 14		Increased access to healthy sanitation	3 000,0	0,0	500,0
	Feasibility Study - Water Bourne	Thembisile Hani				1 000,0	0,0	500,0

Projects for priority Issue 12: Sanitation

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19
Sustainable Infrastructure and Service Provisioning	Kriel Ext & community of Ga-Nala (WWTW)	Emalahleni	SDID 14		Increased access to healthy sanitation	2 500,0	1 000,0	8 001,4
	Sewer line Hlalanikahle Ext 3	Emalahleni				0,0	4 500,0	3 000,0
	Upgrading of Klarinet Ext 2 & 3 and Pine Ridge Sewer	Emalahleni				2 500,0	5 000,0	0,0
	Upgrading of Pap en Vleis (Sewer line)	Emalahleni				2 420,0	1 437,8	2 000,0
	Sewer Pipeline Kgomo Street	Victor Khanye				10 815,0	0,0	0,0
	Installation of Basic Services Shushumela	Emakhazeni				0,0	3 000,0	15 000,0

	Upgrading of WWTP Dullstroom	Emakhazeni				2 500,0	2 500,0	0,0
	Sewer drainage truck at Emakhazeni	Emakhazeni				2 000,0	0,0	0,0
	Upgrading of Klein Olifant (Bulk Sewer)	Steve Tshwete				0,0	0,0	500,0

Projects for priority Issue 13: Electricity Supply

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19
Sustainable Infrastructure and Service Provisioning	20 x Highmast Lights	Dr JS Moroka	SDID 15		Sustainable Human Settlements and improved Quality of Life through Increased access to Electricity	640,7	0,0	0,0
	Installation of High Mast Lights	Thembisile Hani				0,0	0,0	500,0
	Spring Valley Installation of Solar System for Boreholes	Emalahleni				0,0	0,0	500,0
	Upgrading Electrical Medium Voltage Network	Emakhazeni				3 500,0	800,0	3 500,0

Projects for priority Issue 14: Roads and Storm water

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19
Sustainable Infrastructure and Service Provisioning	Kabenziwa Stormwater Control	Dr JS Moroka	SDID 16		Increased accessibility to all destinations in the District through efficient and reliable road network	1 000,0	500,0	2 500,0
	Kakarela Road Ward 12 Construction and Stormwater	Dr JS Moroka				1 300,0	500,0	1 000,0
	Stormwater Ward 19	Dr JS Moroka				2 000,0	0,0	0,0
	Upgrading Marothobolong Bus & Taxi Route	Dr JS Moroka				7 197,7	5 000,0	5 048,7
	Pedestrian Bridge Ward 11 (Meetsemadiba)	Dr JS Moroka				0,0	0,0	500,0
	Stormwater control Digwale	Dr JS Moroka				0,0	0,0	500,0
	Completion of Bus Route Tweefontein G	Thembisile Hani				888,0	0,0	0,0

Projects for priority Issue 14: Roads and Storm water

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19
Sustainable Infrastructure and Service Provisioning	3356/14: Kwaggafontein D	Thembisile Hani	SDID 16		Increased accessibility to all destinations in the District through efficient and reliable road network	6 295,1	0,0	0,0
	Miliva RDP Route	Thembisile Hani				6 780,0	1 358,6	6 412,3
	Paving of Greenside Road Khalanyoni	Thembisile Hani				1 480,0	500,0	4 000,0
	Paving of Road Kwaggafontein B	Thembisile Hani				0,0	0,0	1 000,0
	Paving Roads Ward 32	Thembisile Hani				2 000,0	0,0	0,0
	Phola Park Vehicle Bridge to Tweefontein J	Thembisile Hani				2 500,0	5 000,0	0,0
	Stormwater Phumula	Thembisile Hani				720,0	500,0	4 000,0
	Vesubuhle Bus Route	Thembisile Hani				4 000,0	1 000,0	2 500,0

Projects for priority Issue 14: Roads and Storm water

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19
Sustainable Infrastructure and Service Provisioning	Vezubuhle Bus Route	Thembisile Hani	SDID 16		Increased accessibility to all destinations in the District through efficient and reliable road network	3 533,8	0,0	0,0
	Multi Purpose Bridge	Thembisile Hani				1 167,6	0,0	0,0
	Buhlebuzile Bus Route (Completion)	Thembisile Hani				0,0	0,0	500,0
	Klipfontein Bus Route (Completion)	Thembisile Hani				0,0	0,0	500,0
	Machipe Bus Route	Thembisile Hani				0,0	0,0	500,0
	KG Mall Road in Vosman	Emalahleni				4 500,0	0,0	0,0
	Reconstruction of damaged roads-Emalahleni	Emalahleni	SDID 16			0,0	500,0	0,0
	Rebuilding Roads Victor Khanye	Victor Khanye				6 120,0	5 000,0	3 000,0

Projects for priority Issue 14: Roads and Storm water

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19
Sustainable Infrastructure and Service Provisioning	Construction and Resealing of Roads	Victor Khanye			Increased accessibility to all destinations in the District through efficient and reliable road network	0,0	4 000,0	0,0
	Rehabilitation Of Bhekumuzi Masango Road	Emakhazeni				4 172,5	5 000,0	0,0
	Roads & Stormwater Newtown	Steve Tshwete				6 800,0	2 060,5	0,0
	Stormwater Hendrina	Steve Tshwete				0,0	3 000,0	0,0
	Roads & Stormwater Eastern Bypass	Steve Tshwete				0,0	0,0	500,0
	Rural Road Asset Management	District wide					2 076,0	2 180,0

Projects for priority Issue 15: Transportation

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19
Integrated Regionalised Planning	Development of Multimodal Facility	Steve Tshwete			Increased accessibility to all destinations in the District through efficient and reliable road network	700,0	0,0	500,0
	Development of By Laws for Public Transport and Non-Motorised	District wide		New		593,0	0,0	0,0
	Development of Public Transport Action Plan	District wide		New		725,0	0,0	0,0

Projects for priority Issue 18: Environmental Management

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19
Healthy Social Environment	Two hundred (200) trees procured and distributed to local municipalities.	-	SDAR 6	SDAR 6_150	Creation of sustainable neighbourhoods (Council Resolution on the planting and distribution of 200 trees)	150,0	200,0	250,0
	Environmental Management and Municipal Health Services Education and 12 Awareness Campaigns conducted by 30 June 2016			SDAR 6_151	Healthy and cleaner environment	300,0	325,0	0,0

Projects for priority Issue 20: Economic Development and Job Creation (DPU)

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19

Inclusive Economic Growth with Sustainable Development	Youth skills Audit survey completed by 30th June 2017	District wide			Job creation and enterprise development targeting unemployed	500,0	0,0	600,0
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Projects for priority Issue 20: Economic Development and Job Creation (LED)

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19
Inclusive Economic Growth with Sustainable Development	Approved Feasibility Study for the establishment of Industrial Hub in Mhluzi	Mhluzi	LED_1		Strong economic growth and sustainable job creation.	0,0	1 000,0	0,0
	Business Creation & Expansion SMME (Youth) - Establishment of Carwash & Chisanyama Facilities	District Wide	LED_2	New	Job creation and enterprise development targeting unemployed	1 000,0	3 000,0	0,0
	Approved Business Plan for the Fresh Produce Market (Agri- hubs concept) by 30 Jun 2017	District Wide	LED_3	LED 6_27	Job creation and Economic Empowerment	800,0	0,0	0,0

	Conduct Census/Survey of SMMEs, Coop & Informal Traders	District Wide	LED_4		Determine the sustainability of SMMEs Coops and Informal Traders	800,0	850,0	900,0
	Approved District Investment Attraction & Promotion Strategy by 30 Jun 2017	District Wide	LED_5	LED 3_24	Strong economic growth and sustainable job creation.	500,0	0,0	0,0

Projects for priority Issue 20: Economic Development and Job Creation (LED)

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19
Inclusive Economic Growth with Sustainable Development	Approved Feasibility Study & Business Plan for Nkangala Economic Development Agency (NEDA) by 30 Jun 2017	District Wide	LED_6	LED 1_22	Strong economic growth and sustainable job creation.	2 500,0	6 000,0	0,0
	Downstream Beneficiation of Fly Ash by 30 Jun 2017		LED_7	New		1 000,0	0,0	0,0
	Facilitate Funding applications for SMMEs/Coops by 30 June 2017	District Wide	LED_8			130,0	150,0	0,0

Provision of Farming Equipment for Emerging Farmers	District Wide	LED_9	New	Agriculture and Rural Development Support	1 500,0	0,0	0,0
Approved Feasibility Study for the Establishment of Agro-processing Plant in NDM by 30 June 2017	District Wide	LED_10	LED 9_30		450,0	0,0	0,0
Approved Comprehensive Rural Development and Agricultural Development Strategy by 30 Jun 2017	District Wide	LED_11	LED 5_26		500,0	0,0	0,0

Projects for priority Issue 20: Economic Development and Job Creation (LED)

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19
Inclusive Economic Growth with Sustainable Development	Approved Feasibility Study for Integrated Green Economy Solutions in Nkangala District Municipality by the 30 Jun 2017	District Wide	LED_12	New	Job Creation and Promotion of the Green Economy	1 700,0	3 000,0	0,0
	Job Creation through the Implementation of EPWP in the Social Sector (Security)	District Wide	LED_13		Poverty Alleviation and Job Creation through the implementation of	2 600,0	2 333,0	0,0

Job Creation through the Implementation of EPWP in the Social Sector (Tourism)	District Wide	LED_14		Expanded Public Works Programme (EPWP)	2 600,0	2 333,0	0,0
Job Creation through the Implementation of EPWP in the Social Sector (Wholesale & Retail)	District Wide	LED_15			2 700,0	2 333,0	0,0
Non-Financial & Financial Support to SMMEs, Coops & Informal Traders	District Wide	LED_16		Job creation and Economic Empowerment	4 000,0	0,0	0,0
Support for Local Tourism Organisation (LTO) & Regional Tourism Organisation (RTO)	District Wide	LED_17		Tourism Support and Development	1 250,0	0,0	0,0

Projects for priority Issue 20: Economic Development and Job Creation (LED)

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19
Inclusive Economic Growth with Sustainable Development	Approved Tourism Marketing & Branding Strategy developed by 30th June 2017	District Wide	LED_18	New	Tourism Support and Development	500,0	0,0	0,0
	Construction of the Brick Manufacturing Plant in Emakhazeni Local Municipality (Ward 7)	Emakhazeni	LED_19		Job creation and Economic Empowerment	2 200,0	0,0	0,0
	Establishment of the Poultry Farm in in Emakhazeni Local Municipality (Ward 4)	Emakhazeni	LED_20	New		2 700,0	0,0	0,0

	Construction of the Tourism Site in Emakhazeni Local Municipality (Geluk Farm-Phase 1) by 30 June 2017	Emakhazeni	LED_21	New		388,0	0,0	0,0
	Construction of Tourism Site in Machadodorp	Machadodorp	LED_22			300,0	0,0	0,0
	Supply and Delivery of One Greenhouse tunnel in Emakhazeni and Emalahleni LM's by 31 December 2016	Emakhazeni and Emalahleni	New	LED 7_28	Agriculture and Rural Development Support	600,0	0,0	0,0

Projects for priority Issue 20: Economic Development and Job Creation (LED)

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19
Inclusive Economic Growth with Sustainable Development	Support Small Holders Farmer with vegetable farming equipment in Thembisile Hani and Victor Khanye LM's by 31 March 2017	Thembisile Hani and Victor Khanye	New	LED 8_29	Agriculture and Rural Development Support	600,0	0,0	0,0
	Approved 1 LED Strategy developed and 3 LED strategies reviewed for LMs by 30th June 2017	District Wide	New	New	Strong economic growth and sustainable job creation.	1 000,0	0,0	0,0

Projects for priority Issue 20: Economic Development and Job Creation (Social Services)

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19
Healthy Social Environment	Support Youth / Coop's / SMME's and informal sectors by 30 June 2017	District Wide	LED 2		Job creation	420,0	440,0	0,0

Projects for priority Issue 20: Economic Development and Job Creation (Technical Services)

Strategic Goal	Project	Location	Code	System ID	Outcome	Budget R 000's		
						2016/17	2017/18	2018/19
Inclusive Economic Growth with Sustainable Development	Victor Khanye Community Park	Victor Khanye	LED 2		To develop and promote Tourism within the District	909,8	0,0	500,0
	Construction of Market Stalls	Victor Khanye				0,0	0,0	500,0
	Emakhazeni Community Park Construction	Emakhazeni				1 180,0	0,0	0,0
	Construction of Tourism Site Machadodorp	Emakhazeni				300,0	0,0	0,0

5.2 SECTOR DEPARTMENT PROJECTS

5.2.3. Projects for Priority Issue 20: Economic Development and Job Creation

Programme/ Project Name	Locality	Funding Source	Budget
			2016/17 000
SECTOR: MINING			
Implementation of the Industrial Development Plan	Mining & Metals: Emalahleni and Steve Tshwete	ECONOMIC DEVELOPMENT & TOURISMS	7, 500
SECTOR: CROSS CUTTING			
<ul style="list-style-type: none"> Implementation of the Mpumalanga Youth Enterprise Programme Account for employment creation in the Province for both Private and Public Sector 	Tshwete and Emalahleni	ECONOMIC DEVELOPMENT & TOURISMS	4,000

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

Programme/ Project Name	Locality	Funding Source	Budget
			2016/17
Livestock Development	Thembisile Hani	DARDLEA	818

5.2.6.3 Projects for priority Issue 17: Sustainable Integrated Human Settlements

Programme/ Project Name	Locality	Funding Source	Budget
			2016/17
Rural and farm residential development	THLM	Human settlement	R 10 300 000

Programme/ Project Name	Locality	Funding Source	Budget	
				2016/17
Social and Economic Facilities	VKLM/ Botleng Ext7	Human settlement	R	14 500 000,00
Informal Settlements (top structure)	VKLM Botleng X7	Human settlement	R	20 600 000,00
IRDP Phase 1	Emalahleni/Siyanqoba	Human settlement	R	109 065 000
FLISP	Emalahleni	Human settlement	R	2 175 000
Informal Settlements	Emalahleni/Hlalanikahle various extensions	Human settlement	R	29 561 000,00
Informal Settlements	Emalahleni/Phola/Hlalanikahle/KwaGuqa X 11	Human settlement	R	18 540 000,00
Informal Settlements (Top Structure)	Emalahleni/Siyanqoba	Human settlement	R	134 312 000,00
Military Veterans	Emalahleni/Siyanqoba	Human settlement	R	1 545 000,00
FLISP	STLM	Human settlement	R	2 175 000
IRDP Phase 1	STLM /Rockdale	Human settlement	R	32 501 370,00
IRDP Phase 2	STLM /Kwa-Zamokuhle	Human settlement	R	10 300 000,00
IRDP Phase 2	STLM /Rockdale	Human settlement	R	21 115 000,00
PHP	STLM /NewTown	Human settlement	R	15 450 000,00
Land Purchase	STLM /Doornkop	Human settlement	R	20 600 000,00
IRDP Phase1	Emakhazeni/ Siyathuthuka Ext 8	Human settlement	R	10 688 370
IRDP Phase1	Emakhazeni/ Siyathuthuka Ext 8	Human settlement	R	30 179 000
Social and Economic Facilities	Dr JS Moroka/Digwale and Lefiso	Human settlement		14 500 000
PHP	Dr JS Moroka /Siyabuswa-D	Human settlement	R	15 450 000

5.2.5.1 Projects for priority Issue 6: Health

Programme/	Locality	Funding Source	Budget
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Project Name			2016/17 R000
TROYA CLINIC : Planning of Construction of New Clinic and 2x2 Accommodation Units	Dr JS Moroka	Health	R1,000
LEFISOANE CLINIC : Construction of New Clinic and 2x2 Accommodation Units	. Dr JS Moroka	Health	2 619 879
MAMMETLAKE HOSPITAL: Planning for the upgrading of the hospital.	Dr JS Moroka	Health	111 874
Middelburg Regional Hospital: Planning and construction of a new hospital	STLM	Health	65 000
KwaMhlanga Hospital: Renovations to accommodation for staff	THLM	Health	2 003
KwaMhlanga Hospital: Planning for upgrade of Hospital	THLM	Health	26 217
PANKOP CHC: Construction of New CHC and 2x2 Accommodation Units	Dr JS Moroka		R14,000
Allenmansdrift B Clinic: Repairs, rehabilitation and refurbishment of the clinic	Dr JS Moroka	Health	R1,007
Siyathuthuka Clinic: Repairs, rehabilitation and refurbishment of the clinic	Emakhazeni	Health	R1,971
Exten. 8 Clinic: Repairs, rehabilitation and refurbishment of the	STLM	Health	R654
Waterval Clinic: Expanded Public Works Programme	Dr JS Moroka	Health	R6,912

5.2.5.4 Projects for priority Issue 9: Culture Sport and Recreation

Programme/ Project Name	Locality	Funding Source	Budget 2016/17
High Altitude Training Center/This is a Modern, high-quality sports facilities with state-of-the-art training facilities	Emakhazeni	DCSR	R 26 083
Boekenhouthoek/New libraries built	. Thembisile Hani	DCSR	R 7 792
Verena /New libraries built	Thembisile Hani	DCSR	R10 198

Masobyel/ Planning and scoping prior to actual construction	Thembisile Hani	DCSR	R1 458
Siyabuswa - Bonginlanhla High School/ Sport and Recreation combo courts	. Dr JS Moroka	DCSR	R1 330

5.2.5.9 Projects for priority Issue 14: Roads and Storm water

Programme/ Project Name	Locality	Funding Source	BUDGET 2016/17 R'000
Design: Rehabilitation of Coal Haul Road P49/1 form Montagu Street Middleburg to N4	STLM	PWRT	2 366
Rehabilitation of Road P154/4 between Middelburg and Wonderfontein, from km 12.73 to km 21.73 at D1433 (9 km)	STLM	PWRT	33 200
Steve Tshwete cost center:Renovation of offices, and ablution facilities	STLM	PWRT	3 000
Rehabilitation: P154/4 from N11 (P49/1) at Middelburg to km 12.3 (Phase 2) (8.7 km)	STLM	PWRT	45 661 (2017/18) 45 661(2018/19)
Heavy Rehab of D1398P from km 8 at N4/4 to km 10 at D1555	STLM	PWRT	17 783 (2018/19)
Heavy Rehab of D1555P from km 0 at D1398 to km 1.57 at D2433	STLM	PWRT	13 960 (2018/19)
Heavy Rehab of D1555P from km 1.57 at D2433 to km 3.74 at D2225	STLM	PWRT	19 294 (2018/19)
Design: Upgrade of Rural access Road D2091 from Marapyane to Limpopo Border	Dr JS Moroka/Marapyane	PWRT	2000
Construction of Bus Shelters	Dr JS Moroka /Ga-Phaahla	PWRT	2000
Rehabilitation of Coal Haul Road D686 from Leeuwfontein past Kendal Power Station over R555 (P95/1) to N12 (14 km)	VKLM	PWRT	16 143
Upgrading of Delmas TCC (Weighbridge)	VKLM	PWRT	21 488 (2017/18)
LightRehab of D683P from km 2 at D686 to km 4.59 at S238	VKLM	PWRT	13 499 (2017/18)
LightRehab of P132/1P from km 0 at P131/1 to km 2 at Nkangala/Gert Sibande Boundary	VKLM	PWRT	10 424 (2018/19)

Rehabilitation of Coal Haul Road P29/1 between Ogies and Kendal (10 km)	Emalahleni	PWRT	56 520
Heavy Rehab of P141/1 from km 8 at D2769 to km 22.42 at D1651 (14.5km)	Emalahleni	PWRT	92 253(2018/19)
Heavy Rehab of D1651P from km 22 at P52/3 (KM 42,19) to km 24 at P141/1	Emalahleni	PWRT	17 783 (2018/19)
Heavy Rehab of D1651P from km 24 at P52/3 (KM 42,19) to km 25.35 at P141/1	Emalahleni	PWRT	12 003(2018/19)
Heavy Rehab of D2770P from km 0.3 at D193 to km 8.58 at N12/19	Emalahleni	PWRT	30 675
Heavy Rehab of D2821P from km 0 at D686 to km 0.47 at P29/1	Emalahleni	PWRT	4 179
Heavy Rehab of D455P from km 10 at BETHAL / WITBANK to km 11.25 at P141/1	Emalahleni	PWRT	11 114
Heavy Rehab of P141/1P from km 22.42 at D1651 to km 23.03 at D1835	Emalahleni	PWRT	5 424
Heavy Rehab of P154/2P from km 33.75 at D432 to km 35.11 at D432	Emalahleni	PWRT	10 203
LightRehab of D2769P from km 10 at D2257 to km 12.66 at N12/19 (over bridge) (4 km)	Emalahleni	PWRT	565
LightRehab of D356P from km 22 at D1651 to km 24 at P52/3	Emalahleni	PWRT	9 015
Heavy Rehab of D686P from km 18 at D683 to km 20 at D1390 (is on capital works programme)	Emalahleni	PWRT	20 561
Heavy Rehab of D686P from km 20 at D683 to km 21.21 at D1390	Emalahleni	PWRT	12 440
Heavy Rehab of D686P from km 28.92 at S318 to km 30.73 at D1955	Emalahleni	PWRT	18 608
Heavy Rehab of P120/1P from km 25.79 at P182/1 to km 26.18 at D1797	Emalahleni	PWRT	5 093
LightRehab of P29/1P from km 50 at D2669 to km 62.55 at Benoni/Witbank	Emalahleni	PWRT	18 204
Rehab of P49/1 (N11) from Montagu str, Middelburg to N4 (4.3km)	Emalahleni	PWRT	2 846
LightRehab of P2/9P from km 1.53 at End subs. Belfast to km 1.59 at D764	Emakhazeni	PWRT	634

CHAPTER SIX

6..ANALYSIS OF IDP & SECTOR PLANS ALIGNMENT

6.1. Spatial Development Framework

6.1.1. CRITICAL ISSUES OPPORTUNITIES AND CONSTRAINTS

- The mining, petrochemicals, steel and forestry sectors are dominated by a few global-level companies, with relatively few job opportunities being created due to their capital intensive nature.
- The agriculture and tourism sectors have the potential to employ large numbers of relatively unskilled workers, these sectors should be targeted in order to use indigenous resources to create jobs.
- The number of households in Nkangala is increasing while the average household size is decreasing. This has meant that, while there has been an increase in the number of households living in formal dwellings, the number living in informal housing remained constant – and the backlog of households needing basic sanitation and refuse removal services has increased
- Global climate change will impact upon Nkangala, specifically on agriculture, water resources, biodiversity, forestry and human health.
Nearly 9% of the districts ecosystems are endangered, some critically so; 9% of land is already degraded, 35.8% of land has been transformed, primarily within the grassland biome; 33% of the river types are critically endangered.
- There is a growing urgency to establish an equitable and realistic trade-off that maximises the provincial benefits from the mining and energy sectors while mitigating any environmental impacts – especially with regards to agricultural production.
- The Nkangala District Municipality is **strategically located** in the hinterland area between Gauteng and Nelspruit. Within regional context, Gauteng and Nelspruit are major activity centres which generate a high degree of interaction, both in terms of movement of people and trade in goods and services.
- The N4 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 N11 freeway and adjacent railway line run in a north/south direction through the Nkangala District. To the north this road provides a link with Polokwane, the capital of Limpopo Province. To the south these transport elements provide a link with the Richards Bay harbour on the KwaZulu Natal coast.
The freeways in the Nkangala District provide linkages to some of South Africa's most prominent tourism opportunities. The N4 freeway provides a link with the Kruger National Park in Mpumalanga. The N11 provides a link with Zululand and the north coast of KwaZulu-Natal.
- The R540 (P81-1), which runs from the N4 freeway through eMakhazeni and Dullstroom, provides a link with the tourist attractions located in the Graskop, Lydenburg, Sabie, Pilgrim's Rest and Hoedspruit areas. (Tourism Triangle)
- At a local level the route between eMalahleni City 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 this will however never develop into one continuous development corridor. Large sections of the route are also relatively far removed from the national N4 corridor.
- Route R555 can thus provide opportunity for localised economic activity while the N4/N12 freeways should focus on larger scale regional economic activity.
- The relatively **large economies of Steve Tshwete (Middelburg) and Emalahleni (Witbank)** sustain the economy of the Nkangala District to a large extent. The economy of these centres is based on the steel industry with high reliance on the **manufacturing sector**
- The N4 Maputo Corridor, consisting of the N4 freeway and adjacent railway line, is the main link between the City of Tshwane and Maputo harbour. The N12 freeway links up with the N4 freeway just before Witbank and connects the City of Johannesburg and Ekurhuleni metropolitan areas with this corridor.
- The NDM Industrial Development Strategy identified significant potential for manufacturing in the District and other centres like Victor Khanye, Emakhazeni, KwaMhlanga, Kwaggafontein and Siyabuswa which should also be considered in this regard.

The south western region of the District is referred to as the **Energy Mecca** of South Africa, due to the large deposits of coal reserves and associated power stations.

- **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. Agri-processing and export opportunities should be investigated, with the linkages to two harbours.
- 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. Stimulation of the tourism industry is the key to ensuring economic turnaround in the District.

Natural resources make a significant and direct contribution to the District economy in the following sectors/industries, commonly referred to as a 'resource based economy':

- Mining and energy generation: coal deposits.
- Mining, energy generation, agriculture, industry, domestic consumption: water reserves, also for distribution outside the District.
- Agriculture, forestry: land capacity and geographical features, climate.
- Tourism: conservation areas and ecosystems, natural features.
- 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 concentration of poor people is located in the north west of the Nkangala District, in the Dr. JS Moroka and Thembisile Municipalities. The conglomeration of settlements in these areas present communities displaced due to apartheid planning. The City of Tshwane is the main employment centre for communities residing in this area, necessitating daily commuting via public transport. These areas have limited local economies, due to the fact that expenditure until recently mainly occurred closer to employment centres.
 - The second concentration of poor people is communities residing in informal settlements on the periphery of towns, specifically the informal settlements situated west of Witbank and Middelburg as well as the settlement north of Victor Khanye. The population densities in these areas are very high, with poor access to basic infrastructure and
 - community facilities. These areas also have no local economies and are reliant on the main centres for employment and business activities.
 - The third category of poor people resides in the rural areas, particularly in the former black townships of small villages and on farms. The communities residing on farms are particularly vulnerable, as they do not have ownership of the land where they are staying and are affected by evictions and unfair labour practices. These communities have to travel long distances to the major centres in the Nkangala District to access community facilities and economic activities and are highly reliant on public transport, which is generally poor.

The Nkangala District has a **dispersed spatial structure**. This could mainly be ascribed to the fact that it is a predominantly rural area with settlements dispersed through the area.

- Population densities vary from very high in some of the urban areas, such as the settlements in the north-west of the District as well as Witbank and Middelburg, to very low in some of the small settlements such as Dullstroom and the rural areas.
- This structure makes the **provision of infrastructure and community facilities** costly and problematic. It results in the duplication of facilities and services, which is evident from the analysis of community facilities in the District. The threshold levels for the provision of community services are however low in rural areas, due to vast distances and low population densities.
- Engineering services are expensive to provide to small settlements in remote areas. The vast distances imply that communities have to make use of public transport to access community facilities, while the rural nature of the area also makes the viable provision of public transport problematic

6.1.2. Spatial Planning and Land Use Management Act (SPLUMA)

Late during 2013 the Spatial Planning and Land Use Management Act (SPLUMA) was promulgated. This legislation puts forward a set of principles to influence spatial planning, land use management and land development. It also provides for

national and regional spatial frameworks as well as provincial and municipal spatial frameworks, implying that a package of plans will be undertaken from national to municipal level to direct and ensure uniform regulation of land use management.

The general principles endorsed by this Act is that spatial planning, land use management and land development must promote and enhance Spatial Justice, Spatial Sustainability; Efficiency; Spatial Resilience, and Good Administration.

Spatial Vision for NDM

The future spatial vision for the Nkangala District focuses on the following

- Consolidating the fragmented urban and rural settlement structure to create the necessary “critical mass” to sustain economic development and to make the provision of engineering services viable;
- Management of human settlement and to guide and direct these towards the most appropriate strategic development areas in the district;
- Enhance access and accessibility to all areas within the district and to surrounding regional economic activity areas;
- Provision of public amenities and services in close proximity to communities;
- To diversify the district economy in order to reduce reliance on mining and agriculture, and to focus more on secondary and tertiary sector economy;
- Alignment of development approach and priorities among all municipalities within the NDM.

The spatial concept to the Nkangala Spatial Development Framework. Essentially, it is based on the following elements:

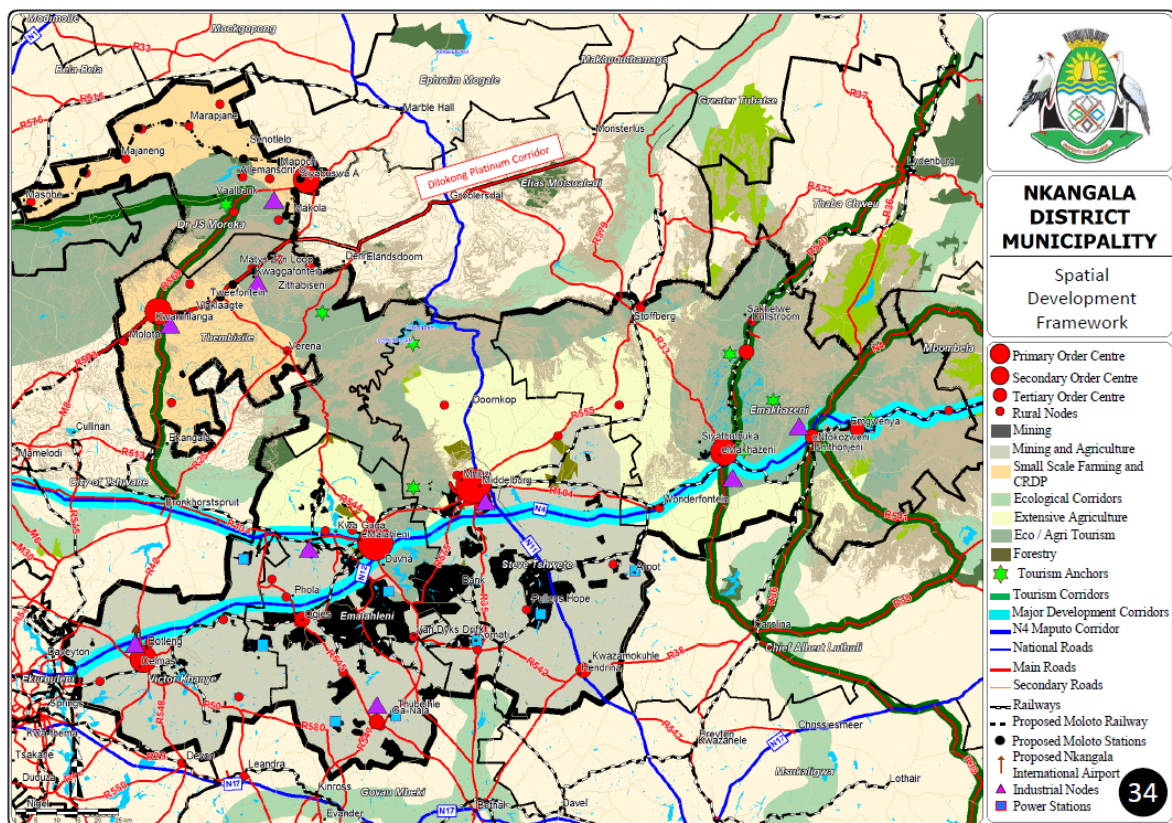
- Enhancement of local, provincial and national corridors traversing the District, including the N4 (Maputo-Walvis Bay); N11 (Botswana-N3Durban); and the Moloto Corridor between Thembisile-Hani/Dr JS Moroka and City of Tshwane;
- Strengthening of local linkages between the District and surrounding regions e.g. Gert Sibande (electricity and coal mining); Ehlanzeni (tourism, export); Sekhukhune (agricultural production and downstream beneficiation from Dilokong Corridor, Waterberg District (agriculture) and Gauteng, including City of Tshwane and Ekurhuleni (manufacturing, services and trade);
- Consolidating human settlement (housing) and economic activity (industry and business) around the priority district nodal points;
- Creating functional linkages between the Dinokeng tourism initiative in the City of Tshwane and the Mpumalanga Escarpment and Lowveld tourism precincts along the northern ridge series in the District; Promoting and optimising the mining and electricity generation capacity of the southern coalfields precinct with a view to eventually restore the agricultural potential of the land once coal reserves are depleted;
- To utilise the nodal and corridor structure of the district to guide and direct infrastructure investment and service delivery in the District;
- To optimise the agricultural potential of all land in the District and to convert subsistence farming to sustainable commercial farming through processes of Agrarian Transformation in the two CRDP priority areas in the NDM.

Spatial Development Framework for the Nkangala District Municipality comprises a multi-disciplinary range of development proposals, including proposals pertaining to the natural environment, conservation, social and economic infrastructure, engineering services, residential, business, and industrial development, as well as tourism development and agriculture/farming.

Essentially, the plan is based on ten development principles which are briefly listed below:

- **Principle 1:** To achieve a sustainable equilibrium between urbanisation, biodiversity conservation, mining, industry, agriculture, forestry, and tourism related activities within the District, by way of effective environmental and land use management.
- **Principle 2:** To establish a functional hierarchy of urban and rural activity nodes (service centres/ agri-villages) in the Nkangala District area; and to ensure equitable and equal access of all communities to social infrastructure and the promotion of local economic development by way of strategically located Thusong Centres (Multi Purpose Community Centres) (MPCCs) in these nodes.

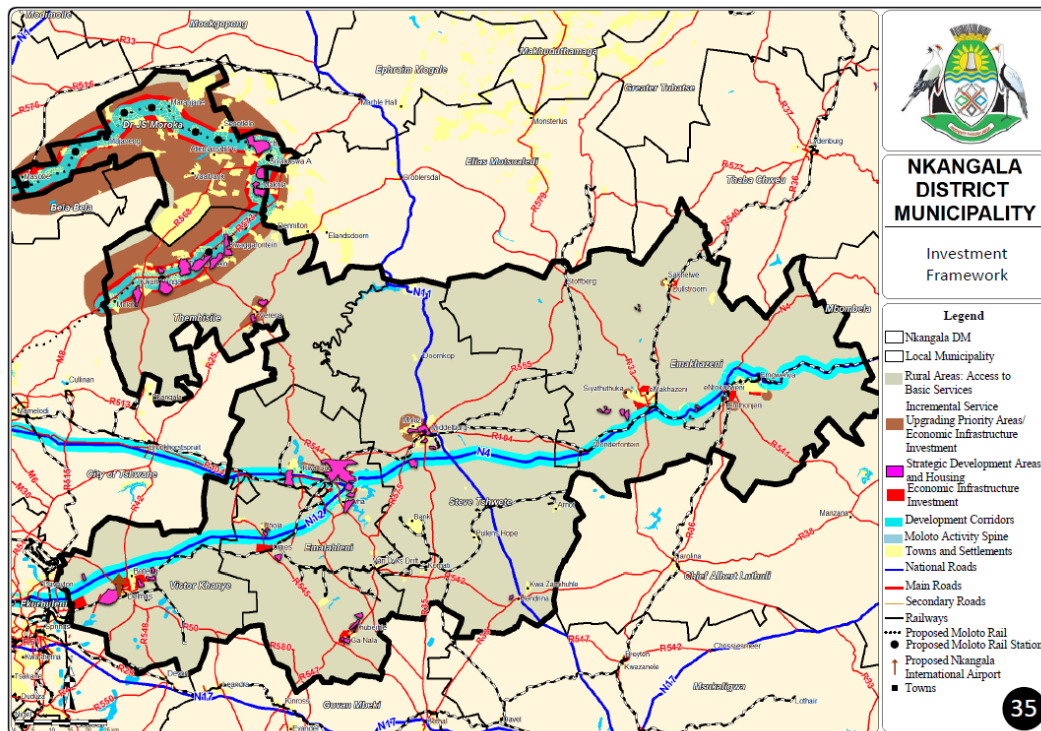
- **Principle 3:** To functionally link all nodal points (towns and settlements) in the District to one another, and to the surrounding regions, through the establishment and maintenance of a strategic transport network comprising internal and external linkages, and focusing on the establishment of Development Corridors.
- **Principle 4:** To incorporate the existing natural environmental, cultural/historic and man-made resources within the Municipality in the development of Tourism Precincts, with specific focus on the Tourism Gateway in the north-eastern parts of the District (Emakhazeni); as well as the northern and north-western mountainous parts of the District.
- **Principle 5:** To promote a wide spectrum of extensive commercial farming activities throughout the District, and to establish local fresh produce markets at the main nodal points identified.
- **Principle 6:** To optimally utilise the mining potential in the District without compromising the long term sustainability of the natural environment.
- **Principle 7:** To concentrate industrial and agro-processing activities at the higher order nodes in the District where industrial infrastructure is available.
- **Principle 8:** To enhance business activities (formal and informal) at each of the identified nodal points in the Nkangala District by incorporating these activities with the Thusong Centres and modal transfer facilities.
- **Principle 9:** To consolidate the urban structure of the District around the nodal points by way of infill development and densification in identified Strategic Development Areas (SDAs) and Upgrading Priority Areas.
- **Principle 10:** To ensure that all communities (urban and rural) have access to at least the minimum levels of service as enshrined in the Constitution.



6.1.3. Capital Investment Priority Areas

The Map or figure 51 Capital Investment Framework and Implementation Priority Areas in terms of the Spatial Development Framework of the NDM. These priority areas must be differentiated in Incremental Service Upgrading Priority Areas and Strategic Development Areas as are expounded below.

Figure 51: Capital Investment Framework and Implementation



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 Mpumalanga Vision 2030 target to eradicate/significantly reduce housing backlogs. The highest concentrations of informal dwellings are situated in the Thembisile Hani and Dr. JS Moroka Municipalities and adjacent to eMalahleni, Middelburg and Delmas towns. Upgrading programmes dealing with the informal settlements in the Emakhazeni Municipality are currently underway and should be extended to address all housing backlogs.

The provision of basic services to large rural settlements is also of priority. The eviction of farm workers is resulting in the growth of some of the rural settlements. Continued tenure reform and establishment of security of tenure are essential to protect rural communities. The Incremental Service Upgrading Priority Areas. These areas should be the focus areas for capital expenditure, to address service backlogs in terms of basic services such as water, sanitation, roads and electricity as well as social facilities. The upgrading should form part of the formalisation of the informal settlements in these areas. Formalising and upgrading of settlements also ensure security of tenure to those residing on the land, enhancing their living environment and enabling them to create sustainable livelihoods. In the IDP and Budgeting Process these areas should receive special attention in terms of allocating funding towards the upgrading, expansion and maintenance of infrastructure – both engineering and social infrastructure.

- The 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 town; and
- The informal settlements around eMakhazeni, eNtokozweni, Dullstroom and Emgwenya.

The areas identified above should be prioritised in terms of formalisation and upgrading programmes, due to the high population concentrations and severe service backlogs. It should be emphasised that other areas in the District with service

backlogs, such as some of the rural settlements or townships in the rural areas, should not be excluded from service upgrading programmes, but the areas indicated should be the main focus areas for capital expenditure and should as such be addressed in the District and local municipalities' IDPs.

The Incremental Service Upgrading Priority Areas are:

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

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

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

Aspects to be addressed in respect of eMakhazeni are:

- Creating a tourism gateway at the eMakhazeni off ramp from the N4;
- Upgrading the entrance into eMakhazeni from the N4 freeway in support of tourism development; and development

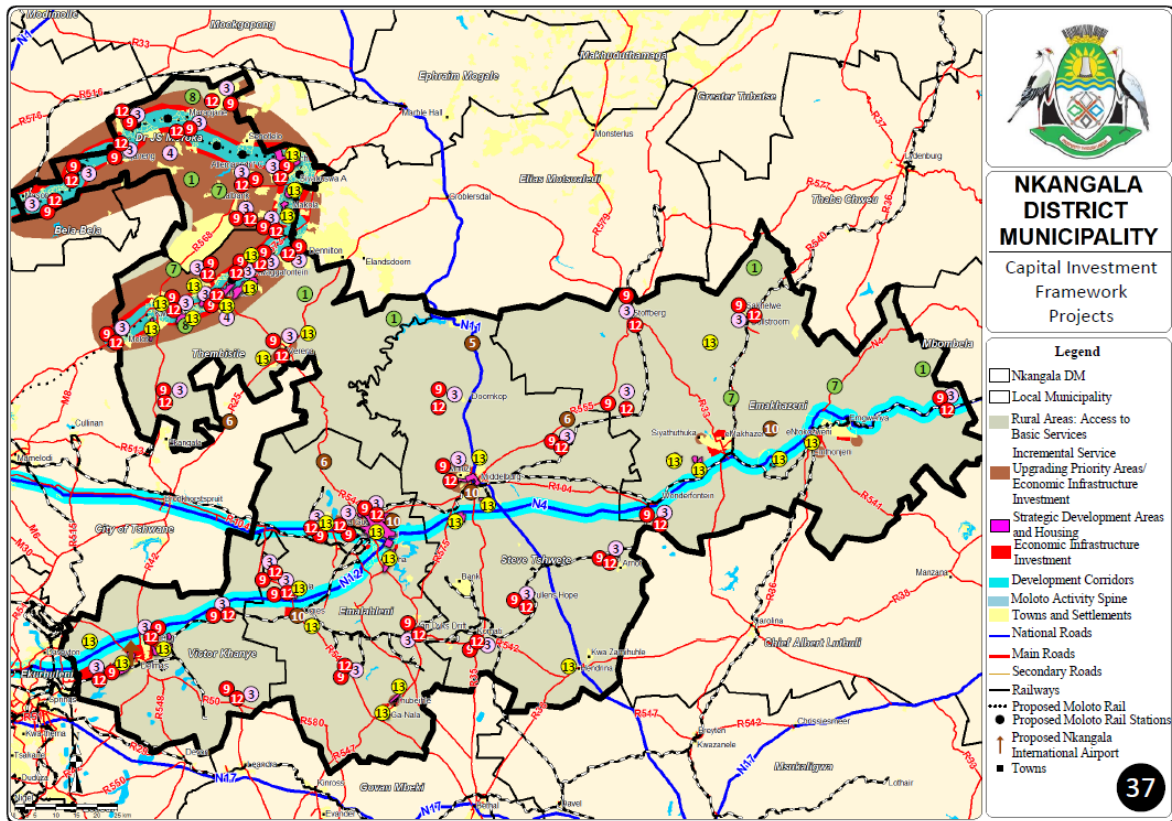
Aspects to be addressed in respect of Dullstroom, eNtokozweni and Emgwenya are

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

In Delmas town the main focus should be on industrial development (agriprocessing) adjacent to the N12 freeway.

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

The following is a list of priority projects to be initiated in the Nkangala area, based on the findings and development proposals contained in the SDF. (Note: Sectoral plans/ studies will/ should provide more detail on individual projects, priorities and costs):



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

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

The proposed open space system for the Nkangala District. It includes all the nature reserves, conservation areas and areas of high biodiversity, as well as the ecological corridors identified in the District as highlighted on maps in this report.

The management and maintenance of the natural environment is a key element towards the future sustainable development of the Nkangala District Municipality. The rural communities are mainly dependent on environmental resources located within the District for income generation and their own existence. It is thus of critical importance that a balance be achieved between development and associated utilisation of resources, and the permanent conservation of certain features within the District. With this in mind it is proposed that a proper Environmental efficient management of the environment. The activities of this unit need to be coordinated and structured by way of the guidelines of the Environmental Management Plan compiled for the entire District to ensure that only appropriate land uses be allowed in accordance with the relevant biodiversity category in this report. The most sensitive areas relating to the natural environment include the northern more mountainous parts of the district area; the main drainage systems running through the District (Olifants River); and the high potential agricultural land in the southern parts of the District which are adversely impacted upon by mining activities. Apart from general protectionManagement Procedure/Unit be put in place within the District in order to ensure the long term linkage of these features by way of ecological corridors in order to facilitate movement of fauna and flora, is also of critical importance.

Furthermore it is suggested that a Task Team be established from this unit to monitor mining activity in the NDM area in two ways:

- Monitoring, assessing and commenting on mining license/prospecting permits in the district;
- Monitoring of rehabilitation programmes for mining areas to ensure compliance by mining houses.

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

The proposed four tier hierarchy of activity nodes/activity nodes in the Nkangala District. Middelburg and Emalahleni fulfil the function of primary activity nodes, offering the highest order and widest range of goods and services to other towns and settlements as well as the rural parts of the District. These also represent two of the five primary activity nodes in Mpumalanga Province in terms of the Mpumalanga SDF.

In terms of the secondary activity nodes, a distinction can be made between the existing and evolving centres. Delmas/Victor Khanye and Belfast/eMakhazeni are existing secondary activity nodes 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 emerging second order activity nodes, where growth should be stimulated through strategic intervention. The Moloto Rail Corridor will be a major stimulus towards the future development of these three towns. The third order of activity nodes, namely Dullstroom, eNtokozweni/ Machadodorp, Hendrina, Ogies, Ga Nala and Emgwenya/Waterval-Boven developed as activity nodes to the surrounding farming and mining communities, although at a smaller scale. While some of these centres are experiencing growth due to growth in the tourism sector, specifically Dullstroom and Emgwenya/Waterval-Boven, the others are declining. Service maintenance and local economic development initiatives are essential to ensure that the local economy and functionality of these centres are sustained.

Fundamental to the development of the fourth tier Rural Activity nodes and Agri Villages is the concept of a Thusong Centre/ Multi Purpose Community Centre (MPCC).

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

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

6.1.1 Thusong Centre/MPCCs Development

The development of a Thusong Centre/MPCC takes place over time and is based on an incremental growth process guided and stimulated by a number of strategic investments by various spheres of government within and around a strategically selected spatial point in order to stimulate local economic development activity. The ultimate goal is the **establishment of a**

sustainable rural activity node, comprising a number of Community facilities and Services, and which a range of economic activities located in close proximity supplements. Over time, such a nodal point then not only serves the local residential development in close proximity to the node, but the surrounding rural communities from as far as 15 to 20 kilometres away. In this way it becomes possible to sustain a number of economic activities and even to establish a fresh produce market which could act as a stimulus for the production of surplus agricultural products in the surrounding rural communities and Agri-Villages. In this way rural-urban linkages (interaction/integration) are established.

The development process is initiated by identifying an appropriate location for the development of a Thusong Centre/MPCC. An ideal location would be one that features good local and regional accessibility –e.g. in close proximity to the intersection of two prominent route crossings. The first step in the physical development of a MPCC could be the establishment of a Community hall. The Community hall can be utilised for a variety of functions, including serving as a pension payout point by the end of the month; accommodating the mobile clinic once a week or whatever the frequency is; accommodating Community meetings; serving as an adult basic education and training centre during certain times of the week; etc.

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

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

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

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

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

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

6.1.2 Agri-Village Development

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

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

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

The main objective with the NDM transport network is to ensure that all the nodes in the district are linked to one another and to the adjacent 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 N4 Maputo Corridor, N12 Corridor, and the Moloto Corridor hold significant opportunities for the Nkangala District area, both in terms of economic spin-offs from the corridor and tourism potential. Activities capitalising on the economic opportunities associated with these corridors should be encouraged to locate adjacent to the corridors. This could include intensive Agriculture, agro-processing and hospitality uses. The significance of the railway lines in the District in terms of export opportunities to the Maputo and Richards Bay harbours should also be promoted.

The N12 freeway has been classified as a development corridor in Nkangala District as it links Nkangala with the industrial core of South Africa (Ekurhuleni Metro as well as the financial and commercial capital of South Africa – Johannesburg). Along the N12 corridor, development opportunities around Victor Khanye and, to a lesser extent Ogies-Phola, should be identified and developed.

Development along the N4 and N12 corridors will be nodal in nature with a concentration of activities around some of the most strategically located access intersections along these routes. Apart from the Emalaheni 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 Emalaheni 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 promote development in and around all the major towns and settlements in these areas.

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

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

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

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

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

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

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

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

The Nkangala District offers considerable tourism potential with the following clusters existing in the District:

- **Loskop Dam Nature Reserve:**
 - Mabusa Nature Reserve (including the Zithabiseni Holiday Resort)
 - SS Skosana Nature Reserve
 - Mkhombo Nature Reserve
 - Mdala Nature Reserve
 - Verloren Vallei Nature Reserve
 - Witbank Nature Reserve
 - eMakhazeni, Dullstroom, eNtokozweni and Emgwenya for scenic and fly fishing, golf estates and Dullstroom Nature Reserve.

- The following tourism related key areas have the potential for economic growth and job creation: - Wildlife and nature tourism
 - Activity and adventure tourism
 - Resort tourism, sports tourism
 - Residential tourism
 - Conference and meetings
 - Leisure/entertainment
 - Industrial and township tourism - Cultural heritage.

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, providing for a continuous Tourism Belt extending along the northern border of the NDM. Towards the south it should also link up with the R33 corridor through the eastern parts of Gert Sibande District Municipality along the national border with Swaziland.

Concerning nature conservation and tourism, the western region of the District around Thembisile and Dr JS Moroka poses opportunities for the consolidation of nature reserves. The promotion of tourism opportunities in this region is essential to address the problems of poverty and unemployment affecting this area.

The development of the Sun City resort in North West Province provides an example of how development of the hospitality and tourism industries achieved the integration of similar marginalised homeland areas, specifically Bafokeng, Mankwe and

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

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

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

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

- In principle, tourism facilities should be promoted within this belt, but in terms of the following guidelines: □Protection of prime agricultural land; Ability to provide adequate infrastructure services to the developments;
- Environmental protection and conservation; and
- Protection of the rural character and scenic qualities of the area.

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

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

- eMakhazeni/Belfast which has the opportunity to serve as a tourism gateway, due to the fact that tourists under way to the Kruger National Park along the N4 or Dullstroom/Pilgrim's Rest/Hoedspruit along the R540 (P811) have to travel through Belfast. This centre could therefore be used to promote the tourism opportunities in the Tourism Belt and the entire District. □The Bambi bypass route (R36) from Emgwenya/ Waterval Boven towards Montrose Falls in the Mbombela Municipal area which is already a very popular tourism route in the NDM area.
- Dullstroom which is a major attraction point to tourists and is expanding rapidly. The major attraction to this area is however the rural character and scenic qualities, which should be protected from over-exposure and commercialisation. Associated with Dullstroom is the development of the R540 tourism corridor between Belfast, Dullstroom and Lydenburg towards the north.
- Further to the south-east it is important to enhance the eNtokozweni/ Machadodorp-Badplaas-Mkhondo tourism corridor which forms part of the SDF of the adjacent Gert Sibande District Municipality (R541).
 - The cultural nodes in the Thembisile Hani 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 (City of Tshwane). The Kgodwana Ndebele Village and Loopspruit winery are situated along the KwaMhlanga-Ekangala road (P255-1 (R568)) and form the main cultural/tourism node in this area.

- In the southern parts of Thembisile the R25 (P95-1) route which links the N4 freeway to the Zithabiseni resort and the broader Mabusa Nature Reserve is an important tourism corridor. Another cultural area is proposed near the Klipfontein residential area to the north of KwaNdebele. This will link with the proposed tourism area on the eastern side of the Klipfontein-Kameelpoort road.

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

The Agriculture sector is an important economic activity in the Nkangala District, which should be protected and promoted through the development of supplementary activities, such as agri-processing.

In the southern regions of the District extensive farming, specifically in the form of crop farming is promoted. Extensive cattle and game farming is also promoted in the northern regions. Intensive Agriculture is promoted along the N4 and N12 Corridors, to capitalise on the access to markets at local and regional level. Eco-tourism, agriculture and forestry are promoted in the eastern regions of the District, in support of the tourism sector.

The north western regions of the District are characterised by subsistence farming and rural residential uses. The initiation of Community farming projects is necessary to enhance the agricultural sector in this area and to address the high poverty levels. The key challenge would be to ensure that the agricultural value of the land is restored once the coal reserves are depleted. This would require extensive environmental management and rehabilitation processes to be initiated in the area, and to be implemented by way of very strict monitoring programmes. (Refer to Task Team proposed under Principle 1).

Similarly, extensive cattle and game farming should be promoted in the northern regions where the terrain becomes more mountainous.

Intensive agriculture should be promoted along the N4 and N12 Corridors, to capitalise on the access to markets at local and regional level. The north western regions of the District are currently characterised by extensive subsistence farming and rural residential uses. The major focus in these areas should be the implementation of the Agrarian Transformation Programme of the CRDP in order to enhance agricultural production and associated downstream agro-processing activities in the CRDP pilot areas (Thembisile Hani and Dr JS Moroka). The initiation of community fresh produce markets at all rural nodal points necessary to enhance the agricultural sector in Nkangala provide an incentive, even for small-scale farmers, to improve their farming techniques and to produce surplus.

People in these areas should also be given access to the natural resources (land, water, etc.) in order to transform the current subsistence farming activity into small scale commercial farming with SMME's establishing small agro-industries.

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

Mining predominantly occurs in the southern regions of the District and is closely related to the power stations, although there is increased mining activity towards the north-east between Middelburg and Stoffberg-Roosenekal and up to Burgersfort where it links up with the Dilokong Platinum Corridor

The mining activities in the southern areas of the District and especially in the Emalahleni and Steve Tshwete Municipalities should be enhanced, to contribute to job creation for poor, unskilled workers. The recent reactivation of mothballed power stations like Komati, as well as the new Kusile power station in the VictorKhanye area will result in increased demand for coal reserves in the NDM area in the next few years.

The alarming extent of mining license applications in the NDM area which is as a result of the increased demand for coal reserves.

It is suggested that a Mining Task Team be established by the Nkangala District with the primary aim to:

- Monitor spatial trends and the extent of mining/prospecting license applications in the District and to provide written comment/inputs to these to the Department of Mineral Affairs – especially where it encroaches onto high potential agricultural land and/or areas of high biodiversity; and
- Monitor and oversee the implementation of mining rehabilitation processes/programmes prescribed for mines in the district.

This Task Team should comprise representatives from each of the local municipalities in the NDM and should include environmental, town planning and engineering expertise from the various municipalities

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

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 future industrial and manufacturing footprint in the District. It should also be noted that in terms of the land use budget and provincial growth projections, Emalahleni has a projected shortage of about 875 hectares of industrial land for 2032. (See Diagram 20 in this report).

The four industrial areas in the Thembisile Hani and Dr JS Moroka Municipalities (KwaMhlanga, vicinity of Tweefontein, Kwaggafontein, and Siyabuswa) along the Moloto Road and the future Moloto Rail Corridor should be strengthened in support of the stimulation of the local economy with specific focus on agroprocessing associated with the CRDP activities programme. The industrial area at KwaMhlanga holds the most potential in terms of the surrounding activities. It is proposed that a concerted effort be made 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 seriously considered. The industrial potential of eMakhazeni/Belfast and eNtokozweni/Machadodorp along the N4 Corridor to the east, and Delmas in Victor Khanye municipal area (agro-processing) to the west (along the N12 Corridor) should also be promoted to capitalise on its strategic location in relation to the major transport network.

The NDM land use budget indicates that approximately 606 hectares of industrial land will be required by 2020 (of which Emalahleni (379 ha) and Steve Tshwete (148 ha) represent the bulk) while an additional 931 ha will be required by 2030.

Accessibility needs to be improved from the ferrochrome smelters and steel producers in Middelburg, eMalahleni, Machadodorp and Mashishing to the mines within Steelpoort and Burgersfort as part of the infrastructure development programme.

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

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

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

Despite the fact that the CBDs of both Middelburg and eMalaheni City are well-developed and represent the two highest order activity nodes in the District, both areas are experiencing rapid decline and require some strategic intervention such as development incentives or restructuring initiatives to be implemented. The eMalaheni CBD has been declared an Urban Development Zone qualifying for Urban Renewal Tax Incentives, but more needs to be done to prevent these areas from further decay.

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

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

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

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

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

Development Principles 1 to 3 defined the proposed future NDM spatial structure and approach towards nodal and corridor development in the District at regional scale.

It is, however, important that the District also focuses on development patterns at local level in order to ensure urban restructuring in the various towns and settlements within the District as contemplated in the Norms and Principles of SPLUMA.

Each of the towns within the District still carries the spatial legacy of the previous political dispensation, with various communities being segregated from one another and denied efficient access to economic opportunities and social services. In view of the above, local authorities within the Nkangala District need to ensure that the spatial imbalances of the past are corrected and that people are located closer to places of work and economic opportunities.

It is thus essential that each of the towns and settlements within the District be developed in a manner aimed at consolidating the urban form, limiting further expansion by way of the introduction of an urban edge/urban development boundary, and by so doing correcting the development patterns of the past. All the Municipal Spatial Development Frameworks in the NDM support this principle (refer maps included in Annexure A), but it is important that development is in line with these guidelines. It is furthermore advised that land claims, particularly those that fall within the Urban Development Boundaries of the respective LMs, be resolved as a priority. This is in order to unlock land within the respective Strategic Development Areas for planning and development. Housing, and more specifically subsidised housing, is a very powerful instrument at the disposal of government to influence development patterns in and around towns, and to give effect to the spatial restructuring objectives of municipalities.

Table 12 in section 4.10.3 of this document indicated that there is a housing demand of approximately 73 490 units in the NDM area, with an estimated annual incremental demand of about 2300 subsidised units and 8100 entry level (gap market), middle and high income housing units.

It is critically important that these housing units be developed strictly in accordance with the spatial guidelines provided in the local SDF's, and more specifically in the Strategic Development Areas identified on these plans as these areas comply with the development principles contained in SPLUMA.

The spatial distribution and extent of these Strategic Development Areas and shows that these areas cover about 22 119 hectares of land. This is sufficient to develop about 331 788 houses. There is thus no reason for housing projects to be developed on poorly located land which perpetuate the Apartheid patterns of human settlement in the NDM. Subsequently, these Strategic Development Areas are incorporated into the Nkangala SDF.

Furthermore, and in line with the guidelines provided in the Mpumalanga Human Settlement Master Plan, the following housing programmes should be favoured in the Strategic Development Areas located in the urban and rural parts of the District respectively:

a) Urban Areas

- **Land Acquisition** with a focus on acquiring land located within Strategic Development Areas;
- **IRDP** projects on land suitable for mixed income development, including GAP market housing and rental stock;
- **Upgrading of Informal Settlements** in areas where the location of an existing informal settlement complies with the principles of spatial justice, sustainability and efficiency and/or these settlements are located within the existing urban footprint or an identified Strategic Development Area;

- **Social Housing and Community Residential Units** close to economic activity areas like commercial areas or Central Business Districts, or in areas earmarked for urban renewal.
- **Inclusionary Housing** projects driven by the private sector and which comprises both bonded and subsidised housing, and which caters for full ownership and rental stock.

b) **Rural Areas**

- **Rural Housing and Peoples Housing Programmes (PHP)** within the rural fabric in the CRDP pilot areas in the District with emphasis on areas closest to rural nodes in order to add to the “critical mass” required to sustain economic activity in these areas; and
 - **Upgrading of Informal Settlements and IRDP** projects around identified rural nodal points in support of Principle 2 of the Nkangala SDF.

6.2 Financial Plan

Not all the developmental issues may be realised without adequate financial resources. Hence, indication of Finances available within an MTEF period is key for forward and responsive Planning within the District.

The 2015/16 annual budget, categorized according to revenue and expenditure is summarized below in **Table 48**.

Table 48: DRAFT BUDGET DC31 Nkangala - 5 Year Financial Plan financial projection

Description	2013/14 Medium Term Revenue & Expenditure Framework			Long Term financial plan		
	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20
R thousand						
Revenue By Source						
Rental of facilities and equipment	127 500	133 875	142 577	145 428	147 610	149 824
Interest earned - external investments	435 000	756 750	780 939	116 558	373 306	633 905
Interest earned - outstanding debtors	5 000	5 500	5 858	5 975	6 064	6 155
Transfers recognised - operational	324 678 000	330 498 000	156 650	344 919 783	093 580	344 983
Other revenue	885 000	942 750	069 029	110 409	142 065	174 196
Total Revenue (excluding capital transfers and contributions)	344 130 500	348 336 875	155 052	364 298 153	762 625	309 065
Expenditure By Type						
Employee related costs	117 010 001	118 410 602	988 880	132 288 325	902 741	847 878
Remuneration of councillors	826 270	892 652	026 756	978 094	976 999	025 849
Debt impairment	15 000	15 750	16 774	17 612	18 493	19 418
Depreciation & asset impairment	409 079	124 904	620 989	402 038	222 140	083 247
Finance charges	159 607	430 048	640 317	772 333	910 950	056 497
Other materials	804 071	720 175	652 150	684 757	718 995	754 945
Contracted services	014 876	503 364	664 186	397 396	167 265	975 629
Transfers and grants	169 965 729	110 880 873	893 756	110 138 444	645 366	427 634
Other expenditure	117 305	451 114	484 069	008 273	708 686	594 121
Loss on disposal of PPE						
Total Expenditure	410 321 937	342 429 481	987 877	371 687 271	271 635	785 217
Surplus/(Deficit) for the year	191 437	907 394	167 174	389 118	509 010	476 152
Total Capital Expenditure	665 201	410 776	779 923	815 522	842 755	870 396

6.3 Performance monitoring & Evaluation

Government has taken this idea forward in the **Municipal Systems Act (2000)** which requires all Municipalities to:

- Develop a performance management system;
- Set targets, monitor and review performance based on indicators linked to their IDP;
- Publish an annual report on performance for the Council, staff, the public and other spheres of government;
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government;
- Have their annual performance report audited by the Auditor-General; and
- Involve the Community in setting indicators and targets and reviewing Municipal performance.

In 2001, the Minister for Provincial and local government published the Municipal Planning and Performance Management Regulations. These set out in more detail the requirements for Municipal performance management systems. The regulations also include:

- Nine national key performance indicators, on which all Municipalities are required to report; and
- New requirements for both internal and external audit processes of Municipal performance.

The NDM adopted its Performance Management Model/Framework in line with the guidelines as prescribed in **Chapter 6 of the Municipal Systems Act** per **Resolution NKDM39/3/2003** dated 31 March 2003. The Performance Management Framework was made operational by virtue of the fact that the Municipal Manager and all employees appointed on a contract basis annually enter into the required performance contracts.

Performance management in local government is an approach to the management of Municipalities that relies on the regular:

- Measurement of Municipal performance against commitments made;
- Using indicators and targets relevant to the Integrated Development Plan of the Municipality;
- Assessment, by key stakeholders, of whether the IDP is being fulfilled;
- Adoption of corrective action; and
- Improvement of the IDP.

Managing expectations and increasing accountability:

- A performance management system can also provide a mechanism for managing expectations and ensuring increased accountability between:
 - The citizens of a Municipal area and the Municipal Council;
 - The political and administrative components of the Municipality;
 - Each department and the Municipal management.

Facilitating learning and improvement:

Ensuring that accountability is maximised, the performance management system can also provide a mechanism for learning and improvement. A good system should allow for the Municipality and its departments to know which approaches, strategies and programmes are achieving their desired impact, and enable them to improve delivery.

Providing early warning signals:

A performance management system can provide early warning of risks to full implementation of the IDP. It is important that the system ensures decision-makers are timeously informed of risks, so that they can facilitate intervention, if necessary.

Facilitating decision-making:

A performance management system can provide appropriate management of information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

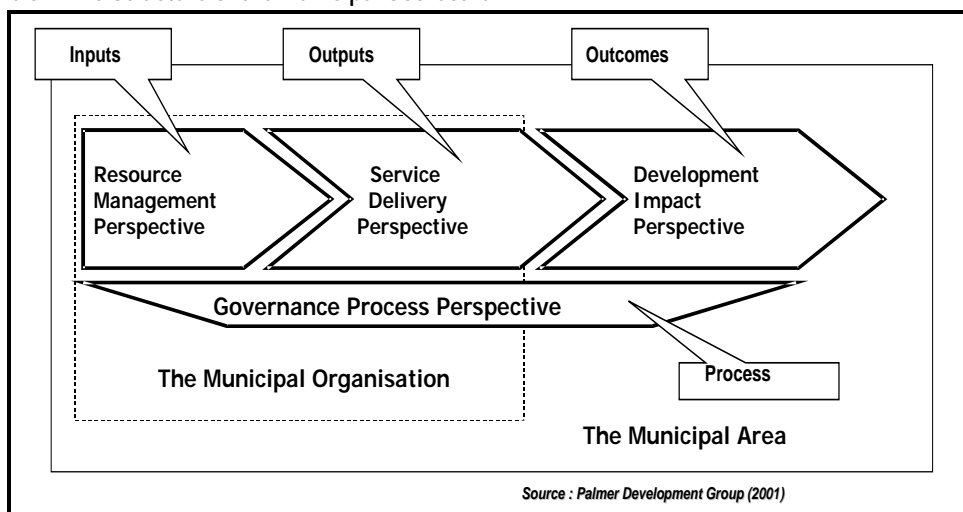
6.3.1 Performance Monitoring and Review

With recent developments in performance measurement literature in both the public and private sectors, it has become well accepted that in order to assess an organisation's performance, a balanced view is required, incorporating a multi-perspective assessment of how the organisation is performing as seen by differing categories of stakeholders.

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

- **The Municipal Scorecard:** The Municipal scorecard is depicted in **Figure 52** below:

Figure 52: The Structure of the Municipal Scorecard



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

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

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

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

- Financial Resources;
- Human Resources;
- Information;
- Organisational Infrastructure.

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

- Public participation;
- Citizen satisfaction;
- Access to Information.

🌈 **Scorecards at different levels:** There are two levels of scorecards for Nkangala District as depicted in Figure 53 below.

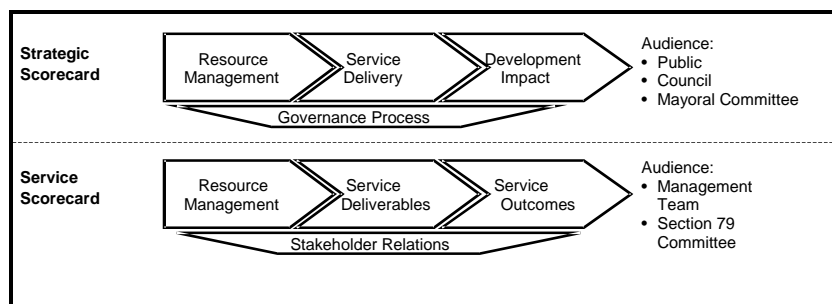


Figure 53: Two Levels of Scorecards

The Strategic Scorecard: The strategic scorecard provides an overall picture of performance for the Municipality as a whole, reflecting performance on its strategic priorities. The Municipal Manager and Managers of Departments use it after review as a basis for reporting to the Mayoral Committee, Council and the public.

Service Scorecards: The service scorecards capture the performance of each defined service. Unlike the strategic scorecard, which reflects on the strategic priorities of the Municipality, a service scorecard provides a comprehensive picture of the performance of that service. It consists of objectives, indicators and targets derived from the service plan and service strategies. It is crucial that service scorecards are integrated into as a core component and simplify all regular reporting from departments to the Municipal Manager and Section 79 Committees.

Performance in the form of a service scorecard is reported to the Municipal Manager and relevant Section 79 Committee for review on a quarterly basis

8.3.2 The Process of Managing Performance

Departmental Reviews: Departments review their performance at least monthly, using their service scorecards to determine any emerging failures to service delivery and to intervene if necessary. Departments use these reviews as a platform to reflect on their goals and programmes and whether these are being achieved.

Management Team Reviews: Departments report on their performance in the service scorecard format to the Municipal Manager. Additional indicators that occur in the strategic scorecard are also reviewed. The formulation of the strategic scorecard and the process of review are co-ordinated by the Management Team.

Mayoral Committee Reviews: On a quarterly basis, the Mayoral Committee engages in an intensive review of Municipal performance against both the service scorecards and the strategic scorecard, as reported by the Municipal Manager.

The review reflects on the performance of Services and the strategic scorecard. The Mayoral Committee ensures that targets committed to in the strategic scorecard are being met. If they are not met the Mayoral Committee ensures that satisfactory and sufficient reasons are provided and that the corrective action proposed is sufficient to address the reasons for poor performance.

The review also focuses on reviewing the systematic compliance to the performance management system, by Departments, Section 79 Committees and the Municipal Manager.

Council Reviews: The Mayoral Committee reports to Council on performance on an annual basis. This reporting takes place using the strategic scorecard in an annual report. The Municipal Systems Act requires that the annual report should at least constitute a performance report (the strategic scorecard), financial statements and an audit report.

Public Reviews: The Municipal Systems Act requires the public to be given the opportunity to review Municipal performance.

Quality Control and Co-ordination: The performance management team is required on an ongoing basis to co-ordinate and ensure good quality of reporting and reviews. It is their role to ensure conformity to reporting formats and check the reliability of reported information, where possible.

Performance Investigations: The Mayoral Committee or Audit Committee are able to commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis.

Internal Audit: The Nkangala District Municipality's internal audit function is continuously involved in auditing the performance reports of Services and the strategic scorecard. As required by the regulations, it is required to produce an audit report on a quarterly basis, which report is to be submitted to the Municipal Manager and Audit Committee. The capacity of the internal audit unit still needs to be improved beyond the auditing of financial information.

Audit Committee: During 2003 the NDM appointed an Audit Committee in terms of **Section 14 of the Municipal Planning and Performance Management Regulations of 2001**. These regulations require the Council to establish an audit committee, where the majority of members are not Councillors or employees of the Municipality. The Council also appointed a chairperson who is neither a Councillor nor employee.

The operation of this audit committee is governed by sections 14(2) and (3) of the regulations which provide that the performance audit committee must:

- review the quarterly reports submitted to it by the internal audit unit;
- review the Municipality's performance management system and make recommendations in this regard to the Council of that Municipality;
- assess whether the performance indicators are sufficient; and
- at least twice during a financial year submit an audit report to the Council.

Evaluation and Improvement of the Performance Management System: The Municipal Systems Act requires the Nkangala District Municipality to annually evaluate its performance management system. After the full cycle of the annual review is complete the performance management team will initiate an evaluation report annually, taking into account the inputs provided by departments. This report will then be discussed by the Management Team and finally submitted to the Mayoral Committee for discussion and approval.

6.4. Disaster Management Plan

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

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

The Nkangala District Municipality (NDM) and all other District Municipalities, in terms of the **Disaster Management Act, 2002 (Act 57 of 2002)**, are required to compile Municipal disaster management plans. This document fulfils the legal requirement as set out in the Disaster Management Act and the National Disaster Management Framework and confirms the arrangements for managing disaster risk and for preparing for- and responding to disasters within the Nkangala District Municipality.

6.4.1. Current compliance with the Disaster Management Act

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

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

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

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

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

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

Table 60: Status of compliance with Disaster Management Act within Nkangala District

REQUIREMENTS According to Disaster Management Act, 2002 (Act 57 of 2002)										
District / Local Municipalities	Disaster Management Framework (Section 42)		Disaster Management Plan (Section 53)		Advisory Forum (Section 51)		Disaster Management Centre (Section 43)		Head of Disaster Management Centre (Section 45)	
	Priority	Status	Priority	Status	Priority	Status	Priority	Status	Priority	Status
Nkangala District	Must	Completed	Must	In 1 st Draft Jun 2010	May	In Process Jun 2010	Must	In Process	Must	No
Dr JS Moroka LM	May	No	Must	No	May	No	May	No	May	No
Emakhazeni LM	May	No	Must	No	May	No	May	No	May	No
Emalaheni LM	May	No	Must	No	May	Established	May	No	May	No
Steve Tshwete LM	May	Completed	Must	No	May	No	May	No	May	No
Thembisile Hani LM	May	No	Must	No	May	No	May	No	May	No
Victor Khanye LM	May	No	Must	Yes	May	No	May	No	May	No

Key:

Priority	
Best practice, not legal requirement	
Legal requirement	

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

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

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

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

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

The **Systems Act** defines the Integrated Development Plan to be the single, inclusive and strategic plan “**for the development of the Municipality**”.

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

To ensure success the disaster management planning process involves:

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

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

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

An SDF is established by the Municipality for implementation within the District by all role-players.

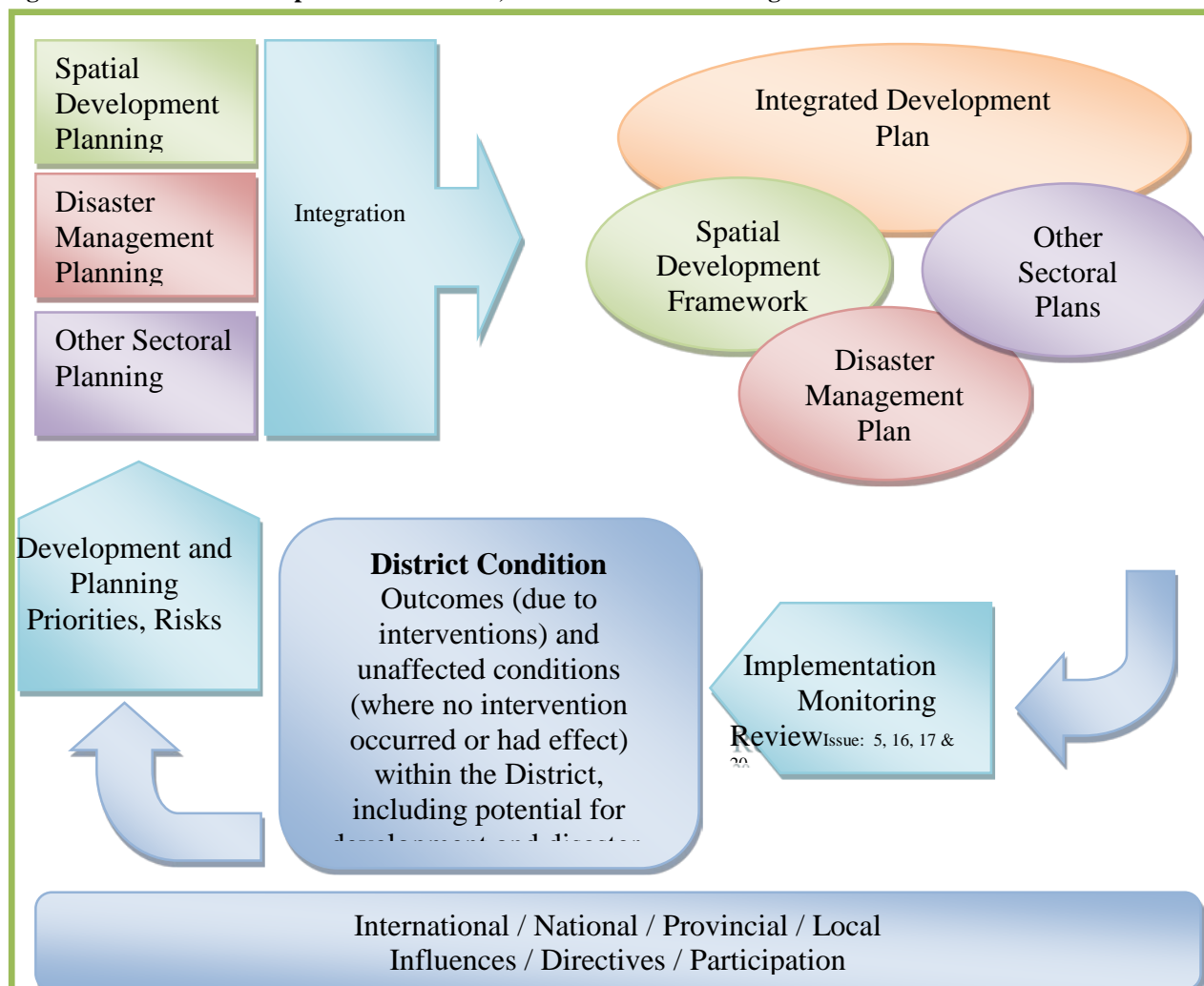
An SDF should be environmentally informed and sustainability-based, incorporating pro-poor policies rather than only being a spatial indication of IDP proposals. The collectives of the social, political, economic and environmental elements that underpin present-day society are regarded as fundamental informants to an SDF in order for spatial planning to complement economic growth and development.

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

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

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

Figure 56: The Relationship between the SDF, IDP and Disaster Management Plan



8.4.4. The relationship between disasters and development

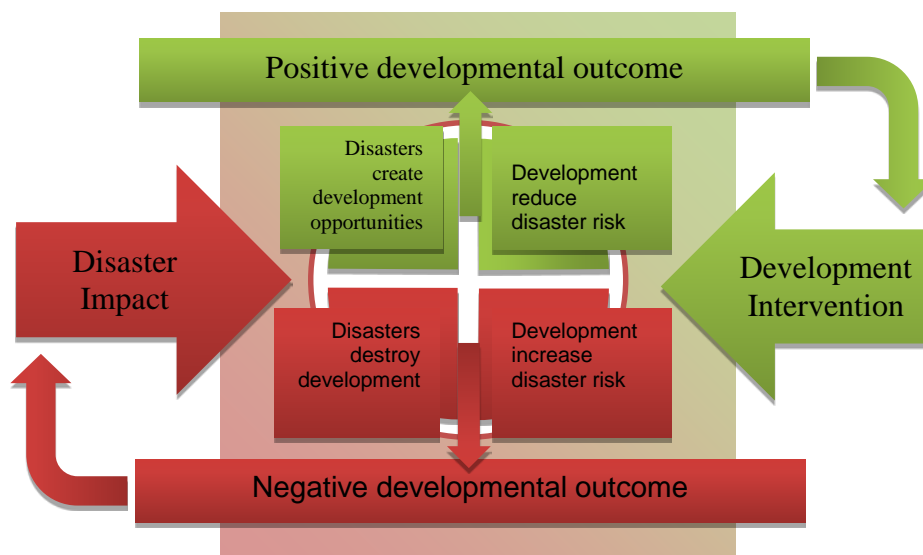
This section expands upon the relationship between disasters and development to illustrate why disaster management projects should be included within the development planning of a District, and why the planning and prioritisation of IDP projects in general should take disaster risk and the possible influence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

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

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

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

Figure 54: The relationship between disasters and development



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

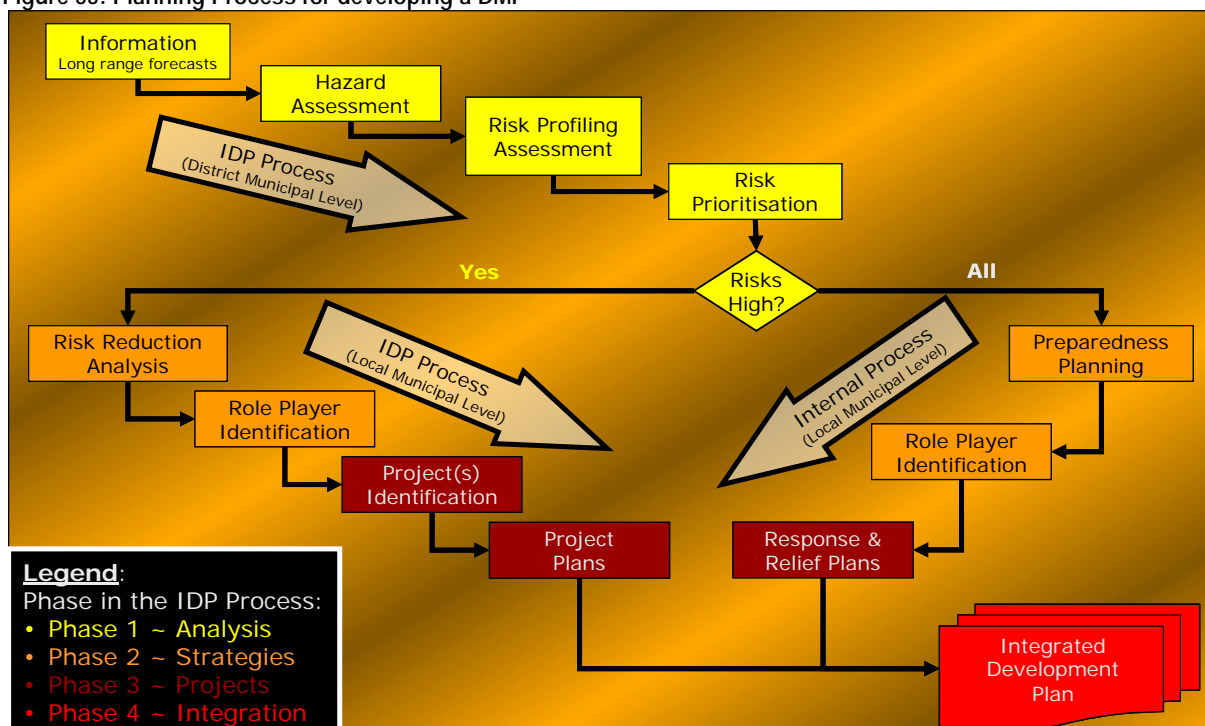
8.4.5. Integrating development and disaster management planning

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

Figure 55 illustrates the planning process for the development of Municipal disaster management plans as well as the integration of such plans into the integrated development plan of a Municipality.

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

Figure 55: Planning Process for developing a DMP



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

8.4.6. Structure of the Nkangala Disaster Management Plan

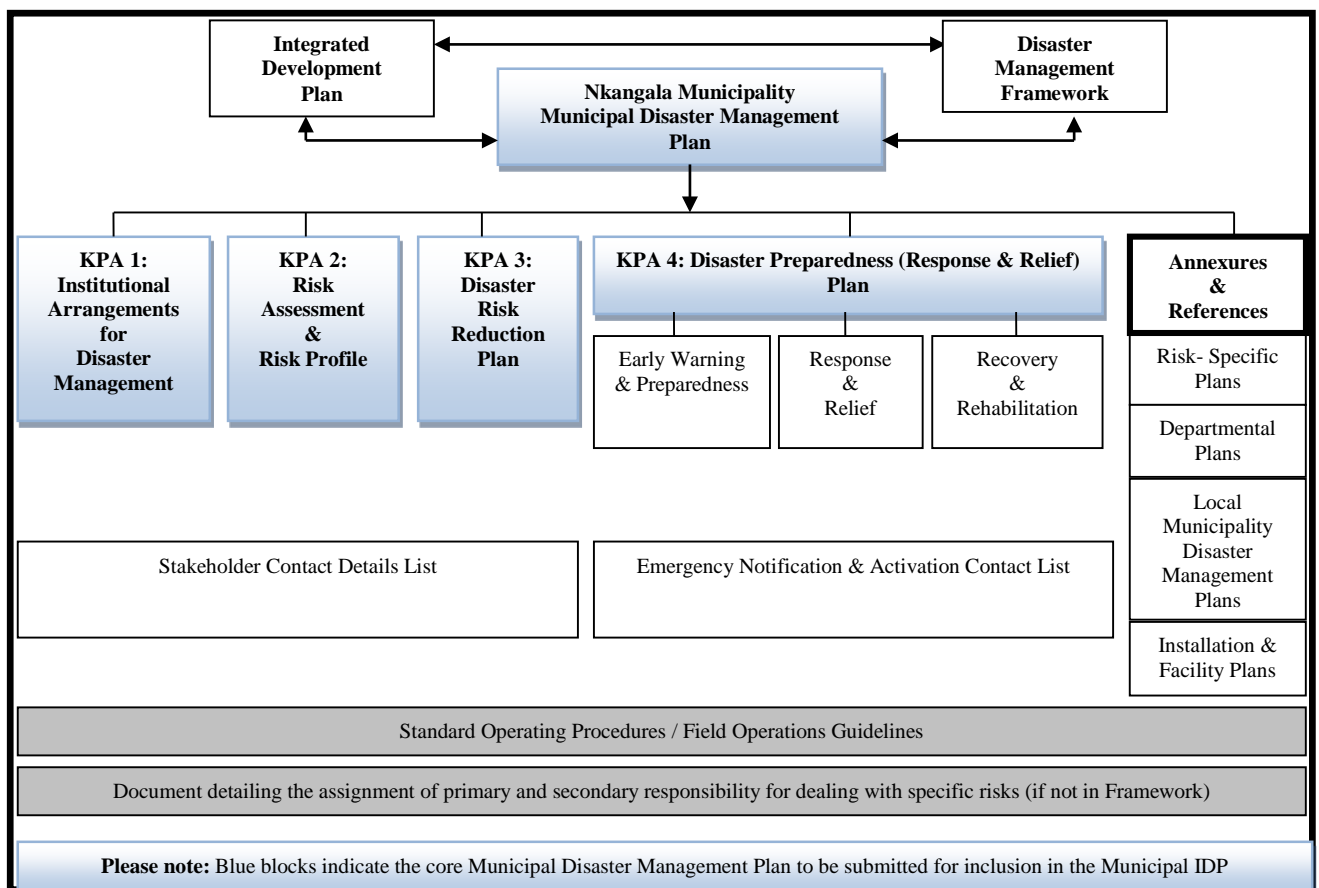
The Municipal Disaster Management Plan of the Nkangala Municipality is based on the legal requirements described above and consists of the components as indicated in Figure 55.

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

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

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

Figure 57: Structure of the Nkangala Municipal Disaster Management Plan



The four key components of the plan are:

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

CHAPTER SEVEN

7. THE WAY FORWARD

This document is a blue print of NDM, which is informed by multi-stakeholder engagements on their aspirations within their immediate neighbourhood. Its successful implementation is therefore dependent on sustained multi-stakeholder support, monitoring and evaluation.

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

Governance and Administration

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

Service Delivery

- The equitable distribution of water in the District and the eradication of water backlogs in line with the Millennium Goals;
- Ensuring that the entire Nkangala Community have access to at least a minimum level of sanitation Services (VIP Toilets) in line with the Millennium Goals;
- Ensuring that all residents in the Nkangala District have access to electricity;
- Providing for safe and efficient road and rail based public transport in the District;
- Eradicating the housing backlog in the area through the formalisation of informal settlements;
- Implementing all three phases of the Expanded Public Works Programme throughout the entire Nkangala District;
- Ensuring that social Services and facilities (education, health and welfare) are properly provided, maintained and expanded where necessary in order to give all residents equitable access to quality Services and facilities;
- Apart from ensuring the continuous dedicated delivery of social Services and facilities in the District, the NDM need to put in place a more sophisticated mechanism by means of which to measure social upliftment and development in the (Human Development Index);
- Dealing with a wide array of environmental problems and concerns on various fronts by way of efficient Environmental Management in the District;
- Eradicating the spatial distortions which pose severe challenges to equitable and sustainable service delivery. The various settlements are functionally not linked, and residents from dislocated areas (such as Thembisile and Dr JS Moroka) commute daily over vast distances to employment opportunities in Gauteng;
- Formalisation of all towns and villages in the District in order to facilitate the transfer of properties to the owners and to be able to provide people with proper street names and street addresses (identity);
- To conduct an MPCC Audit and formulate a development strategy and programme;
- Establishment and formalisation of the 55 identified Multi Purpose Community Centres in the District, and specifically the first thirteen pilot projects;
- Secure additional funding for backlog eradication;
- To facilitate the process of obtaining Housing Accreditation for medium to high capacity Municipalities in the NDM;
- To investigate the formulation of a single piece of planning legislation for Mpumalanga Province concerning Land Use Management and the streamlining thereof;
- Implementation of Municipal health Services;
- Improved service delivery in public health facilities;
- Upgrading and maintenance of schools and facilities;
- Improve Matric results focusing on Maths and Science;
- Implement 2010 strategy;
- Provide soft facilities in communities;
- Fully operationalise NDM Disaster centre;
- Expand electricity supply network to serve the entire NDM Community ;
- Develop & upgrade Transport Infrastructure, Improve service delivery and governance of transport function by taking control and be organized to execute the transport function;
- Obtain reliable and efficient information management system to assist in decision making and planning;
- Bi-annually progress reports submitted aim to adhere to 2014 vision;
- Secure additional funding for backlog eradication;
- Addressing water and sanitation backlogs;
- Addressing Housing backlog;
- Upgrading and maintenance of roads;
- Training of ward committee members and CDWs;
- Health: Implementation of MHS and improved quality of service in public health institutions and extension of Services including additional mobile clinics;
- Education: Maintenance and upgrading of education facilities and improving performance of learners in Maths and Science;
- Welfare: Expansion of food programmes and feeding schemes and accessibility of social welfare facilities;
- Integrated and coordinated approach in tackling HIV/AIDS;
- Culture, Sport and Recreation: Creation of new and/or maintenance of sport facilities in communities;
- Safety and Security: more satellite stations and revival of CPFs;
- Emergency Services and Disaster management: improved accessibility and a coordinated approach;
- Water and Sanitation: Addressing bulk backlogs and reticulation in some cases;

- Electricity Supply: ensure universal access to electricity;
- Roads and Stormwater: maintenance of roads and implementation of stormwater;
- Transportation: Improved public transportation and facilities. Possibility of NDM being a TA;
- Land Reform and Land Administration: Discouragement of farm evictions, fast tracking land claims, formalization and land tenure upgrading;
- Housing: Address housing backlog and improve the quality of the RDP houses as well as discouragement of new informal settlements;
- Environmental Management and Waste Management;
- Economic Development and Job Creation: fast-track implementation of anchor projects, expand EPWP into other sectors of the economy, empower SMMEs and cooperatives, promote tourism, etc;
- Surveys:Community satisfaction surveys; Socio-economic surveys.