

NKANGALA DISTRICT MUNICIPALITY



2nd REVIEW 2019-2020

INTEGRATED DEVELOPMENT PLAN

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ACRONYMS

ABET	Adult Based Education and Training
AIDS	Acquired Immune Deficiency Syndrome
ARDF	Agricultural Rural Development Funding
ASGISA	Accelerated and Shared Growth Initiative for SA
BBBEE	Broad Based Black Economic Empowerment
BCP	Business Continuity Plan
BCP	Biodiversity Conversation Plan
BNG	Breaking New Ground
BPO	Business Process Outsourcing
BRAIN	Business Referral and Information Network
CASP	Comprehensive Agricultural Support Programme
CBIS	Contractor Based Individual Subsidy
CBOs	Community Based Organisations
CDSM	Chief Directorate for Surveys and Mapping
CDW	Community Development Worker
CETA	Construction Education and Training Authority
CHBC	Community Home Base Care
CHRD	Cultural Heritage Resource Database
CIF	Capital Investment Framework
CLARA	Communal Land Rights Act
CMIP	Consolidated Municipal Infrastructure Programme
CPA	Community Property Association
CPF	Community Policing Forum
CPPP	Community Public Private Partnership Programme
CPTR	Current Public Transport Record
CSAR	Central South Africa Railway
CSIR	Council for Scientific and Industrial Research
DAC	AIDS Council
DARDLEA	Department of Agriculture, Rural Development, Land and Environmental Affairs
DBSA	Development Bank of Southern Africa
DEDT	Department of Economic Development and Tourism
DSD	Department of Social Development
DFA	Development Facilitation Act
DoH	Department of Health
DLA	Department of Land Affairs
DHS	Department of Human Settlements
DORA	Division of Revenue Act

DPWRT	Department of Public Works, Roads and Transport
DCOGTA	Department of Cooperative Government and Traditional Affairs
DTI	Department of Trade and Industry
DM	Municipality
DMA	Management Area
DMC	Disaster Management Centre
DME	Department of Minerals and Energy
DMP	Disaster Management Plan
DPW	Department of Public Works
DRP	Disaster Recovery Plan
DWAF	Department of Water and Sanitation
ECA	Environmental Conservation Act
EDMS	Electronic Document Management System
EIA	Environmental Impact Assessment
EIP	Environmental Implementation Plan
EHS	Environmental Health Services
EMP	Environmental Management Plan
EMS	Environmental Management System
EPWP	Expanded Public Works Programme
FAR	Floor Area Rational
FBS	Free Basic Services
FBE	Free Basic Electricity
FET	Further Education Training
FPA	Fire Protection Association
FUA	Functional Urban Area
GET	General Education and Training
GDP	Gross Domestic Product
GDS	Growth and Development Summit
GGP	Gross Geographical Product
GIS	Geographic Information System
GVA	Gross Value Added
HDI	Human Development Index
HET	Higher Education and Training
HIV	Human Immunodeficiency Virus
HRDP	Human Resource Development Plan
HOD	Head of Department
IBBD	Industrial and Big Business Development
ICRMP	Integrated Cultural Resources Management Plan
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IEDP	Integrated Economic Development Plan
IFSNP	Integrated Food Security Nutrition Programme
IGR	Intergovernmental Relations
IEM	Integrated Environmental Management

IMEP	Integrated Municipal Environmental Programme
INEPBPU	Integrated National Electrification Programme Business Planning Unit
INTAC	Integrated Nature-based Tourism and Conversation Management Project
IPA	Irreplaceable Area
IS	Information System
ISF	Integrated Spatial Framework
ISRDP	Integrated and Sustainable Rural Development Programme
IT	Information Technology
ITP	Integrated Transport Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
LAR	Land Audit Report
LDO	Land Development Objective
LDP	Land Development Principles
LED	Local Economic Development
LM	Local Municipality
LOA	Leave Of Absence
LRAD	Land Redistribution for Agricultural Development
LUM	Land Use Management
LUMB	Land Use Management Bill
LUMS	Land Use Management System
MAM	Multi Agency Mechanism
SDGs	Sustainable Development Goals
MDCSR	Department of Culture, Sports and Recreation
MDHSS	Mpumalanga Department of Health and Social Services
MDE	Mpumalanga Department of Education
MEC	Member of Executive Council
MFMA	Municipal Finance Management Act
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MLL	Minimum Living Level
MPG	Mpumalanga Provincial Government
MPCC	Multi-Purpose Community Centres
MPRA	Municipal Poverty Rates Act
MRDP	Mpumalanga Rural Development Programme
MSA	Municipal Systems Act, Act 32 of 2000
MSIG	Municipal Systems Improvement Grant
MSP	Master Systems Plan
MTEF	Medium Term Expenditure Framework
MTGS	Mpumalanga Tourism Growth Strategy
MTSF	Medium Term Strategic Framework
NDPGF	Neighbourhood Development Partnership Grant Fund

NEDA	Nkangala Economic Development Agency
NEDLAC	National Economic Development & Labour Council
NEMA	National Environmental Management Act
NEPAD	New Partnership for Africa's Development
NER	National Electricity Regulator
NDM	Nkangala District Municipality
NGO	Non-Governmental Organization
NHRA	National Heritage Resources Act
NLP	National Land Care Programme
NSDP	National Spatial Development Perspective
NWMS	National Waste Management Strategy
OHSA	Occupational Health and Safety Act
OLS	Operating Licence Strategy
PA	Protected Area
PGDS	Provincial Growth and Development Strategy
PHC	Primary Health Care
PHP	Peoples Housing Programme/Process
PLAS	Proactive Land Acquisition Strategy
PMS	Performance Management System
PPP	Public Performance Areas
PRUDS	Provincial Rural and Urban Development Strategy
PSC	Project Steering Committee
RDP	Reconstruction and Development Plan
REDS	Regional Electricity Distribution System
REED	Regional Economic Enterprise Development
RIDS	Regional Industry Development Strategy
RSA	Republic of South Africa
RSC	Regional Service Council
SABS	South Africa Bureau of Standards
SACOB	South Africa Chamber of Business
SACTRP	South Africa Council for Town and Regional Planners
SAHRA	South African Heritage Resources Agency
SALGA	South Africa Local Government and Administration
SAMAF	South African Micro Finance Apex Fund
SANAC	South African National AIDS Council
SANCO	South Africa National Civic Organization
SAPS	South African Police Service
SAR	South African Railways
SDA	Spatial Development Areas
SDLC	System Development Life Cycle
SDF	Spatial Development Framework
SEAM	Strategic Engagement and Agreement Matrix
SEDA	Small Enterprise Development Agency
SETA	Sector Education Training Authority

SEMP	Strategic Environmental Management Plan
SLA	Service Level Agreement
SMART	Specific - Measurable - Accurate - Realistic - Time-Based
SMME	Small Medium and Micro Enterprises
SoER	State of the Environment Report
SUPA	Service Upgrading Priority Area
SWOT	Strength, Weaknesses, Opportunities and Threats Analysis
TLC	Transitional Local Council

TOD	Transit Orientated Development
TRC	Transitional Regional Council
UN	United Nations
URDP	Urban and Rural Development Programme
VIP	Ventilated Improved Pit Latrine
WMAs	Water Management Areas
WMP	Waste Management Plan
WSA	Water Services Authority
WSDP	Water Services Development Plan

**FOREWORD BY THE EXECUTIVE MAYOR
TO THE NKANGALA DISTRICT MUNICIPALITY 2019-2020 IDP
(INTERGRATED DEVELOPMENT PLAN)**

The 2019-2020 Integrated Development Plan (IDP) of Nkangala District Municipality (NDM) is the second review of the five-year strategic Plan Document which was informed by the objectives and targets which were extensively consulted with the various internal and external stakeholders. It includes the community's inputs through the Public Participation Mechanisms employed by the District Municipality, according to Section 28 of Municipal Systems Act No. 32 of 2000. Subsequently the IDP was adopted in May 2019.

The IDP is the key instrument that guides and inform all planning and development within the Municipality. This review, seek to speed up service delivery, taking into account the Municipality's most critical development and internal transformation needs, the alignment of Resources and the capacity of the Municipality based on the obtaining environment, in a quest to improve the quality of life of the citizens and combating the triple challenge of inequality, poverty and unemployment. It is our considered view that this plan will indeed create an enabling environment with favourable conditions for inclusive economic growth and development for the benefit of all.

This Plan is undoubtedly, encapsulated in the Vision of NDM for long term development trajectory. Furthermore, the Intergovernmental Relations amongst the three spheres of government is enhanced and promoted through the IDP process within the guiding policy frameworks, legislation, guidelines and regulations that seek to give direction for the Country's development agenda. The National Development Plan Vision 2030 (NDP) the Mpumalanga Growth Path the Millennium Development Goals are some of the documents that inform this IDP for the next five years. In addition, the SoNA (State of the Nation Address) the SoPA (State of the Province Address) as well as the SoDa (State of the District Address) have highlighted some milestones to be implemented in this government term. Economic Transformation, Job creation, Poverty Alleviation, Energy, Water and Sanitation, Investments, Social Development and Infrastructure Development, have been prioritized.

Naturally, the IDP strategy seek to address the service delivery challenges, outlining the Council's operational strategies, and key performance indicators and performance targets, so as to ensure good governance and effective Service delivery of basic needs to the citizens.

We are confident that if we all shoulder the wheel and work as a team, the Communities, Private Sector and Government and all stakeholders, each playing their roles, we shall certainly make a positive difference in making the quality of life of our people better.

**CLLR THEMBI SARAH MASILELA
EXECUTIVE MAYOR**

MUNICIPAL MANAGER'S OVERVIEW

The IDP is the key instrument to achieve developmental local governance for decentralised, strategic, participatory, implementation orientated, coordinated and integrated development, it is actually the mechanisms for realising Municipalities' major developmental issues in order to improve the quality of life of citizens within NDM. 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.

In term of Local Government: MSA (act 32 of 2000) section 25(1) *each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality, therefore as prescribed in Municipal System Act 32 of 2000.* NDM has developed the five (5) year 2017/22 strategic plan which was adopted by council by the 30th May 2017 and is currently conducting its second review (2019/20) of the IDP.

The District integrated development plan (IDP) strategic document which contains municipal plan as a district it was developed through chapter 4 of the Municipal System Act, community consultation with community and stakeholder. The consultative processes conducted during IDP outreach and IDP/PMS forum and IDP/Budget indaba to enhance and strengthen relationship with the community towards bettering the lives of the people.

NDM council have adopted new vision: "**Improved quality of life for all**" Through the new vision of the District municipality, the District key focus priorities during the implementation of the 5 year IDP will be ensuring provision of service delivery with singular preference provision of water supply, paving of roads, job creation and lastly ensuring integrated human settlement to mitigate the triple challenges which are faced in South Africa as whole

The District will continue to be exemplary in the execution of its functions in a manner that strengthens and fast-tracks the implementation of its socio-economic transformation agenda in our communities and further deepen local democracy.

I would like to take this opportunity to thank all that contributed in assisting the Municipality to realise its goals and objectives.

M M SKOSANA
MUNICIPAL MANAGER

THE EXECUTIVE SUMMARY OF THE IDP DOCUMENT

This document is the 2019/20 IDP review of the Nkangala District Municipality (NDM), and it represents the second review of the 5-year 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 coordinates 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.

Furthermore, it 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. The document entails the following chapters:

Chapter One: provides the Background and introduction and legislative and policy framework guiding socio-economic development in South Africa, with a particular focus on the local government sphere. Provisions of policy instruments such as the Medium Term Expenditure Framework, National Spatial Development Perspective, National Growth Path, State of the Nation Address, the 12 National Outcomes, Provincial Growth and Development Strategy of Mpumalanga Province and the Vision 2030 constituent of socio-economic targets linked to the Sustainable Development goals are outlined.

Furthermore, deals with the process followed during the drafting of the 2019/20 IDP of council. Key activities include amongst others adoption of the District Framework/ Process Plan. October 2018/ 19 and March 2019 Community Outreach Programme meetings respectively, discussions that took place through varying Council structures such as Mayors' Forum; Municipal Managers Forum; IDP/ PMS Forum meetings as well as IDP/LED Working Group meetings. The outcomes of all these engagements were taken into cognizance during the drafting of this document.

Chapter Two: deals with vision and mission of the District, principles and values as well as the key focus areas of council.

Chapter Three: provides a relatively comprehensive outline of key indicators as far as socioeconomic development status of the District in the areas of, *inter alia*, demography, unemployment, literacy levels, economic activity and income distribution. It is evident that Emalahleni and Steve Tshwete are the key drivers of the economy of the District. Thembisile Hani and Dr J S Moroka are the most affected by underdevelopment and high levels of service backlog. Emakhazeni and Victor Khanye local municipality, due to their limited economic concentrations and transactions are experiencing relatively modest levels of

economic growth and development. In all the municipalities there are signs of existence of poverty pockets within the periphery of the urban areas where most informal settlements, townships and rural areas are found.

Chapter Four: deals with rural development. Key issues highlighted include the need for programmes aimed at income augmentation, development of rural infrastructure, tourism development, land reform and security of tenure, food security, sustainable livelihoods, education, health, safety and security, development of small enterprises and cooperatives as critical elements of rural development.

Chapter Five: outlines IDP priority issues. Each of the IDP 20 Priority issues identified by NDM are analytically captured in the form of a problem statement and the emanating challenges that must be attended to in the immediate future.

Chapter Six: deals with the NDM's Development Objectives Strategies and Key Performance Indicators and Projects to be implemented in the immediate future.

Chapter Seven: deals with the integration of the Sector Plans, Strategies and Plans in relation to each of the 20 Priority Issues of the District.

Chapter Eight: outlines the District Financial Plan.

CHAPTER ONE:

1.1 District Geography

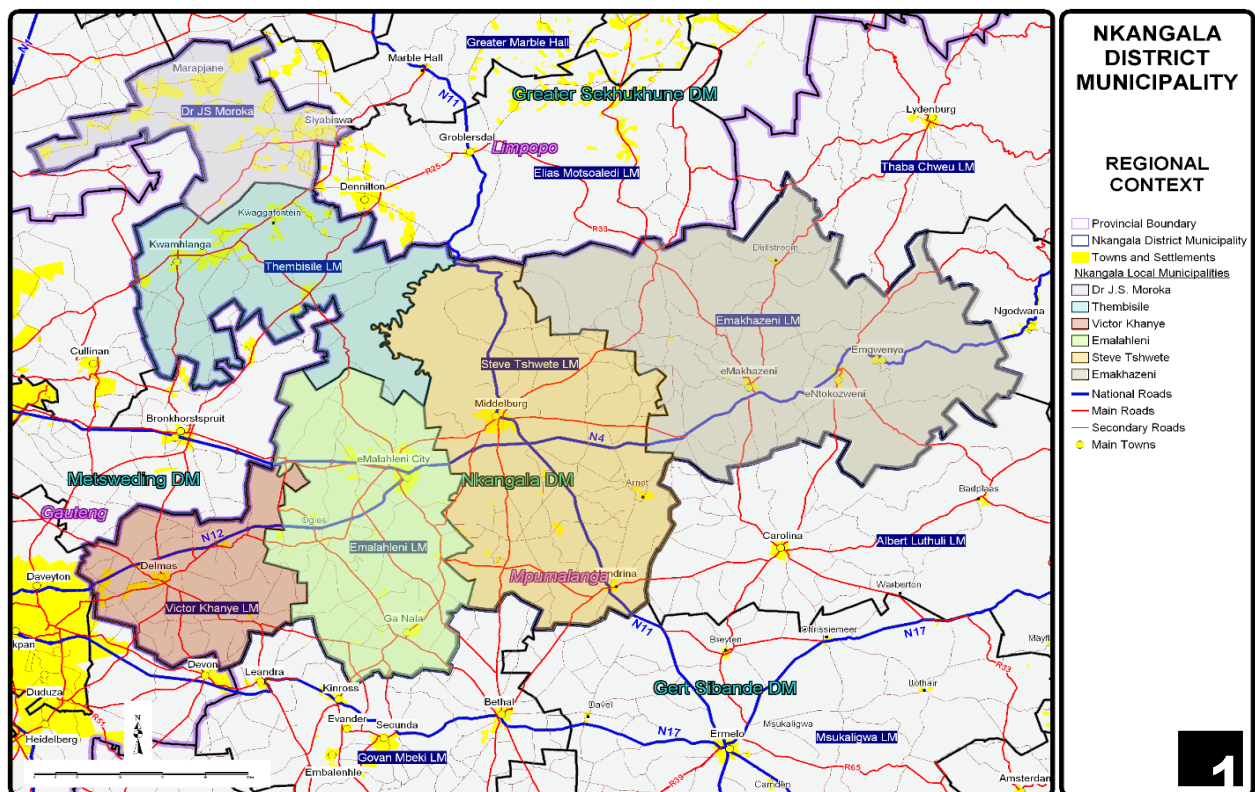
Nkangala District Municipality comprises six local municipalities namely, Emakhazeni, Steve Tshwete, Emalahleni, Victor Khanye, Thembisile Hani and Dr JS Moroka local municipalities. Emalahleni Local Municipality accounts for the largest population estimate at 395 466 or 30% followed by Thembisile Hani Local Municipality with a population estimate of 310 458 or 23.7%, Dr JS Moroka Local Municipality at 249 705 or 19%, Steve Tshwete Municipality at 229 831 or 18%. Victor Khanye Local Municipality at 75 452 or 5.8% and Emakhazeni Local Municipality at 47 216 or 3.6% are the two smallest municipalities within the District and the area covers a total area of approximately 16,892 square kilometres. Table 3 below provides a summary of the population estimates in the Nkangala District Municipality as per the National Census by Stats SA, 2011 and community survey 2016.

Table 1: Nkangala District Demographic Profile

NAME	POPULATION	%	HOUSEHOLDS 2011	%	HOUSEHOLDS 2016	%
Emalahleni Local Municipality	395 466	30	119 874	34	150 420	36
Thembisile Hani Local Municipality	310 458	23.7	75 634	21	82 740	20
Dr JS Moroka Local Municipality	249 705	19	62 162	17	62 367	15
Steve Tshwete Local Municipality	229 831	18	64 971	18	86 713	21
Victor Khanye Local Municipality	75 452	5.8	20 548	6	24 270	6
Emakhazeni Local Municipality	47 216	3.6	13 722	4	14 633	3

(Source: Stats-SA 2011, CS 2016)

Figure 1: Geography of the District



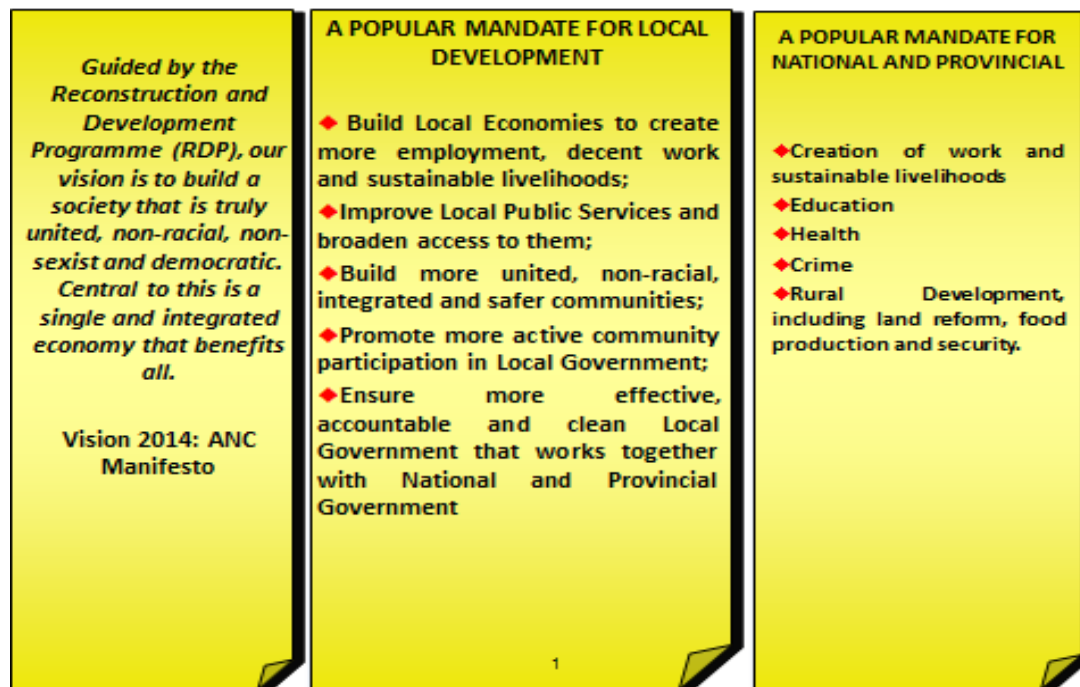
1.1.1 Guiding Parameters

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; Millennium Development Goals; State of the Nation Address (SONA); sustainable development goals (SDG's) and State of the Province Address (SOPA).

1.1.2 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 2**. These are the key matters that government planning and budgeting processes must focus on.

Figure 2: Popular mandate for government



1.1.3 The National Development Plan (NDP): Vision 2030

The National Development Plan 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 gears that will enable people need to grasp opportunities; such as education, public transport and to broaden the opportunities through economic growth.

The plan is aimed at reducing poverty and inequality. It advocates for a shift in the way government operates and invest towards budgeting and spending on programmes and projects that will 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

1.1.4 National Growth Path

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

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

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.

Table 2: Job Drivers

JOBS DRIVER 1: Infrastructure:	1. Public Investment creates 250 000 jobs yearly in energy, transport, water and communication infrastructure and housing through to 2015
JOBS 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

	<ul style="list-style-type: none"> 250 000 jobs in Business and Tourism by 2020
JOBS 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.
JOBS 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).
JOBS 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.

1.1.5 Mpumalanga Growth and Development Path

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

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

Table 3: Job Pillars

PILLAR 1: JOB CREATION	PILLAR 2: INCLUSIVE AND SHARED ECONOMIC GROWTH	PILLAR 3: SPATIAL DISTRIBUTION
<ul style="list-style-type: none"> - Growth in Labour Absorbing Sectors; - Green Jobs; - EPWP 2; - Youth Employment Initiatives; - Value Chain Initiatives between small and large Enterprises; - Industry Diversification; - Increased Labour & regulatory efficiency; and - Support to Co-ops and Informal Business; - SMME Development & Support’; - Labour/Skills Development; - Infrastructure Development & Maintenance; - Finance & Funding; - Land & Water Resource Management; and - Sustainable Human Settlements. 	<ul style="list-style-type: none"> - Cost and Ease of doing Business; - Increased competitiveness; - Beneficiation; - Community led Local Economic Development; - BBBEE; - Municipal Land and Asset ownership; - ICT Deployment; - Innovation and the knowledge Economy; - SMME Development & Support’; - Labour/Skills Development; - Infrastructure Development & Maintenance; - Finance & Funding; - Land & Water Resource Management; and - Sustainable Human Settlements. 	<ul style="list-style-type: none"> - Rural Nodal Development; - Rural Land Tenure transformation; - Food Security; - Agricultural Development; - Transport and Logistics; - Social Economy; - SMME Development & Support’; - Labour/Skills Development; - Infrastructure Development & Maintenance; - Finance & Funding; - Land & Water Resource Management; and - Sustainable Human Settlements.
PILLAR 4: SUSTAINABLE HUMAN DEVELOPMENT	PILLAR 5: ENVIRONMENTAL SUSTAINABILITY	PILLAR 6: REGIONAL CO-ORDINATION

<ul style="list-style-type: none"> - Quality Basic Education; - Community /Heritage Education; - Access to quality Healthcare; - Social Assistance & Insurance; - Social Infrastructure; - Safe Communities. 	<ul style="list-style-type: none"> - Waste Management; - Energy Efficiency; and Renewable Energy Source. 	<ul style="list-style-type: none"> - Joint Initiatives between MP and Neighbours; and - Sub-Corridor Development.
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1.1.6 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
- 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

1.1.7 State of the Nation Address (SONA) and State of the Province Address

Table 4: SONA and SOPA

Commitments	SONA	SOPA
Infrastructure		<ul style="list-style-type: none"> • Ensuring that our people have access to basic services to improve their quality of life.
Small, Medium, and Micro sized Development	<ul style="list-style-type: none"> • Focusing this year on significantly expanding our small business incubation programme • Prioritisation of targeted skills development and capacity building programmes for smallholder and emerging black farmers. • Focus on high value agricultural products with export potential such as our fruit, wine and vegetable industries, as well as poultry and red meat. 	<ul style="list-style-type: none"> • we shifted our focus towards developing young farmer entrepreneurs to actively participate in this sector. • Through the use of the GNP model empower and support the development of smallholder farmers within the Province's agricultural sector. It is envisaged that through the model, we shall support

		smallholder farmers, local bakeries, as well as the Youth Transport SMMEs
Local Economic Development and Growth	<ul style="list-style-type: none"> • Need to find new and larger markets for our goods and services. • Establishing special economic zones that are dedicated to producing specific types of products, such as clothing and textiles. 	The Province continues to establish and enhance the agro processing facilities to assist farmers to benefit through the commodity value chain.
Jobs, especially for youth	<ul style="list-style-type: none"> • Accelerate inclusive economic growth and create jobs • As government, we have decided that the requirement for work experience at entry-level in state institutions will be done away with. 	<ul style="list-style-type: none"> • Growing the economy and creating decent employment to address the triple challenges of unemployment, poverty, and inequality;
Land, Housing and Human settlements	<ul style="list-style-type: none"> • Government will be expanding the People's Housing Programme, where households are allocated serviced stands to build their own houses, either individually or through community-led housing cooperatives. • Strategically located land will be released to address human settlements needs in urban and peri-urban areas. • We are resolute that all taverns, shebeens and liquor outlets near school premises must be shut down 	
Education	<ul style="list-style-type: none"> • Government will continue providing free education to tertiary level. 	<ul style="list-style-type: none"> • Improving the quality of education • we have relaunched Marapyane College and converted it into a Farmer Training Centre. • Focus in Early Childhood Development and establish an Early Childhood Development Institute (ECDI).
Social and Health	<ul style="list-style-type: none"> • Government will lead the campaign to include men and boys as active champions in the struggle against gender-based violence. 	<ul style="list-style-type: none"> • Improving our health care system to ensure that we increase life expectancy and mitigate the negative impact of HIV and AIDS, and other opportunistic diseases;
Government and governance	<ul style="list-style-type: none"> • Pro poor focus • Step up the fight against corruption and state capture. • Strengthening the capacity of the state to address the needs of the people 	

1.1.8 Local Government Back to Basics Strategy

1.1.8.1 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 for 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.

1.1.8.2 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

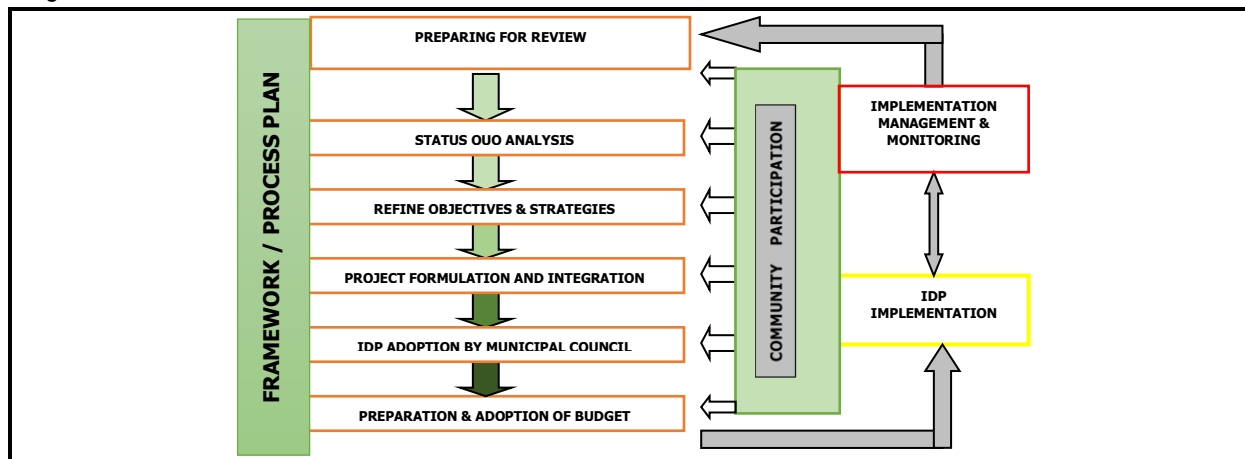
1.2 IDP REVIEW PROCESSES

1.2.1 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 2019/20 IDP.

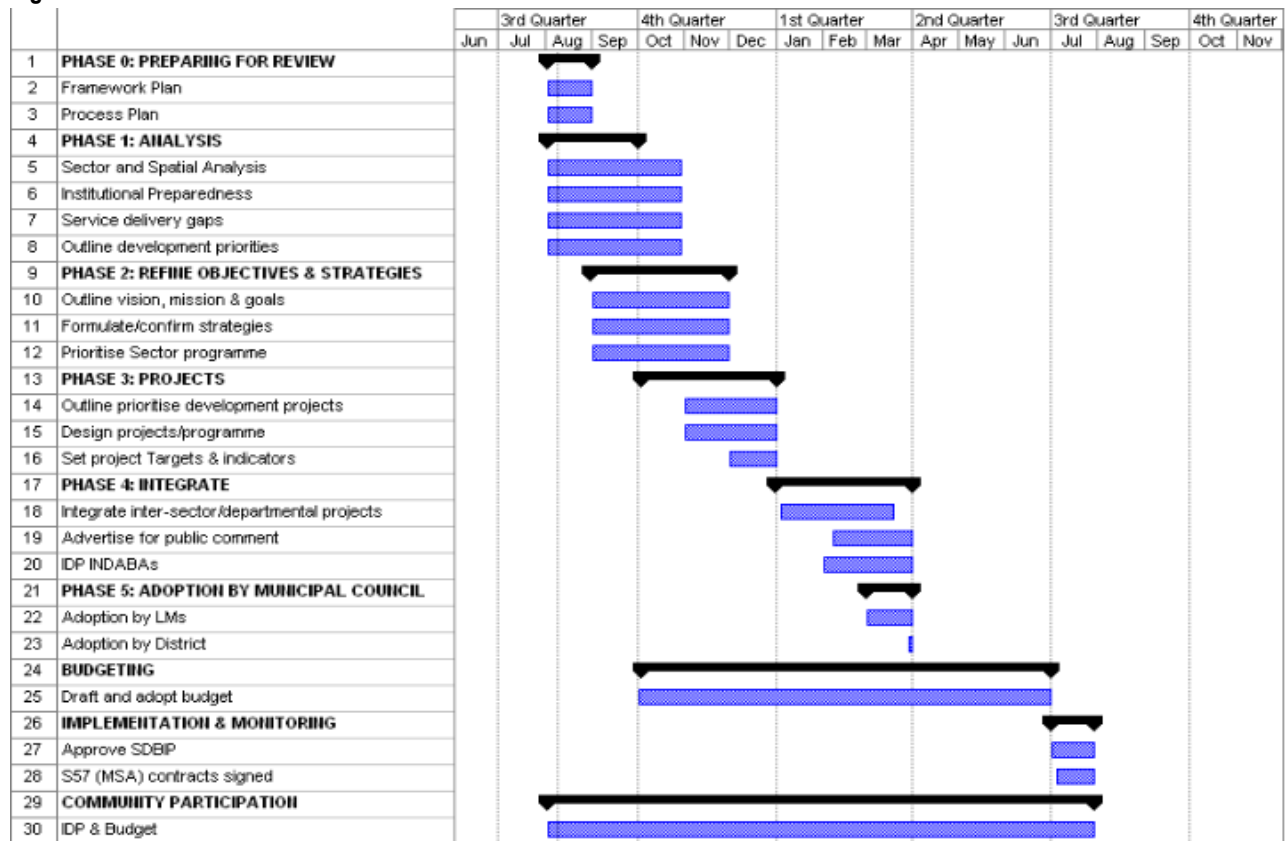
Figure 3 depicts a schematic representation of the review process followed.

Figure 3: 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 2018 subsequent to the adoption of the District Framework Plan in July 2018.

Figure 4: Activities Involved in the IDP Review Process



1.2.2 The Integrated Development Plan

1.2.2.1 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.

1.2.2.2 The IDP Review Process

In July 2018 Nkangala District Municipality adopted the district IDP Framework plan, these documents were adopted according to the MSA Legislative requirement the adopted document adopted to guide the planning of the district.

The Framework for integrated development planning is the mechanism to ensure alignment and integration between the IDPs of the Nkangala District Municipality and local municipalities of which is Steve Tshwete, Emakhazeni, Emalahleni, Thembisile Hani, Victor Khanye and Dr JS Moroka and Nkangala

According to Section 27(1) of the Municipal Systems Act, 32 of 2000, *“Each district municipality, within a prescribed period after the start of its elected term and after following a consultative process with local municipalities within its area, must adopt a framework for integrated development planning in the area as a whole”*

Furthermore, *the Municipal Finance Management Act 56, 2003 requires a municipal council to review its integrated development plan annually. The review of the DP should be based on the previous financial and budgetary performance. Therefore, the council is required to amend IDP based on its annual review.*

The function of the framework is to bind both the district municipality and local municipalities in the area and is aimed at proper consultations, coordination and alignment between the planning process of the district municipality and various local municipality. The IDP Framework plan is developed to ensure that the IDP, budget and performance management systems (PMS) are all components of one overall development planning and management system. The IDP sets out what the municipality aims to accomplish, how it will do this. The PMS enables the municipality to check to what extent it is achieving its aims. The budget provides the resources that the municipality will use to achieve its aims.

1.2.2.3 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.

Nkangala District is comprised of six Local Municipalities. All six are one team, and must focus their efforts and energy into one vision of the district, knowing what direction to take. Focus in turn creates impact and can change people’s lives for the better. On the other hand, the administration should and must ensure implementation of all our plans and resolutions. However, there is still more that needs to be done. The following issues pertinent challenges that remain a concern within the District:

- High unemployment especially amongst our youth.
- Adverse audit outcomes in our Local Municipalities
- Poor revenue collection.
- Maintenance of infrastructure
- Increased service delivery protests
- Mushrooming of informal settlements
- Under expenditure in capital projects

As a District remain committed to the development of the physical, socio-economic and institutional environment in order to alleviate poverty and promote infrastructure development coupled with job creation.

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. **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.

Table 5: Roles and responsibilities in IDP Process

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 	<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; 	<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; <ul style="list-style-type: none"> ▪ To comply with by-laws of the municipality applicable to them.

<p>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> <p>Councilors, 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 organization 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"> ▪ 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"> ▪ 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 Councilors, 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
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1.3 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.

Table 6: IDP Review Process

IDP Phases	Alignment Activity	Timeframe
Phase 0: Adoption of Framework Plan and Process Plan	Adoption of the final District IDP Framework Plan	July 2018
Phase 1: Analysis	Assessment of the previous IDP performance, level of development & backlogs (IDP Steering committee). District-wide outreach issues and coordinate ensure alignment with Key Development Priorities	September and October 2018

Phase 2: Refinement of objectives and Strategies Strategic Lekgotla 2018	Gap analysis of the municipal identified key development priorities of the municipality will be done during District IDP Strategic Lekgotla. Development of strategies which will be aligned with any national and provincial sectoral plans. Facilitate and organise local municipalities IDP/PMS Rep Forum and IDP Technical workshops to discuss identified priority issues and objectives for the financial year with sector department and relevant stakeholders	November and December 2018
Phase 3: Projects	Consolidate municipal issues and develop district-wide priority issues Project identification for the current financial year which will be informed by local municipalities priority issues Project Planning Coordination	January –February 2019
Phase 4: Integration IDP/Budget Indaba	Arrange internal IDP Steering Committee meeting to discuss prioritised projects to be funded in the IDP for the 2019-2020 financial year Integration of Sector department planned projects and Programmes Submission of draft IDP to MEC COGTA and National Treasury for comments The District advertise its draft 2019/20 IDP in April 2019 for public comments.	March -April 2019
Phase 5: Adoption of the Final 2019/20 IDP	Adoption of Annual budget and IDP for 2019/20 Submission of Final IDP to MEC COGTA and National Treasury for comments The District will advertise its Final 2019/20 IDP in June 2019 for public notice	May 2019
Public Participation, Implementation and monitoring	Ongoing	

1.4 Community and Stakeholder Analysis

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.

Nkangala District Municipality undertakes 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 Councillors from the District and local municipalities, Provincial Sector Departments, Office of the Premier, traditional leadership, community members, service providers and parastatals as well as civil society at large.

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.

- 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.

Table 7: October community outreach meetings for the 2018/19 financial year

DATE	LOCAL MUNICIPALITY	TIME	MEETING VENUE
11 SEPTEMBER 2018	Dr. JS MOROKA LM	14:30	LODING OPEN GROUND
12 SEPTEMBER 2018	STEVE TSHWETE LM	14:30	ADELAIDE TAMBO HALL
21 OCTOBER 2018	EMAKHAZENI LM	10:30	SAKHELWE COMMUNITY HALL
31 OCTOBER 2018	THEMBISILE HANI LM	10:30	TWEEFONTEIN OPEN GROUNDS
N/A	EMALAHLENI LM	10:30	CANCELLED DUE TO SERVICE DELIVERY PROTESTS
N/A	VICTOR KHANYE LM	10:30	CANCELLED DUE TO VIOLENT DISRUPTIONS OF OUTREACH MEETINGS

Table 8: Summary of the issues raised in the September- October 2018 community outreach meeting per municipality:

Priority Need	THLM	DRJSMLM	STLM	VKLM	EMKLM	EMLM
Provision of Water Supply	✓	✓	✓			
Gravelling of roads		✓				
Tarred road		✓				
Sanitation						
RDP Houses		✓			✓	
Access to Health Services (24 Hrs Clinics and Hospitals)			✓		✓	
Improved clinic services	✓		✓			
Libraries	✓	✓			✓	
Sport and recreation Facilities	✓	✓	✓			
Provision of Electricity and Infrastructure						
Provision of Storm Water Drainage						
Provision And Access to Quality Education (renovations, maintenance and need for Primary and Secondary schools)					✓	

Land Use Management For Advancement Of Human Settlement.					✓	
Building/maintenance of infrastructure	✓				✓	
Access/bus roads		✓				
High mast light/street lights		✓				
Local Economic Development	✓	✓	✓			
Provision of basic services at farm wards	✓				✓	

Table 7.1: March 2019 community outreach meetings for the 2018/19 financial year

Date	Local Municipality	Time	Venues
7 MARCH 2019	DR JS MOROKA LM	10:30	GA-MORWE COMMUNITY HALL
7 MARCH 2019	STEVE TSHWETE LM	14:30	TOKOLOGO OPEN GROUND
10 MARCH 2019	EMAKHAZENI LM	10:30	NICOLAS NDLOVU COMMUNITY HALL
13 MARCH 2019	THEMBISILE HANI LM	10:30	KWAGGAFONTEIN HALL
17 MARCH 2019	EMALAHLENI LM	10:30	EXT 5 EMPUCUKWENI SCHOOL HALL
N/A	VICTOR KHANYE LM	10:30	CANCELLED DUE TO VIOLENT DISRUPTIONS OF OUTREACH MEETINGS

Table 8.1: Summary of the issues raised in the March 2019 community outreach meeting per municipality:

Priority Need	THLM	DRJSMLM	STLM	VKLM	EMKLM	EMLM
Provision of Water Supply	✓	✓	✓			✓
Gravelling of roads		✓				
Tarred road		✓				
Sanitation						✓
RDP Houses		✓			✓	
Access to Health Services (24 Hrs Clinics and Hospitals)			✓		✓	✓
Improved clinic services	✓		✓			
Libraries	✓	✓			✓	
Sport and recreation Facilities	✓	✓	✓			✓
Provision of Electricity and Infrastructure						✓
Provision of Storm Water Drainage		✓				✓
Provision And Access to Quality Education (renovations, maintenance)					✓	

and need for Primary and Secondary schools						
Land Use Management For Advancement Of Human Settlement.					✓	
Building/maintenance of infrastructure	✓				✓	✓
Access/bus roads		✓				
High mast light/street lights		✓				
Local Economic Development	✓	✓	✓			✓
Provision of basic services at farm wards	✓				✓	

1.5 NDM Political commitment for the Five years in council.

Table 9: NDM Political commitment for the Five years in council

Priority Issue	Commitment
WATER AND SANITATION	<ul style="list-style-type: none"> Improving access to water by upgrading the Belfast WTW, Waterval Boven WTW and Dullstroom WTW. Upgrading of bulk water infrastructure in Gugulethu, Emgwenya and installations of meters in Dullstroom in Emakhazeni. Geohydrological study for water sources on 7 villages, water reticulation in Phake and upgrading of water network in Siyabuswa in Dr J S Moroka. Construction of 11km bulk line from Phola to Wilge in Emalaheni. In conjunction with Steve Tshwete LM we will construct the bulk water line from the reclaimed mine water. Geohydrological study for water sources in Thembisile Hani Ensuring district-wide increase in sanitation by upgrading of Kriel Ga-nala WWTW, upgrading of 2.5km pap & vleis and Klarinet Pine Ridge 4 km bulk sewer lines in Emalaheni. Upgrading of Dullstroom WWTW in Emakhazeni, construction of water bourne system in Moloto in Thembisile Hani, upgrading of bulk sewer line in Kgomo Street in Victor Khanye. Ensuring the supply of water to farming communities. Ensuring the upgrading of Water Treatment Works in Delmas.
ELECTRICITY	<ul style="list-style-type: none"> Expanding the electrification programme to the remaining areas and rolling out solar energy and erecting high mast lights in constituent local municipalities.
ROADS AND STORMWATER	<ul style="list-style-type: none"> Prioritize access roads, bus shelters and bridges and ensure the use of labour intensive projects (use of paving block) for municipalities. Ensuring the upgrading of main municipal roads or streets through paving. Ensuring the establishment of functional transport fora for local municipalities. Ensuring the development of a standard for the laying of tar and paving of roads in all municipalities.
LOCAL ECONOMY AND JOB CREATION	<ul style="list-style-type: none"> Ensuring the continuation and intensification of the Emerging Contractor Development Programme. Strengthening structures of Local Economic Development. Upscaling cooperatives to mainstream economic development. Ensuring that the district develops special programmes targeting youth cooperatives and enterprises. Promoting local procurement of goods and services to increase local production. Encouraging the growth of SMMEs, cooperatives and informal traders through centralized procurement.

Priority Issue	Commitment
	<ul style="list-style-type: none"> Expediting the establishment of the Nkangala Development Agency to drive district wide investment and infrastructure development
INTERGRATED HUMAN SETTLEMENT	<ul style="list-style-type: none"> Enhancing the capacity of local municipalities to accelerate the upgrading, formalization and integration of informal settlement. Ensuring that serviced land is available and sold to affording community members. Ensuring that municipalities develop integrated and coordinated planning and development strategies to deal with social exclusion, environmental threats, economic inefficiencies, decaying infrastructure and impact of new technologies. Promoting better connected and coordinated rural towns and villages for sustainable growth and development. Availing state owned land to respond to rapid urbanization, economic development and settlement of communities. Ensuring the development of by-laws to avert the mushrooming of informal settlements and land invasion in constituent local municipalities. Ensuring continues assistance to constituent local municipalities through formalization and township establishment
ENVIRONMENTAL AND WASTE MANAGEMENT	<ul style="list-style-type: none"> Strengthen the district's Air Quality Management function and ensure the enforcement of relevant legislation on private companies. Monitor air quality within the District and enforcement thereof. Ensuring that the district works with national and provincial government in the implementation of climate change mitigation and adaption measures
COMMUNITY HEALTH	<ul style="list-style-type: none"> Promoting health, preventing diseases and strengthening the delivery of primary healthcare. Ensuring functionality of HIV/AIDS Councils in the district. Ensuring the effectiveness of campaigns on HIV & AIDS, TB and other chronic illnesses in the district. Ensuring improvement of water quality in the district. Ensuring the intensification of in-loco inspections of food premises within the district. Ensuring the establishment of functional clinic committees and hospital boards.
FARM DWELLERS	<ul style="list-style-type: none"> Ensuring the provision of water and solar energy to farm dwellers Ensuring the installation of water borne sanitation for farm dwellers Ensuring the enforcement of the Extension of Security of Tenure Act 62 of 1997 and the Labour Tenants Act no 3 of 1996 to strengthen the fight against unlawful evictions of farm dwellers Investigating and establishing an in-house legal aid clinic to provide legal advice and assistance on pro-bono basis for farm dwellers. Ensuring the speedy facilitation and resolution of labour tenants claims lodge with the Department of Rural Development and Land Reform Ensuring the Security of Tenure for farm dwellers Ensuring the speedy implementation of the One Household One Hectare Policy for farm dwellers to promote food security.

1.6 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.

About nine (9) Traditional Leaders who have been gazetted by the MEC of COGTA, are now members of the Nkangala District Municipality Council.

1.7 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 as follows:

Table 10: Strengths, Weaknesses, Opportunities & Threats (SWOT) of NDM

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) • 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 personnel • Weak audit outcomes of some local municipalities
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, Zithabinseni-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-Zithabinseni tourism precinct • Strong tourism and government services sectors • Culturally diverse communities • Resuscitation of Mafutha-1 (model from Sasol) • Reviving of the Zithabinseni 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
- 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

Threats

- 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
- Declining growth rate of RSC replacement levy grant at NDM
- Cash flow problems at some local municipalities might affect financial viability
- High inflation rate and credit rating of the country

CHAPTER TWO:

2.1 INSTITUTIONAL PRIORITY ISSUES AND DEVELOPMENTAL NEEDS

2.1.1 Council's Vision, Mission and Goals

The District convened its Annual Strategic Lekgotla on the 29-30 November 2018. As legislated in MSA act 32 of 2000 chapter 5 Section 25(1), (2) and 3(b). Furthermore, is to evaluate the District's Developmental achievements, challenges and agree on corrective actions which is aligned with our vision and mission of the district.

The **Vision, Mission, Values and Strategic goals** were review and recommended as follows:

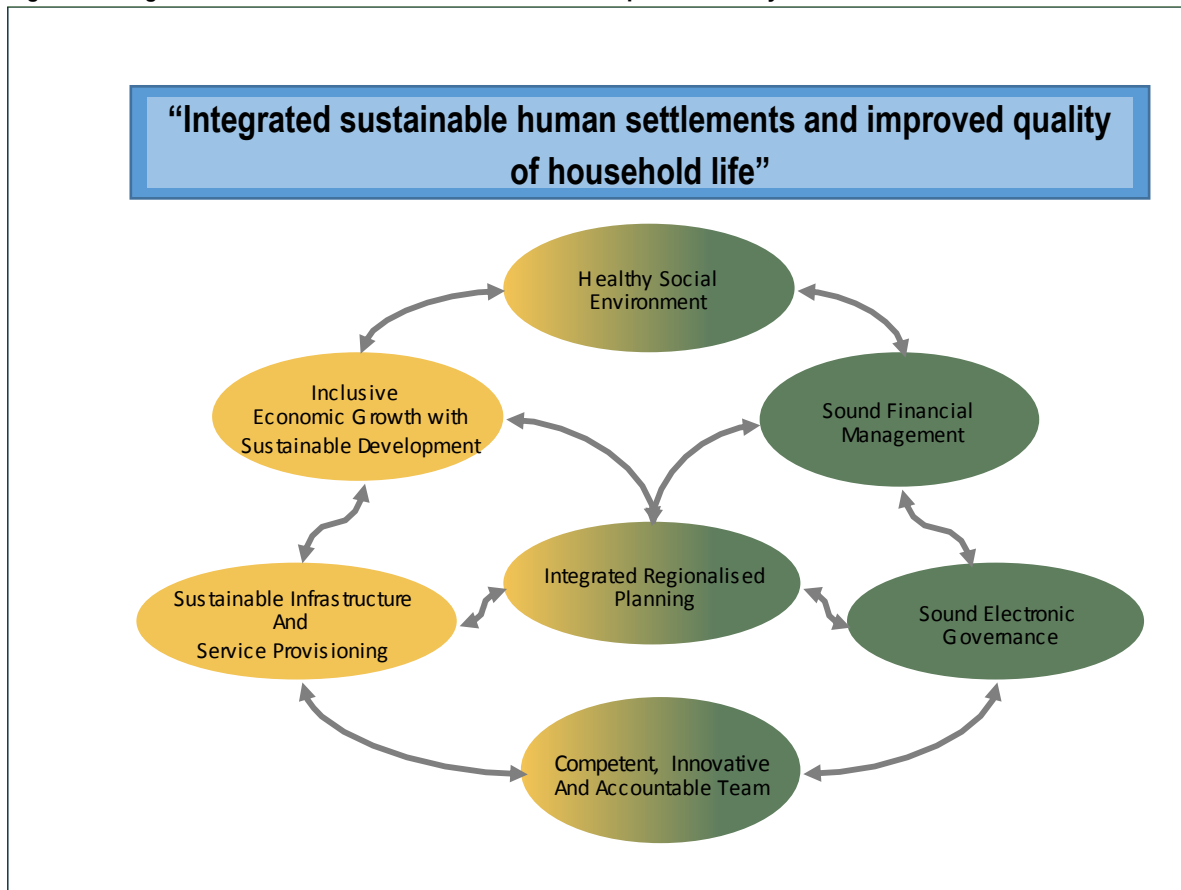
Table 11: The Vision, Mission, Values & Strategic Goals of NDM

Vision	Improved quality of life for all
Mission	The NDM is committed to the improvement of the physical, socio-economic and institutional environment in order to address triple challenges through sustainable development and service excellence.
Values	<ul style="list-style-type: none">• To promote and pursue key national, Provincial and local development goals as enriched in vision 2030• To be inclusive and caring organization• To be democratic transparent, accountable and participative in pursuance of our objectives• To be responsive to the needs of citizens and Partner-Local Municipalities• To cultivate a work ethic focused on performance, achievement and results• 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

2.1.2 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:

Figure 5: Integrated Sustainable Human Settlements and Improved Quality



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:

Table 12: The Developmental Objectives

Developmental Objectives	Strategic Goals
Integrated Sustainable Human Settlements and improved quality of household life	Integrated Regionalized 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.

Table 13: NDM Strategic Goals' Alignment to LMs

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 Regionalized Planning

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

Table 13: The Strategic goals' Alignment to the NDP & 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

2.1.3 NDM Priority Development Issues

Figure 6: NDM Priority Development Issue's



CHAPTER 3

3.1 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 Stats-SA and 2016 Community survey. Information on level of development therein is elucidated through statistics from the Census 2011, Community Survey 2016, other Data Enhancing Agencies like HIS Global Insight and varying Sector Departments are detailed in the relevant sections throughout this chapter.

3.1.1. Demographics

Population statistics is important when analysing an economy, as the population growth directly and indirectly impacts employment and unemployment, as well as other economic indicators such as economic growth and per capita income.

Table 15: TOTAL POPULATION-NKANGALA

	2007	2011	2016	Average Annual growth
Victor Khanye	64,900	74,100	82,300	2.41%
Emalahleni	340,000	389,000	440,000	2.60%
Steve Tshwete	179,000	224,000	262,000	3.88%
Emakhazeni	47,800	46,400	48,000	0.04%
Thembisile Hani	279,000	307,000	337,000	1.91%
Dr JS Moroka	237,000	246,000	253,000	0.64%
Nkangala	1,148,173	1,287,698	1,422,063	2.16%

(Source Stats 2011 and 2016)

The table above shows the population of the district per municipality and the average annual growth. All of the municipalities have seen growth from 2011 to 2016 however Steve Tshwete local municipality showed the highest population growth with an average annual growth rate of 3.9%, followed by Emalahleni local municipality with an average annual growth rate of 2.6%. The Emakhazeni local municipality had the lowest average annual growth rate of 0.04% relative to the other within Nkangala District Municipality. This figures show where people are moving to and settling which means that basic service provision needs to be intensified in these areas to accommodate their growth and prevent land invasions, service delivery strikes and informal settlements.

3.1.1.1. POPULATION GROUP, GENDER AND AGE

Table 16: POPULATION GROUP, GENDER AND AGE-NKANGALA DISTRICT MUNICIPALITY, 2016(NUMBER)

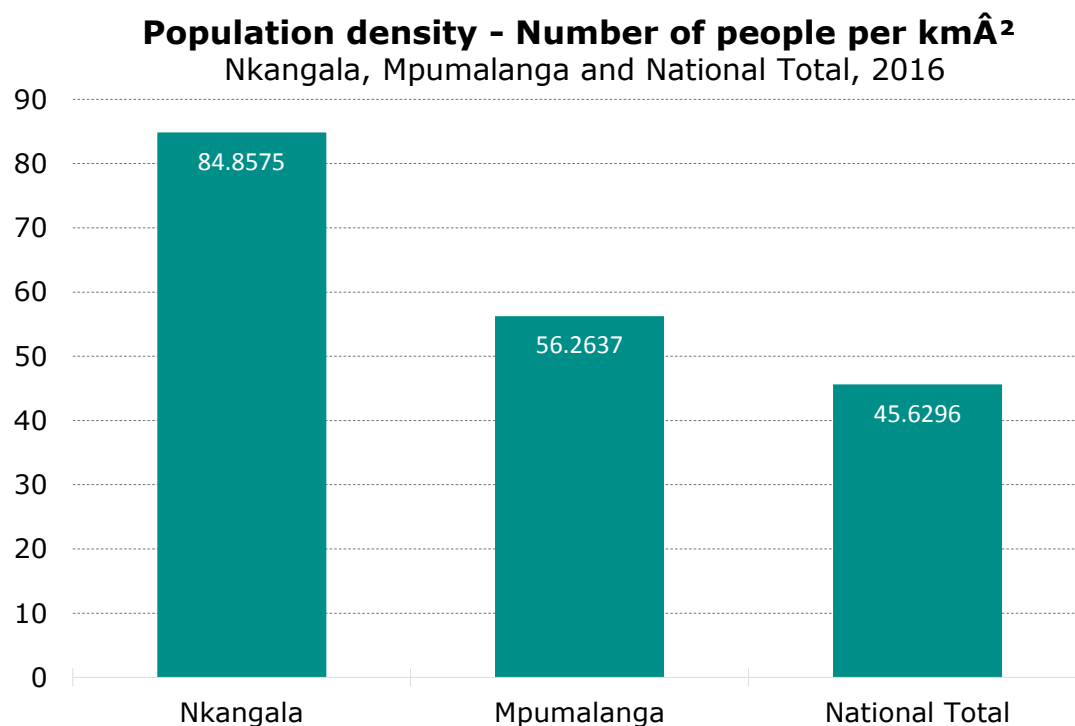
	African		White		Coloured		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male
00-04	71,400	70,700	4,760	4,740	708	675	450	402
05-09	64,100	64,300	4,690	4,890	791	740	479	485
10-14	53,200	53,200	3,730	3,860	731	778	336	321
15-19	52,000	51,300	3,500	3,630	632	596	278	306
20-24	56,900	59,300	4,030	4,260	636	633	279	403
25-29	66,700	72,600	4,530	4,770	701	774	379	665
30-34	62,100	69,100	5,410	5,180	757	844	567	828
35-39	47,700	51,400	5,100	5,220	774	774	554	821
40-44	33,600	34,400	4,110	4,110	605	557	432	535
45-49	26,900	25,800	3,610	3,680	433	510	337	433
50-54	25,000	24,000	4,000	3,870	458	406	203	285
55-59	20,000	20,500	4,090	4,020	327	289	209	228
60-64	18,200	16,600	3,700	3,670	254	209	223	183
65-69	13,500	11,700	2,890	2,900	191	136	124	153
70-74	8,500	6,590	2,230	2,000	79	70	122	99
75+	10,300	6,290	3,050	2,120	124	60	85	64
Total	630,000	638,000	63,400	62,900	8,200	8,050	5,060	6,210

In 2016, the Nkangala District Municipality's population consisted of 89.18% African (1.27 million), 8.88% White (126 000), 1.14% Coloured (16 200) and 0.79% Asian (11 300) people. The largest share of population is within the young working age (25-44 years) age category with a total number of 487 000 or 34.2% 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 28.9%, followed by the teenagers and youth (15-24 years) age category with 239 000 people. These statistics indicate that the district municipality has a very young population which is dominated by the youth. This can be an advantage for the district as it has a huge labour force. However, if the economy of the district cannot adsorb them then huge unemployment and the social issues that accompany it will follow. Economic growth, skills development and education are the critical issues that government in partnership with all other sectors need to focus on in order to have a significant impact on the majority of the people in the district.

3.1.5.4. 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.

Figure 7: POPULATION DENSITY - NKANGALA, MPUMALANGA AND NATIONAL, 2016 [NUMBER OF PEOPLE PER KM]



Source: IHS Markit Regional eXplorer version 1160

In 2016, with an average of 84.9 people per square kilometre, Nkangala District Municipality had a higher population density than Mpumalanga (56.3 people per square kilometre). Compared to South Africa (45.6 per square kilometre) it can be seen that there are more people living per square kilometre in Nkangala District Municipality than the province average.

TABLE 17: POPULATION DENSITY - NKANGALA AND THE REST OF MPUMALANGA, 2006-2016

	Nkangala	Gert Sibande	Ehlanzeni
2006	68.51	31.41	56.23
2007	69.86	31.50	56.80
2008	71.53	31.58	57.54
2009	73.32	31.71	58.34
2010	75.20	32.01	59.24
2011	76.84	32.32	60.05
2012	78.41	32.65	60.81
2013	80.04	33.01	61.66
2014	81.68	33.40	62.53
2015	83.27	33.78	63.40
2016	84.86	34.18	64.30
Average Annual growth			
2006-2016	2.16%	0.85%	1.35%

Source: IHS Markit Regional eXplorer version 1160

In 2016, Nkangala District Municipality had a population density of 84.9 per square kilometre and it ranked highest amongst its peers. In terms of growth, Nkangala District Municipality had an average annual growth in its population density of 2.16% per square kilometre per annum. It was also the region that had the highest average annual growth rate. In 2016, the region with the lowest population density within Mpumalanga Province was Gert Sibande with 34.2 people per square kilometre, it was also the region with the lowest average annual growth rate of 0.85% people per square kilometre over the period under discussion.

3.1.1.2. NUMBER OF HOUSEHOLDS

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 2016, the Nkangala District Municipality comprised of 404 000 households. This equates to an average annual growth rate of 2.88% in the number of households from 2006 to 2016. With an average annual growth rate of 2.16% 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 2006 decreased from approximately 3.8 individuals per household to 3.5 persons per household in 2016.

Table 18: NUMBER OF HOUSEHOLDS-NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2006-2016

	Nkangala	Mpumalanga	Nkangala as % of province
2006	304,000	961,000	31.6%
2007	312,000	978,000	31.9%
2008	322,000	999,000	32.2%
2009	332,000	1,020,000	32.6%
2010	340,000	1,030,000	32.8%
2011	348,000	1,050,000	33.1%
2012	357,000	1,070,000	33.4%
2013	366,000	1,090,000	33.7%
2014	375,000	1,110,000	33.9%
2015	388,000	1,140,000	34.1%
2016	404,000	1,180,000	34.3%
	Average Annual Growth		
2006-2016	2.88%	2.03%	

Source: IHS Markit Regional eXplorer version 1160

Relative to the province, the Nkangala District Municipality had a higher average annual growth rate of 2.88% from 2006 to 2016. A reduction in the household size means that there are fewer people sharing resources. In Nkangala two issues have been seen to influence this trend large in migration of labourers who have left their families elsewhere to reside in the district more especially Steve Tshwete and Emalahlenei Areas secondly the provision of Housing has assisted families to have their own homes and reduce overcrowding of poor households. It is important to mention that there are numerous other factors that also contribute to the increase in households such as the availability of funding to Black Households, increase in socio economic status of people and changing preferences of living arrangements. As government more household might increase the demand for more housing and housing typologies this might also have an impact on the demand for services.

3.1.2. Economy

The economic state of Nkangala District Municipality is put in perspective by comparing it on a spatial level with its neighbouring district municipalities, Mpumalanga Province and South Africa. The section will also allude to the economic composition and contribution of the regions within Nkangala District Municipality.

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.

3.1.2.1 Gross Domestic Product by Region (GDP-R)

The Gross Domestic Product (GDP), an important indicator of economic performance, is used to compare economies and economic states.

GDP-R can be measured using either current or constant prices, where the current prices measures the economy in actual Rand, and constant prices measures the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

Table 19: GROSS DOMESTIC PRODUCT (GDP) - NKANGALA, MPUMALANGA AND NATIONAL TOTAL, -2006-2016(R BILLIONS, CURRENT PRICES)

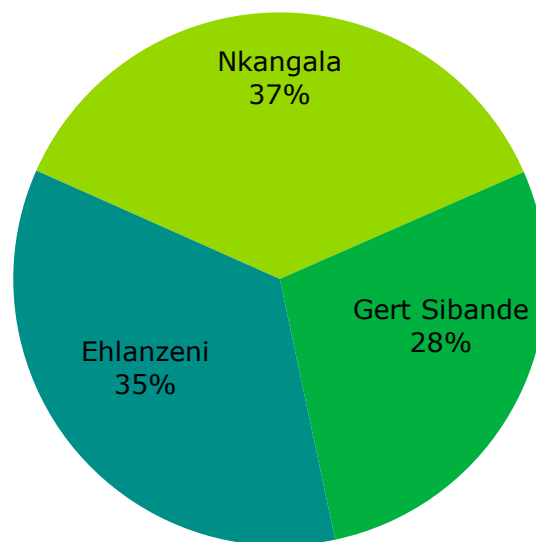
	Nkangala	Mpumalanga	National Total	Nkangala as % of province	Nkangala as % of national
2006	45.5	122.7	1,839.4	37.1%	2.5%
2007	55.0	146.7	2,109.5	37.5%	2.6%
2008	65.4	169.5	2,369.1	38.6%	2.8%
2009	71.3	182.4	2,507.7	39.1%	2.8%
2010	79.9	202.9	2,748.0	39.4%	2.9%
2011	91.0	227.2	3,023.7	40.1%	3.0%
2012	102.0	254.0	3,253.9	40.2%	3.1%
2013	105.6	268.5	3,539.8	39.3%	3.0%
2014	110.9	289.3	3,807.7	38.3%	2.9%
2015	114.4	305.0	4,049.8	37.5%	2.8%
2016	120.5	327.9	4,338.9	36.8%	2.8%

Source: IHS Markit Regional eXplorer version 1160

With a GDP of R 121 billion in 2016 (up from R 45.5 billion in 2006), the Nkangala District Municipality contributed 36.76% to the Mpumalanga Province GDP of R 328 billion in 2016 increasing in the share of the Mpumalanga from 37.06% in 2006. The Nkangala District Municipality contributes 2.78% to the GDP of South Africa which had a total GDP of R 4.34 trillion in 2016 (as measured in nominal or current prices). It's contribution to the national economy stayed similar in importance from 2006 when it contributed 2.47% to South Africa, but it is lower than the peak of 3.13% in 2012.

Figure 8: Gross Domestic Product (GDP)

Gross Domestic Product (GDP)
Mpumalanga Province, 2016



Source: IHS Markit Regional eXplorer version 1160

The Nkangala District Municipality had a total GDP of R 121 billion and in terms of total contribution towards Mpumalanga Province the Nkangala District Municipality ranked highest relative to all the regional economies to total Mpumalanga Province GDP. This ranking in terms of size compared to other regions of Nkangala remained the same since 2006. In terms of its share, it was in 2016 (36.8%) slightly smaller compared to what it was in 2006 (37.1%). For the period 2006 to 2016, the average annual growth rate of 1.0% of Nkangala was the second relative to its peers in terms of growth in constant 2010 prices.

TABLE 20: GROSS DOMESTIC PRODUCT (GDP) - LOCAL MUNICIPALITIES OF NKANGALA DISTRICT MUNICIPALITY, 2006 TO 2016, SHARE AND GROWTH

	2016 (Current prices)	Share of district municipality	2006 (Constant prices)	2016 (Constant prices)	Average Annual growth
Victor Khanye	7.10	5.89%	3.79	4.83	2.45%
Emalaheni	53.72	44.56%	42.03	36.71	-1.35%
Steve Tshwete	42.87	35.56%	19.77	29.72	4.16%
Emakhazeni	3.74	3.10%	2.01	2.59	2.59%
Thembisile Hani	7.04	5.84%	3.51	4.60	2.75%
Dr JS Moroka	6.09	5.05%	3.70	3.99	0.75%
Nkangala	120.54		74.81	82.44	

Source: IHS Markit Regional eXplorer version 1160

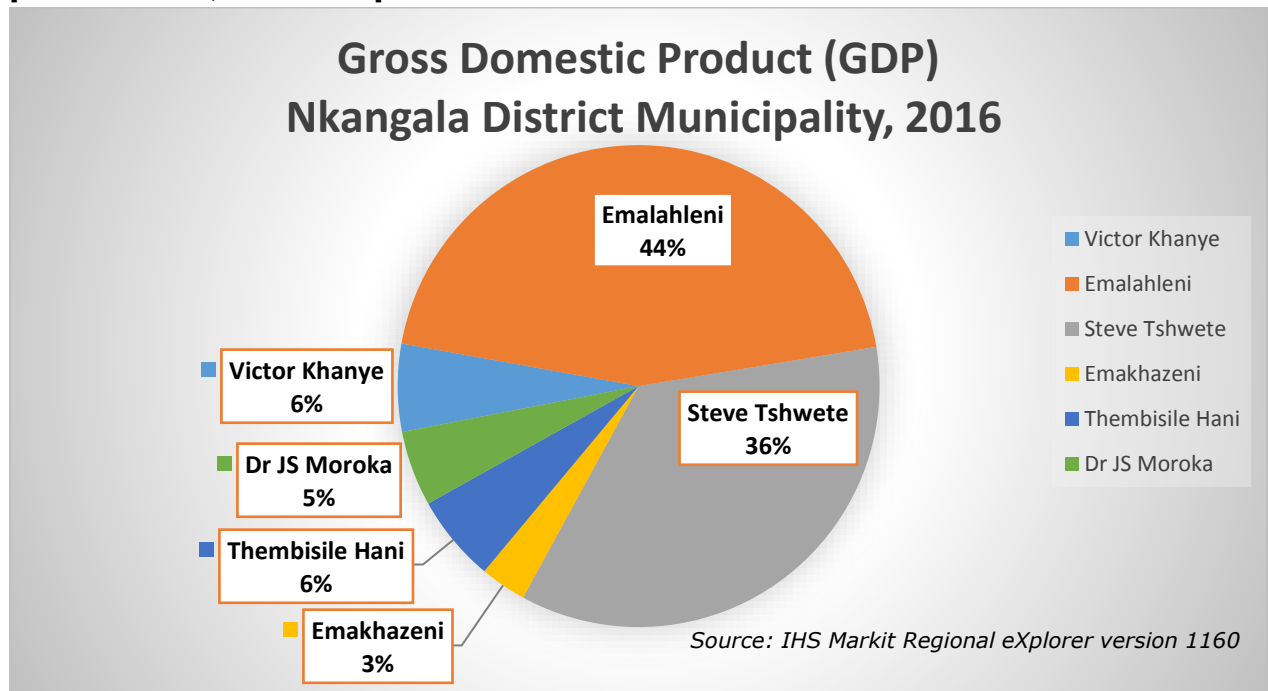
Steve Tshwete had the highest average annual economic growth, averaging 4.16% between 2006 and 2016, when compared to the rest of the regions within the Nkangala District Municipality. The Thembisile Hani local municipality had the second highest average annual growth rate of 2.75%. Emalaheni local municipality had the lowest average annual growth rate of -1.35% between 2006 and 2016.

Table 21: Regional contribution to economy

	Gert Sibande	Nkangala	Ehlanzeni	Total
Agriculture	35.1%	22.4%	42.5%	100%
Mining	29.7%	63.6%	6.7%	100%
Manufacturing	39.8%	32.6%	27.6%	100%
Electricity	24.5%	40.2%	35.4%	100%
Construction	22.7%	30.3%	47.0%	100%
Trade	25.3%	27.3%	47.4%	100%
Transport	27.6%	30.3%	42.1%	100%
Finance	20.2%	30.7%	49.1%	100%
Community services	23.1%	26.8%	50.1%	100%
Total	27.7%	38.1%	34.2%	100%

Table above illustrates the contribution of the district towards the province's economy per industry in comparison with the other 2 districts in the province. Nkangala is the largest contributor in mining with 63.6% giving it an absolute advantage in the Province. The second industry is electricity 40.2% followed by manufacturing where it contributes 32.6% which second in the province after Gert Sibande District. The District is the Highest Economic Contributor in the province at 38.1%. The District although doing well in comparison, has also inherited the social implication that comes with a growing economy such as migration which has led to a high growth in population and the emergence of informal settlements. Strong forward planning and investment is necessary to accommodate the growing population in terms of housing and services, secondly diversification of the economic industries from over reliance in mining is necessary for the future prosperity of the district.

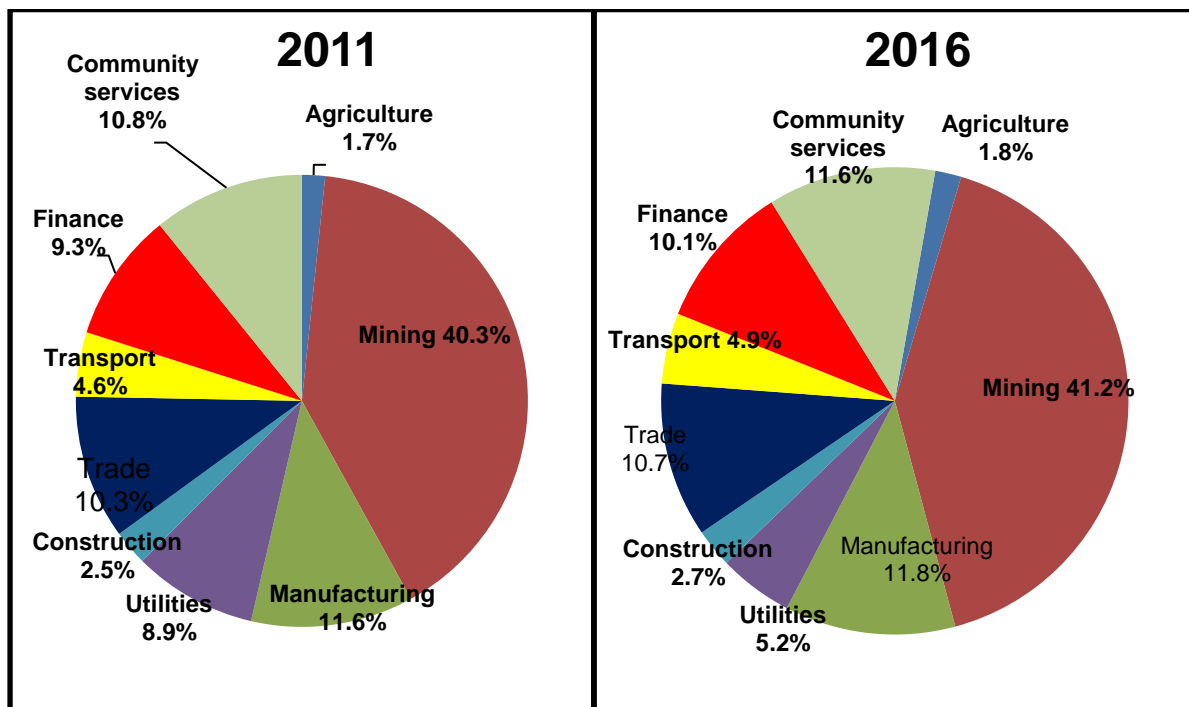
FIGURE 9: GDP CONTRIBUTION - LOCAL MUNICIPALITIES OF NKANGALA DISTRICT MUNICIPALITY, 2016
[CURRENT PRICES, PERCENTAGE]



The greatest contributor to the Nkangala District Municipality economy is the Emalahleni local municipality with a share of 44.56% or R 53.7 billion in 2016, increasing from R 24.1 billion in 2006. The economy with the lowest contribution is the Emakhazeni local municipality with R 3.74 billion in 2016 growing from R 1.39 billion in 2006.

3.1.2.1. Gross Value Added by Region (GVA-R)

Figure 10: Industry Contribution to GDP at basic prices (constant 2011 & 2016)



The 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. In 2016, the mining

sector is the largest within Nkangala District Municipality accounting for R 41.1 billion or 37.3% 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 manufacturing sector at 12.0%, followed by the community services sector with 11.4%. The sector that contributes the least to the economy of Nkangala District Municipality is the agriculture sector with a contribution of R 2.18 billion or 1.98% of the total GVA.

3.1.3. LABOUR

The Labour force forms the backbone of any economy and is a direct effect on the national triple challenges. Nkangala district Municipality is Mpumalanga's biggest economic contributor. This chapter summarises the sectors in which people are employed and their contribution to the employment rate.

TABLE 22: ECONOMIC CONTRIBUTION AND GROWTH

Local municipal area	% contribution to Mpumalanga economy 2015	Average annual economic growth 1996-2015	Average annual economic growth 2015-2020
Emalahleni	20.9%	2.4%	1.9%
Steve Tshwete	13.4%	2.7%	2.1%
Victor Khanye	3.2%	5.2%	2.5%
Thembisile Hani	2.7%	3.1%	2.0%
Emakhazeni	1.0%	2.0%	1.1%
Dr JS Moroka	0.7%	-4.7%	0.9%

Emalahleni and Steve tshwete local Municipality are the biggest contributors to the district economy however their economic growth has been slow and declining as opposed to that of victor Kanye and thembisile hani. The table above shows that economic growth of the local municipalities has been under 5% except for victor Khanye Local Municipality at 5.2% in the period between 1996 and 2015 and is expected to perform poorly in the 2015 to 2020 period with the highest growth estimated at around 2.5% for victor Khanye Local Municipality.

3.1.3.1. Labour Force participation rate

Figure 11: Labour Force participation rate

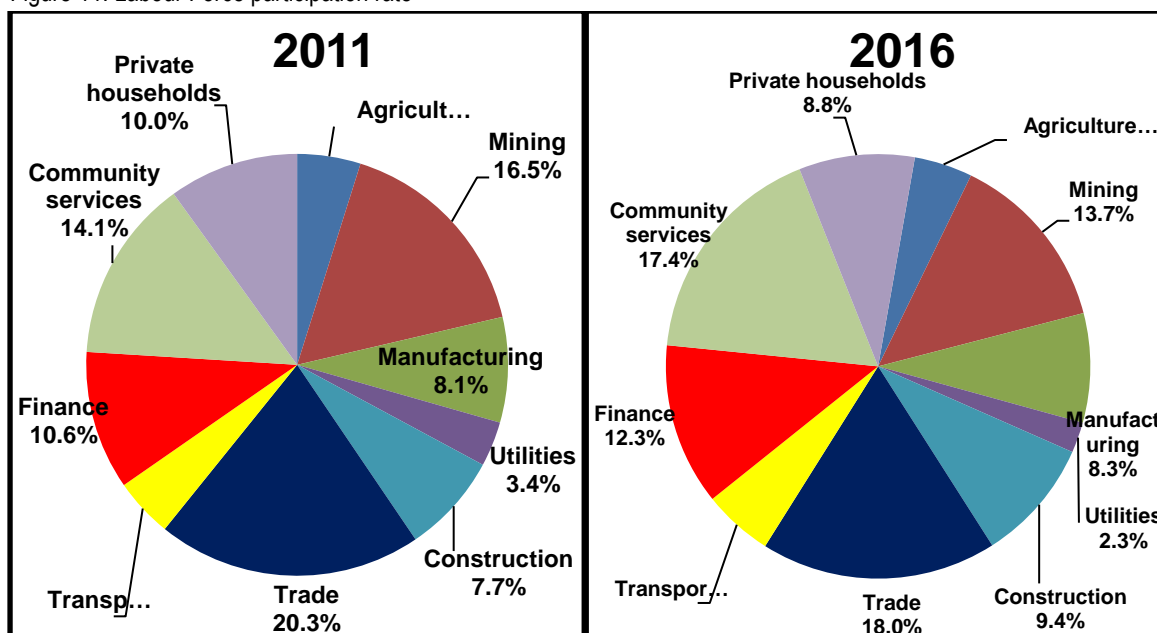


Figure 11 summarises the participation rate per industry towards employment for 2011 and 2016. Although mining is the biggest industry in the district it is not the biggest employer in the district. Trade in both 2011 and 2016 was absorbing the largest amount of labourers. In order to address unemployment in the district investing in trade (industry) is crucial.

3.1.3.2. Total Employment

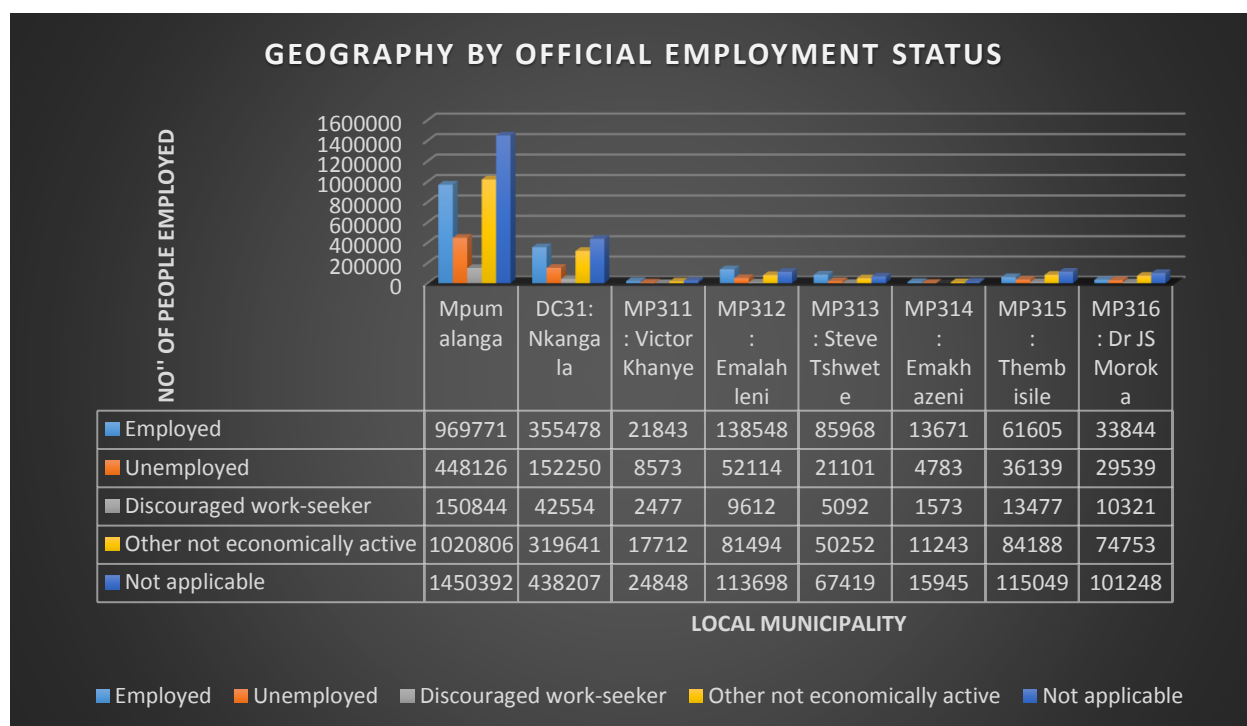
Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators. Total employment consists of two parts: employment in the formal sector, and employment in the informal sector.

TABLE 23: TOTAL EMPLOYMENT - NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2006-2016 [NUMBERS]

	Nkangala	Mpumalanga
2006	263,000	877,000
2007	278,000	917,000
2008	296,000	961,000
2009	300,000	958,000
2010	297,000	931,000
2011	306,000	942,000
2012	316,000	975,000
2013	331,000	1,020,000
2014	345,000	1,070,000
2015	352,000	1,100,000
2016	356,000	1,110,000
Average Annual growth		
2006-2016	3.05%	2.40%

Source: IHS Markit Regional eXplorer version 1160

Figure 12: GEOGRAPHY BY OFFICIAL EMPLOYMENT STATUS



(Source: 2011 Statistics South Africa)

Emalahleni and Steve Tshwete Local Municipality are the largest employers in the district followed by Thembisile Hani. This leads to large in-migration to the areas for employment which in turn leads to high demands for services such as affordable housing and basic services. Secondly, it also leads to high traffic going in and out of the areas on a daily basis which puts a strain on transport infrastructure. There is a need for affordable integrated transport systems to cater to the different commuters.

3.1.3.3 Unemployment

Table 24: Unemployment rate per Municipality in the District

Local Municipal Area	Unemployment rate 2014	Unemployment rate 2017	Share of Mpumalanga's unemployed
Victor Khanye	24.8%	25.9%	1.9%
Emalahleni	24.6%	27.2%	12.2%
Steve Tshwete	16.8%	17.6%	4.6%
Emakhazeni	22.5%	22.5%	0.9%
Thembisile Hani	36.1%	39.7%	9.2%
Dr JS Moroka	45.2%	48.7%	7.1%

Nkangala's unemployment rate was the 2nd highest amongst the districts of Mpumalanga. Unemployment rate for females 34.3% and that of males 26.7%. Youth unemployment rate according to the Census figures 39.6% - challenge with especially very high youth unemployment rate of females. Concern about the high unemployed youth & especially females – relatively low level of education and inadequate skills impact negatively on their employability. Importance of quality and relevant education and training in line with the economic needs of the province – important role of the University of Mpumalanga & TVETs.

3.1.4. Income and Expenditure

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.

3.1.4.1. Number of Households by Income category

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 25: HOUSEHOLDS BY INCOME CATEGORY - NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2016 [NUMBER PERCENTAGE]

	Nkangala	Mpumalanga	National Total	Nkangala as % of province	Nkangala as % of national
0-2400	50	145	1,930	34.3%	2.6%
2400-6000	893	2,630	34,800	33.9%	2.6%
6000-12000	8,330	25,600	330,000	32.5%	2.5%
12000-18000	16,600	51,600	660,000	32.2%	2.5%

18000-30000	44,400	143,000	1,780,000	31.1%	2.5%
30000-42000	43,900	142,000	1,770,000	30.9%	2.5%
42000-54000	38,700	123,000	1,530,000	31.4%	2.5%
54000-72000	40,700	126,000	1,610,000	32.4%	2.5%
72000-96000	39,500	115,000	1,480,000	34.3%	2.7%
96000-132000	37,600	103,000	1,370,000	36.4%	2.7%
132000-192000	37,900	98,500	1,320,000	38.4%	2.9%
192000-360000	49,200	123,000	1,710,000	39.9%	2.9%
360000-600000	26,800	68,900	1,110,000	39.0%	2.4%
600000-1200000	15,700	42,100	797,000	37.2%	2.0%
1200000-2400000	2,930	8,810	229,000	33.3%	1.3%
2400000+	295	1,000	36,600	29.4%	0.8%
Total	404,000	1,180,000	15,800,000	34.3%	2.6%

Source: IHS Markit Regional eXplorer version 1160

It was estimated that in 2016 17.42% of all the households in the Nkangala District Municipality, were living on R30, 000 or less per annum. In comparison with 2006's 41.28%, the number is about half. The 192000-360000 income category has the highest number of households with a total number of 49 200, followed by the 18000-30000 income category with 44 400 households. Only 50 households fall within the 0-2400 income category.

3.1.4.2. Human Development Index (HDI)

- 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.

Table 26: Human Development Index

Local Municipal Area	Human Development Index	
	2011	2016
Steve Tshwete	0.63	0.67
Emalahleni	0.63	0.66
Emakhazeni	0.56	0.62
Victor Khanye	0.56	0.61
Thembisile Hani	0.49	0.55
Dr JS Moroka	0.48	0.55

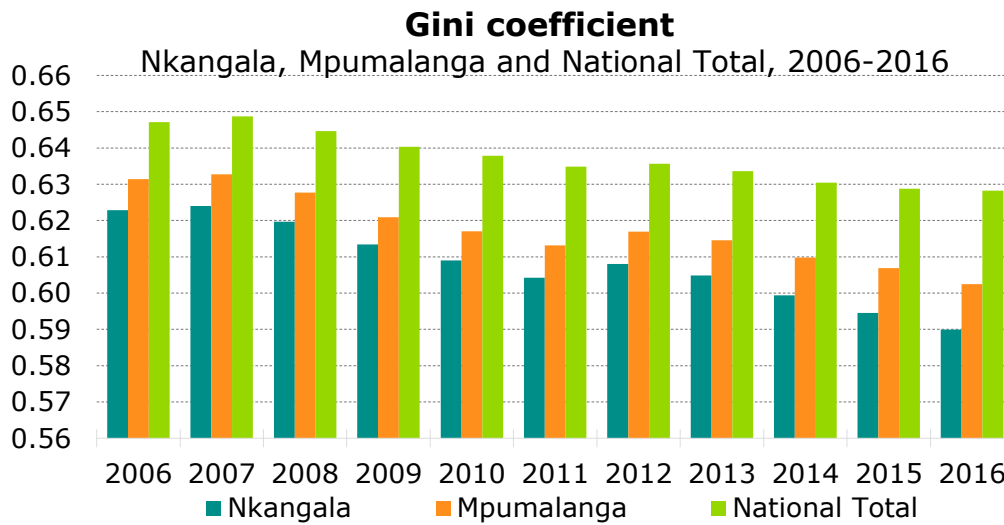
(Source 2011& CS 2016)

3.1.4.3. Gini Coefficient

The Gini coefficient is a summary statistic of income inequality. It varies from 0 to 1.

If the Gini coefficient is equal to zero, income is distributed in a perfectly equal manner, in other words there is no 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 13: GINI COEFFICIENT - NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2006-2016 [NUMBER]



Source: IHS Markit Regional explorer version 1160

In 2016, the Gini coefficient in Nkangala District Municipality was at 0.59, which reflects a decrease in the number over the ten-year period from 2006 to 2016. The Mpumalanga Province and South Africa, both had a more unequal spread of income amongst their residents (at 0.602 and 0.628 respectively) when compared to Nkangala District Municipality.

FIGURE 14: GINI COEFFICIENT



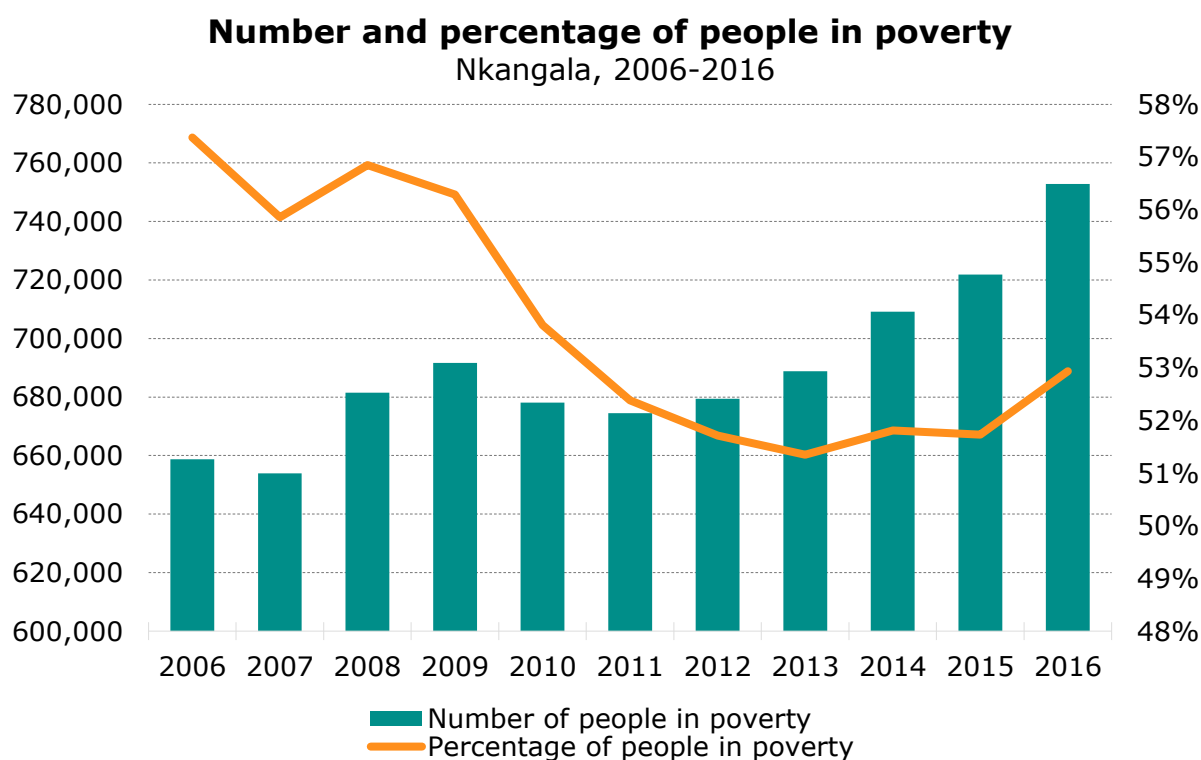
Source: IHS Markit Regional explorer version 1160

In terms of the Gini coefficient for each of the regions within the Nkangala District Municipality, Emalahleni local municipality has the highest Gini coefficient, with an index value of 0.585. The lowest Gini coefficient can be observed in the Thembisile Hani local municipality with an index value of 0.552.

3.1.4.4. Poverty

- The upper poverty line is defined by Stats-SA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other. This variable measures the number of individuals living below that particular level of consumption for the given area, and is balanced directly to the official upper poverty rate as measured by Stats-SA.

FIGURE 15: NUMBER AND PERCENTAGE OF PEOPLE LIVING IN POVERTY



Source: IHS Markit Regional eXplorer version 1160

In 2016, there were 753 000 people living in poverty, using the upper poverty line definition, across Nkangala District Municipality - this is 14.28% higher than the 659 000 in 2006. The percentage of people living in poverty has decreased from 57.37% in 2006 to 52.93% in 2016, which indicates a decrease of 4.44 percentage points.

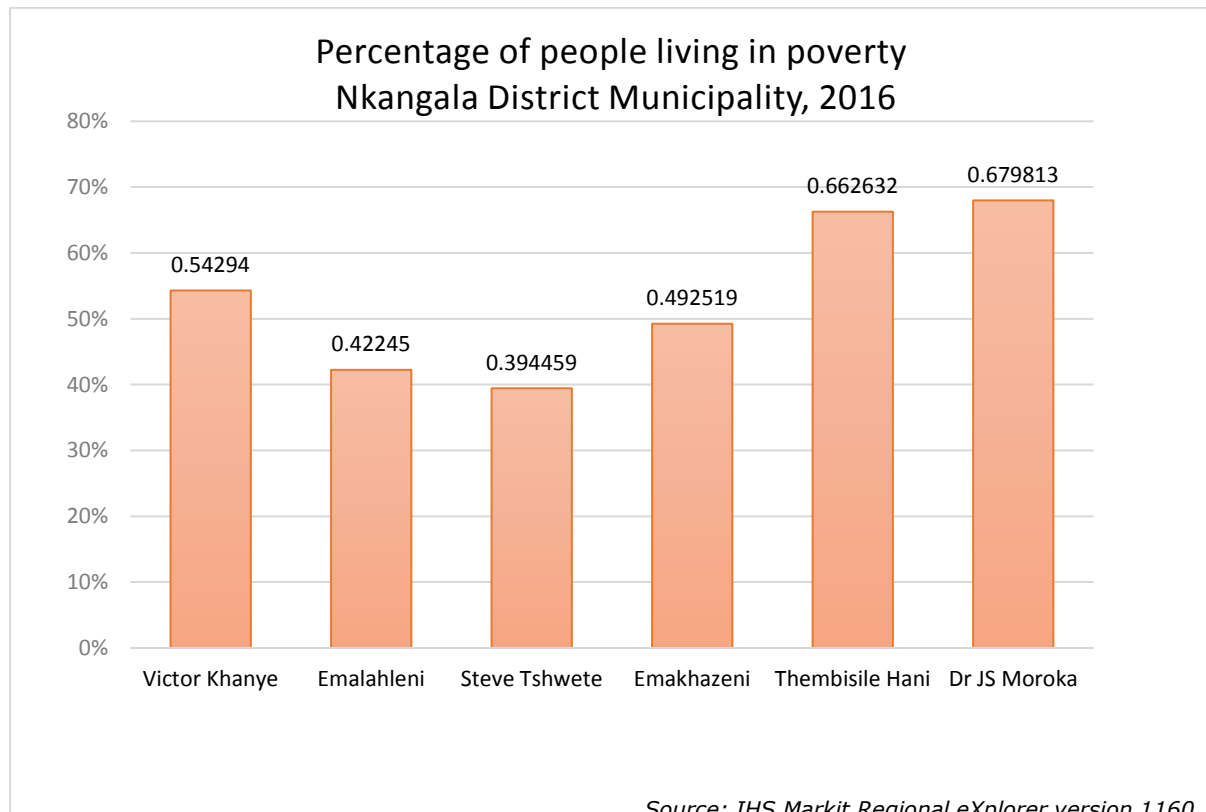
TABLE 27: PERCENTAGE OF PEOPLE LIVING IN POVERTY BY POPULATION GROUP - NKANGALA, 2006-2016 [PERCENTAGE]

	African	White	Coloured	Asian
2006	63.3%	0.8%	34.4%	6.8%
2007	61.7%	1.2%	33.3%	7.1%
2008	62.8%	2.0%	36.8%	9.0%
2009	62.2%	3.0%	39.0%	11.1%
2010	59.6%	2.7%	39.4%	9.0%
2011	58.0%	2.4%	38.3%	7.8%
2012	57.3%	2.6%	39.1%	8.6%
2013	56.8%	2.6%	39.6%	9.4%
2014	57.3%	2.6%	39.3%	10.6%
2015	57.2%	2.7%	37.7%	11.2%
2016	58.5%	2.8%	38.4%	12.7%

Source: IHS Markit Regional eXplorer version 1160

In 2016, the population group with the highest percentage of people living in poverty was the African population group with a total of 63.3% people living in poverty, using the upper poverty line definition. The proportion of the African population group, living in poverty, decreased by 4.87 percentage points, as can be seen by the change from 63.34% in 2006 to 58.47% in 2016. In 2016 38.38% of the Coloured population group lived in poverty, as compared to the 34.43% in 2006. The Asian and the White population group saw a decrease in the percentage of people living in poverty, with a decrease of -5.9 and -2.02 percentage points respectively.

FIGURE 16: PERCENTAGE OF PEOPLE LIVING IN POVERTY

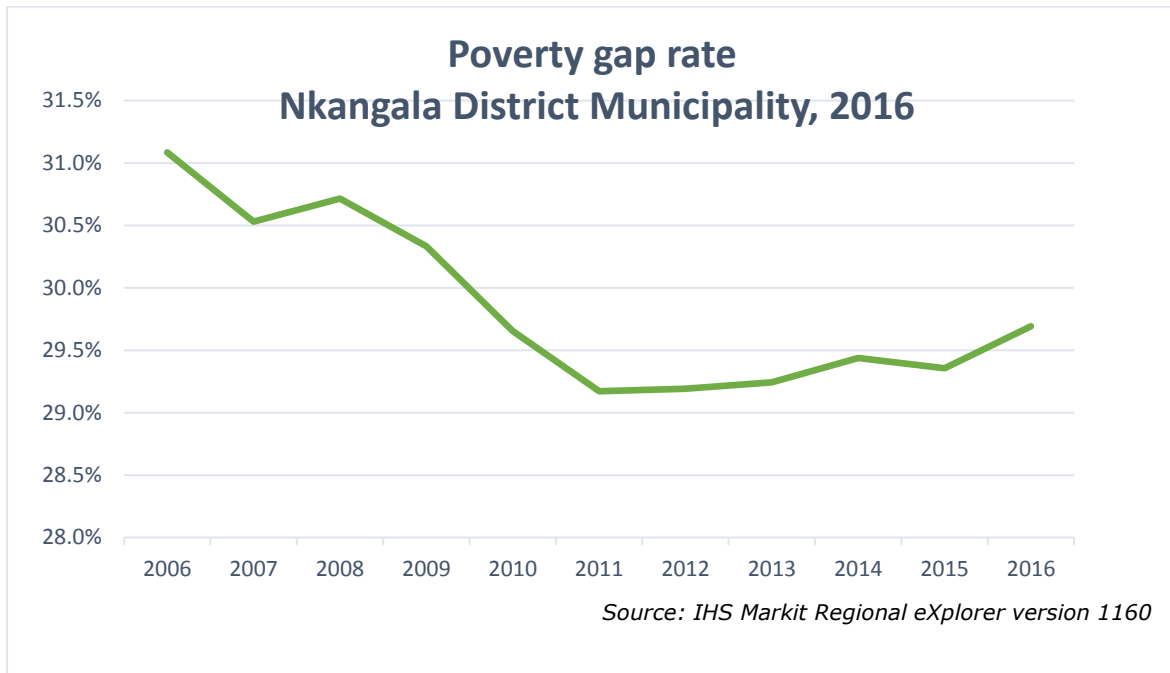


In terms of the percentage of people living in poverty for each of the regions within the Nkangala District Municipality, Dr JS Moroka local municipality has the highest percentage of people living in poverty, using the upper poverty line definition, with a total of 68.0%. The lowest percentage of people living in poverty can be observed in the Steve Tshwete local municipality with a total of 39.4% living in poverty, using the upper poverty line definition.

3.1.4.5. Poverty Gap Rate

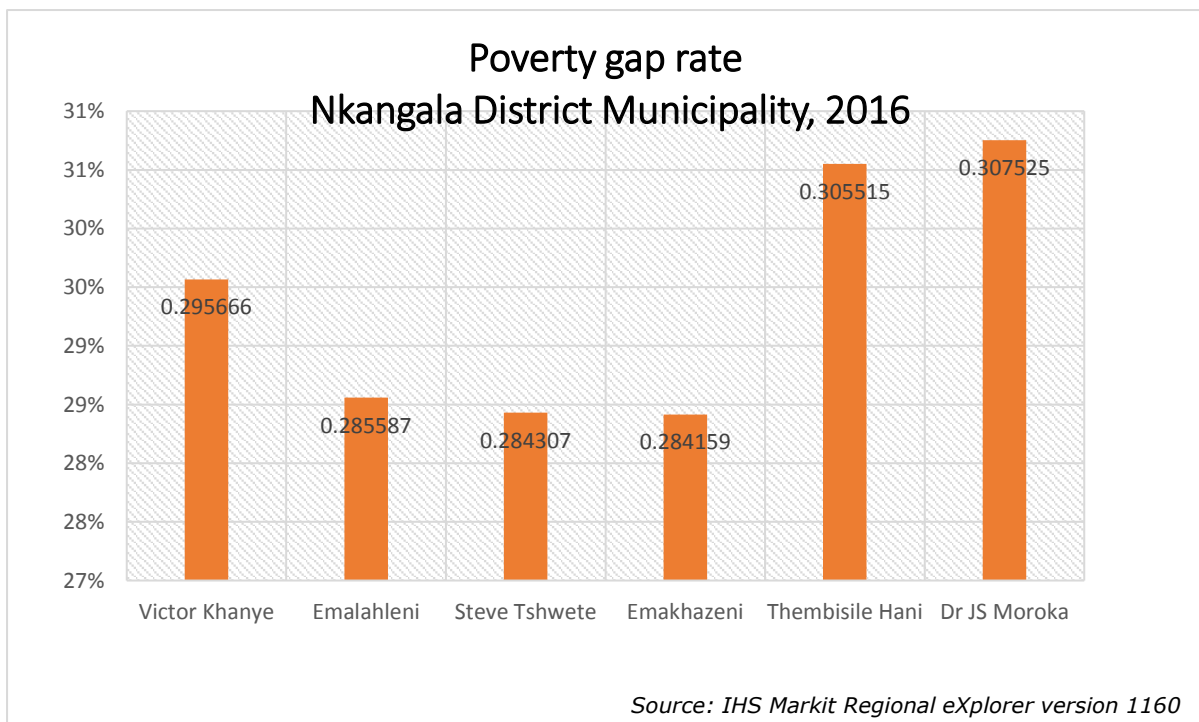
- The poverty gap is used as an indicator to measure the depth of poverty. The gap measures the average distance of the population from the poverty line and is expressed as a percentage of the upper bound poverty line, as defined by Stats-SA. The Poverty Gap deals with a major shortcoming of the poverty rate, which does not give any indication of the depth, of poverty. The upper poverty line is defined by Stats-SA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other.

FIGURE 17: POVERTY GAP RATE BY POPULATION GROUP - NKANGALA DISTRICT MUNICIPALITY, 2006-2016 [PERCENTAGE]



In 2016, the poverty gap rate was 29.7% and in 2006 the poverty gap rate was 31.1%, it can be seen that the poverty gap rate decreased from 2006 to 2016, which means that there were improvements in terms of the depth of the poverty within Nkangala District Municipality.

FIGURE 18: POVERTY GAP RATE - VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, EMAKHAZENI, THEMBSILE HANI AND DR JS MOROKA LOCAL MUNICIPALITIES, 2016 [PERCENTAGE]



In terms of the poverty gap rate for each of the regions within the Nkangala District Municipality, Dr JS Moroka local municipality had the highest poverty gap rate, with a rand value of 30.8%. The lowest poverty gap rate can be observed in the Emakhazeni local municipality with a total of 28.4%.

Table 28: Poverty rate (lower bound) – Nkangala District Municipality

Local Municipal Area	Poverty rate (lower bound) 2011	Poverty rate (lower bound) 2016	Poverty numbers (lower bound) 2016
Steve Tshwete	21.2%	26.0%	68 155
Emalaheni	22.0%	28.0%	123 320
Emakhazeni	31.1%	32.6%	15 675
Victor Khanye	33.3%	37.9%	31 201
Thembisile Hani	47.9%	48.3%	163 029
Dr JS Moroka	51.4%	50.1%	126 518

(Source Stats-SA 2011 & CS 2016)

3.1.4.6. Education

Educating is important to the economic growth in a country and the development of its industries, providing a trained workforce and skilled professionals required.

The District has 502 schools spread across the six Municipalities, of the 502 schools, 133 are Secondary Schools, 13 are Combined Schools whilst 356 are Primary Schools. There are 20 Circuits in the District with Dr JS Moroka and Thembisile with the highest number of Circuits.

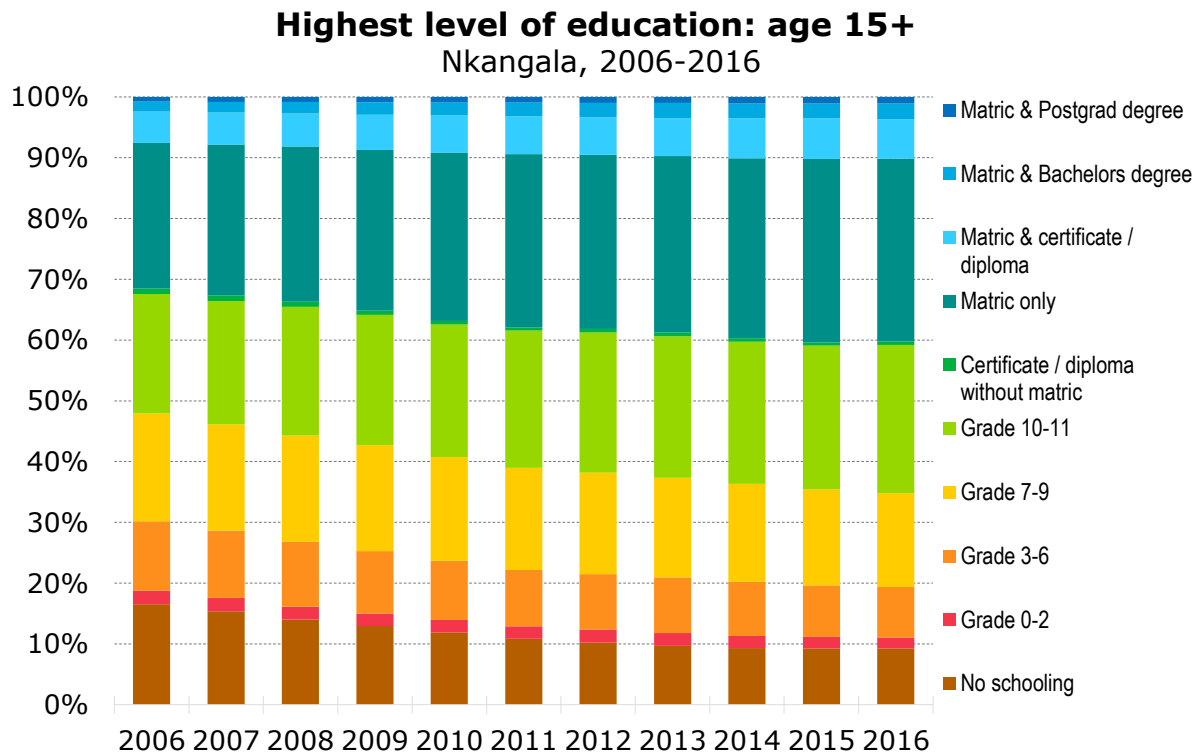
Table 29: Matric Pass Rate Per Local Municipality

Local municipal area	Grade 12 Pass Rate			Admission to B degree studies
	2014	2017	2018	2018
Steve Tshwete	85.6%	77.9%	84.3%	40.7%
Emakhazeni	85.7%	81.6%	82.2%	28.1%
Victor Khanye	74.6%	82.5%	81.5%	32.8%
Emalaheni	81.9%	80.9%	79.1%	31.5%
Dr JS Moroka	73.8%	67.1%	77.1%	24.7%
Thembisile Hani	77.1%	67.5%	74.9%	23.0%
Nkangala	78.8%	73.5%	78.7%	

Source: Department of Education

Nkangala's grade 12 pass rate deteriorated slightly from 78.8% in 2014 to 78.7% in 2018, which was the second highest of the 4 education districts. Steve Tshwete had the highest grade 12 pass rate in the District and Thembisile Hani the lowest in 2018. In general, a good improvement in the pass rate between 2017 and 2018, except for Emalaheni and Victor Khanye. There is a concern about Thembisile Hani and Dr JS Moroka with pass rates in the bottom 5 of the province and also low admission rates to degree studies of less than 25%, and in the bottom 3 of the 17 municipal areas. These numbers contribute to the impact on youth unemployment – employability of the youth. The challenge is to accommodate the educated young people in the area - inadequate economic opportunities.

FIGURE 19: HIGHEST LEVEL OF EDUCATION: AGE 15+ - NKANGALA DISTRICT MUNICIPALITY, 2006-2016
[PERCENTAGE]

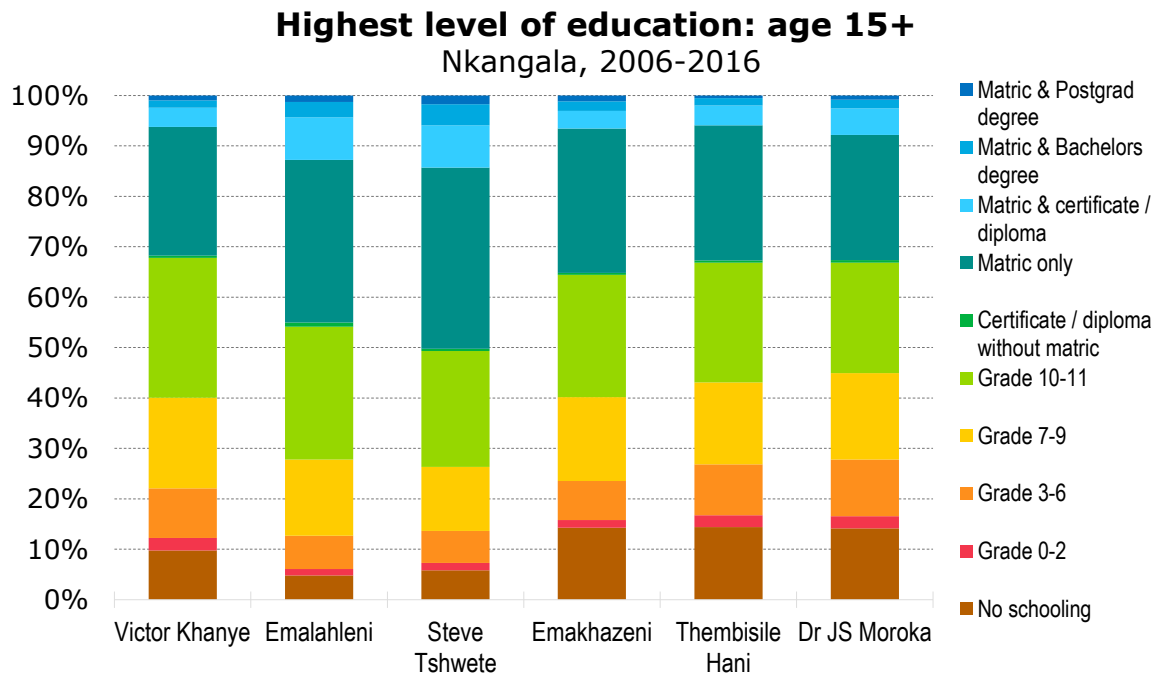


Source: IHS Markit Regional eXplorer version 1160

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. IHS uses this cut-off point to allow for cross-country comparisons. Furthermore, the age of 15 is also the legal age at which children may leave school in South Africa).

Within Nkangala District Municipality, the number of people without any schooling decreased from 2006 to 2016 with an average annual rate of -2.85%, while the number of people within the 'matric only' category, increased from 161,000 to 271,000. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 5.38%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 7.55%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

FIGURE 20: HIGHEST LEVEL OF EDUCATION: AGE 15+, VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, EMAKHAZENI, THEMBISILE HANI AND DR JS MOROKA LOCAL MUNICIPALITIES 2016 [PERCENTAGE]



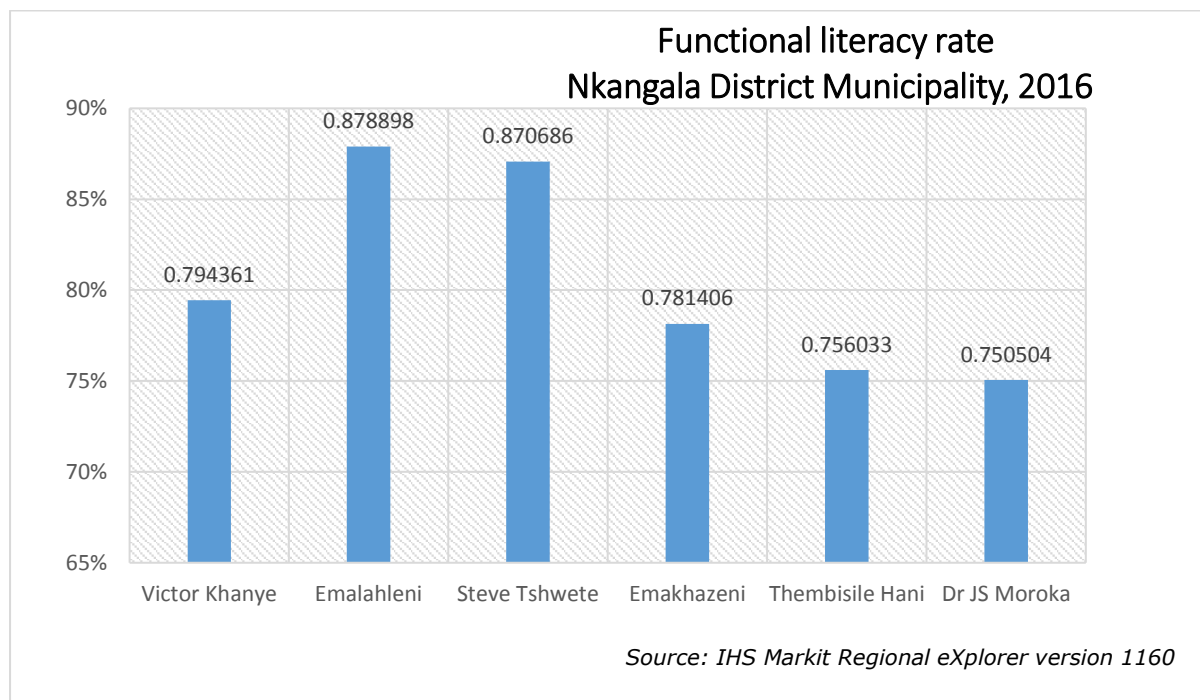
Source: IHS Markit Regional eXplorer version 1160

3.1.4.7. Functional literacy

IHS defines functional literacy as the number of people in a region that are 20 years and older and have completed at least their primary education (i.e. grade 7).

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.

FIGURE 21: LITERACY RATE - VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, EMAKHAZENI, THEMBISILE HANI AND DR JS MOROKA LOCAL MUNICIPALITIES, 2016 [PERCENTAGE]



In terms of the literacy rate for each of the regions within the Nkangala District Municipality, Emalahleni local municipality had the highest literacy rate, with a total of 87.9%. The lowest literacy rate can be observed in the Dr JS Moroka local municipality with a total of 75.1%.

The state of crime in South Africa has been the topic of many media articles and papers in the past years, and although many would acknowledge that the country has a crime problem, very little research has been done on the relative level of crime. The media often tend to focus on more negative or sensational information, while the progress made in combating crime is neglected.

3.1.4.8. IHS Composite Crime Index

The IHS Composite Crime Index makes use of the official SAPS data, which is reported in 27 crime categories (ranging from murder to crime injuries). These 27 categories are divided into two groups according to the nature of the crime: i.e. violent crimes and property crimes. IHS uses the (a) Length-of-sentence and the (b) Cost-of-crime in order to apply a weight to each category.

3.1.4.9. Overall crime index

The crime index is a composite, weighted index which measures crime. The higher the index number, the higher the level of crime for that specific year in a particular region. The index is best used by looking at the change over time, or comparing the crime levels across regions.

FIGURE 22: IHS CRIME INDEX - CALENDER YEARS (WEIGHTED AVG / 100,000 PEOPLE) - NKANGALA DISTRICT MUNICIPALITY, 2005/2006-2015/2016 [INDEX VALUE]

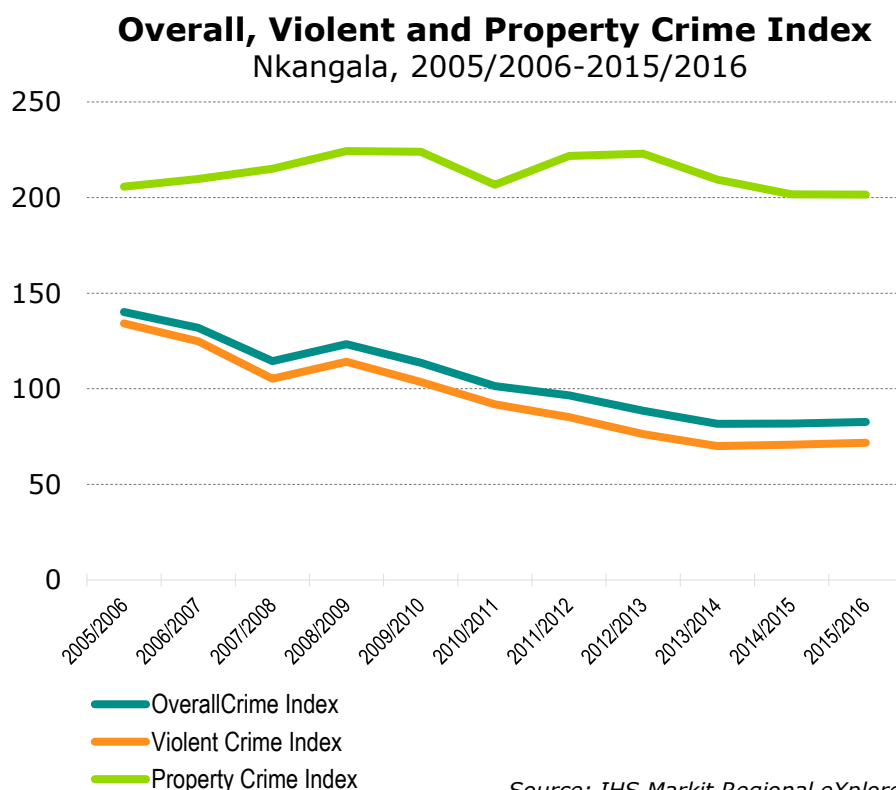


TABLE 30: OVERALL CRIME INDEX - NKANGALA DISTRICT MUNICIPALITY AND THE REST OF MPUMALANGA, 2005/2006-2015/2016 [INDEX VALUE]

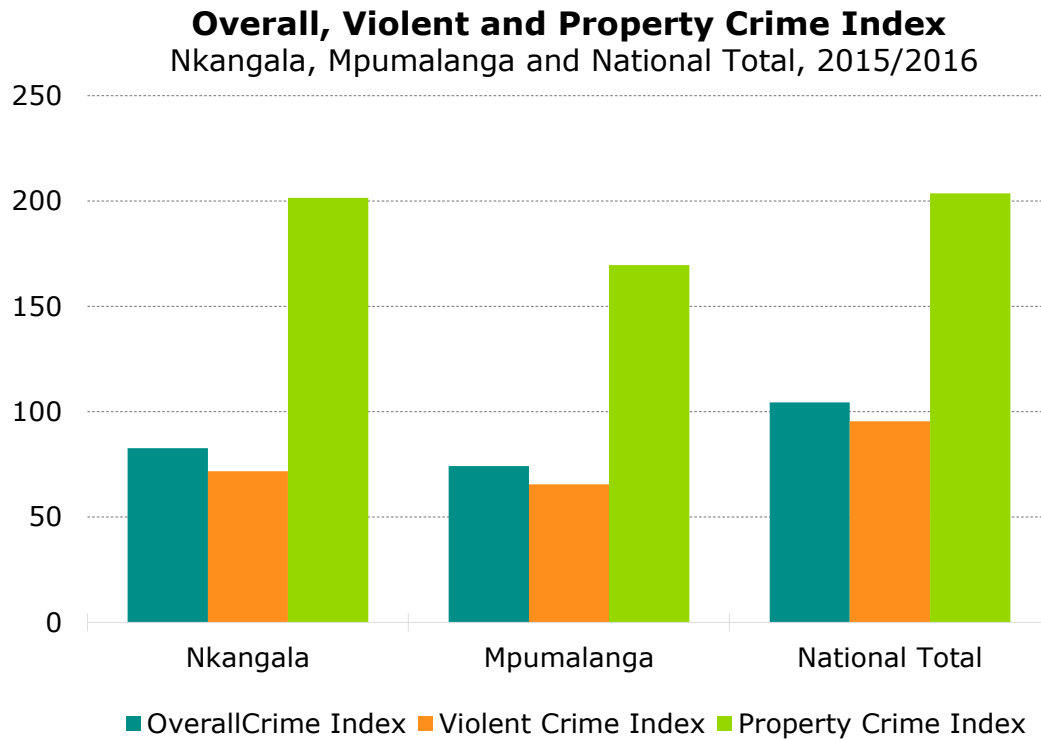
	Nkangala	Gert Sibande	Ehlanzeni
2005/2006	140.14	119.66	110.30
2006/2007	131.87	114.13	108.67
2007/2008	114.42	105.94	97.09
2008/2009	123.27	110.55	98.78
2009/2010	113.68	108.71	93.02
2010/2011	101.44	94.12	84.55
2011/2012	96.55	87.21	77.30
2012/2013	88.45	83.91	71.42
2013/2014	81.67	82.28	65.02
2014/2015	81.74	81.45	62.68
2015/2016	82.64	80.57	63.57
Average Annual growth			
2005/2006-2015/2016	-5.14%	-3.88%	-5.36%

Source: IHS Markit Regional eXplorer version 1160

In 2015/2016, the Nkangala district municipality has the highest overall crime rate of the sub-regions within the overall Mpumalanga Province with an index value of 82.6. Gert Sibande district municipality has the second highest overall crime index at 80.6, with Ehlanzeni district municipality having the third highest overall crime index of 63.6. It is clear that all the crime is decreasing overtime for all the regions within Mpumalanga Province. Gert Sibande district municipality has the second lowest overall crime index of 80.6 and the Ehlanzeni district municipality has the lowest overall crime rate of 63.6. It is clear that crime is decreasing overtime for all the regions within Mpumalanga Province. The region that decreased the most in

overall crime since 2005/2006 was Ehlanzeni district municipality with an average annual decrease of 5.4% followed by Nkangala district municipality with an average annual decrease of 5.1%.

FIGURE 23: IHS CRIME INDEX - CALENDER YEARS (WEIGHTED AVG / 100,000 PEOPLE) - NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2015/2016 [INDEX VALUE]



Source: IHS Markit Regional eXplorer version 1160

From the chart above it is evident that property crime is a major problem for all the regions relative to violent crime. It is evident that the property crime is a major problem for all the regions relative to rest crime indices.

3.1.5. Household Infrastructure

Drawing on the household infrastructure data of a region is of essential value in economic planning and social development. Assessing household infrastructure involves the measurement of four indicators:

- Access to dwelling units
- Access to proper sanitation
- Access to running water
- Access to refuse removal
- Access to electricity

A household is considered "serviced" if it has access to all four of these basic services. If not, the household is considered to be part of the backlog. The way access to a given service is defined (and how to accurately measure that specific Definition over time) gives rise to some distinct problems. IHS has therefore developed a unique model to capture the number of households and their level of access to the four basic services.

A household is defined as a group of persons who live together and provide themselves jointly with food and/or other essentials for living, or a single person who lives alone.

The next few sections offer an overview of the household infrastructure of the Nkangala District Municipality between 2016 and 2006.

3.1.5.1. Household by Dwelling Type

Using the Stats-SA definition of a household and a dwelling unit, households can be categorised according to type of dwelling. The categories are:

Very formal dwellings - structures built according to approved plans, e.g. houses on a separate stand, flats or apartments, townhouses, rooms in backyards that also have running water and flush toilets within the dwelling.

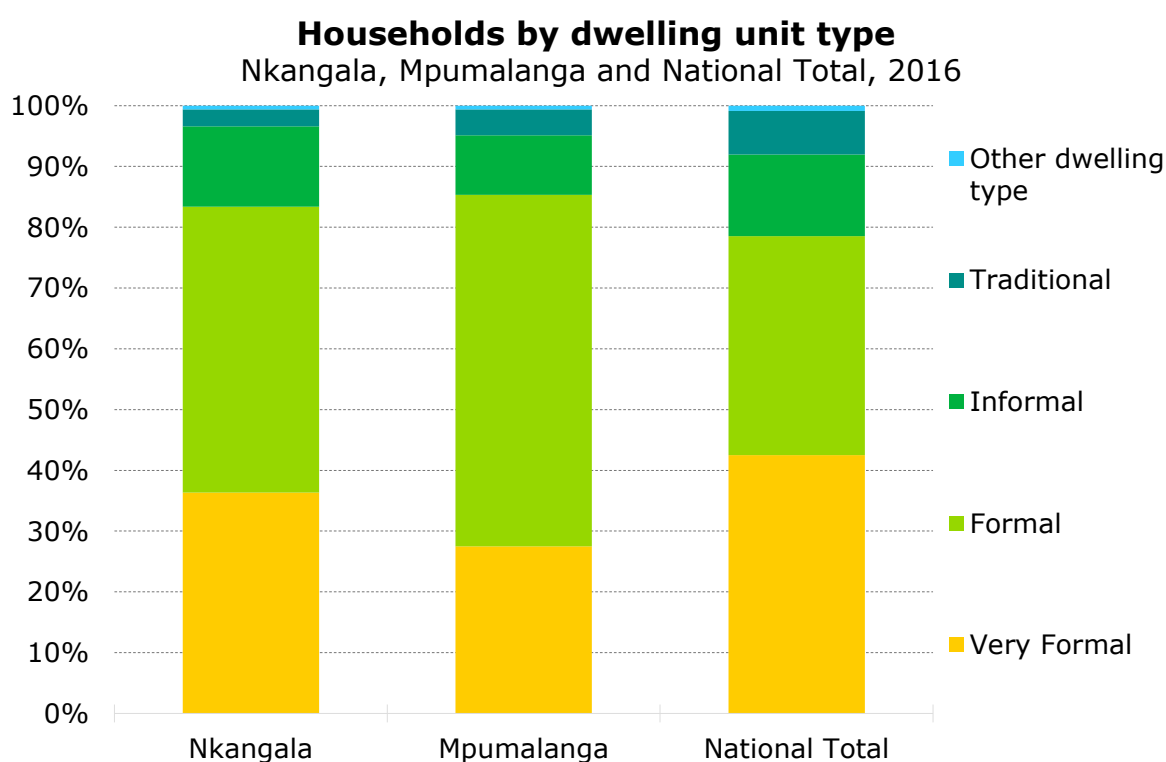
Formal dwellings - structures built according to approved plans, i.e. house on a separate stand, flat or apartment, townhouse, room in backyard, rooms or flat let elsewhere etc., but without running water or without a flush toilet within the dwelling.

Informal dwellings - shacks or shanties in informal settlements, serviced stands, or proclaimed townships, as well as shacks in the backyards of other dwelling types.

Traditional dwellings - structures made of clay, mud, reeds, or other locally available material.

Other dwelling units - tents, ships, caravans, etc.

FIGURE 24: HOUSEHOLDS BY DWELLING UNIT TYPE - NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2016 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1160

Nkangala District Municipality had a total number of 147 000 (36.37% of total households) very formal dwelling units, a total of 190 000 (47.03% of total households) formal dwelling units and a total number of 53 400 (13.23% of total households) informal dwelling units.

TABLE 31: HOUSEHOLDS BY DWELLING UNIT TYPE

	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Victor Khanye	11,300	8,180	3,210	515	324	23,500
Emalahleni	74,000	33,500	27,600	3,240	816	139,000
Steve Tshwete	46,100	21,000	10,300	1,890	635	79,900
Emakhazeni	6,850	5,060	1,400	1,070	81	14,500
Thembisile Hani	4,000	68,100	6,820	3,690	344	83,000
Dr JS Moroka	4,510	54,000	4,070	838	170	63,600

Total Nkangala	146,777	189,823	53,393	11,248	2,371	403,612
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Source: IHS Markit Regional eXplorer version 1160

The region within the Nkangala District Municipality with the highest number of very formal dwelling units is Emalahleni local municipality with 74 000 or a share of 50.43% of the total very formal dwelling units within Nkangala District Municipality. The region with the lowest number of very formal dwelling units is Thembisile Hani local municipality with a total of 4 000 or a share of 2.72% of the total very formal dwelling units within Nkangala District Municipality.

TABLE 32: INFORMAL DWELLING BACKLOG

Local Municipal area	Number of households in informal dwellings		Share of total households	
	2011	2016	2011	2016
Victor Khanye	3 158	3 290	15.4%	13.6%
Emalahleni	23 138	34 845	19.3%	23.2%
Steve Tshwete	9 190	12 480	14.1%	14.4%
Emakhazeni	1 537	1 694	11.2%	11.6%
Thembisile Hani	7 678	6 915	10.2%	8.4%
Dr JS Moroka	4 813	4 093	7.7%	6.6%

Sources Stats-SA 2011& CS 2016

3.1.5.2. Household by Type of Sanitation

Sanitation can be divided into specific types of sanitation to which a household has access. We use the following categories:

No toilet - No access to any of the toilet systems explained below.

Bucket system - A top structure with a seat over a bucket. The bucket is periodically removed and the contents disposed of. (Note: this system is widely used but poses health risks to the collectors. Most authorities are actively attempting to discontinue the use of these buckets in their local regions).

Pit toilet - A top structure over a pit.

Ventilation improved pit - A pit toilet but with a fly screen and vented by a pipe. Depending on soil conditions, the pit may be lined.

Flush toilet - Waste is flushed into an enclosed tank, thus preventing the waste to flow into the surrounding environment. The tanks need to be emptied or the contents pumped elsewhere.

TABLE 33: HOUSEHOLDS BY TYPE OF SANITATION - NKANGALA

Local Municipal area	Number of households without hygienic toilets		Share of total households	
	2011	2016	2011	2016
Victor Khanye	3 742	3 373	18.2%	13.9%
Emalahleni	34 160	41 552	28.5%	27.6%
Steve Tshwete	9 780	15 713	15.1%	18.1%
Emakhazeni	2941	2 573	21.4%	17.6%
Thembisile Hani	68 022	73 411	89.9%	88.7%
Dr JS Moroka	52 450	50 738	84.4%	81.4%

Nkangala District Municipality had a total number of 221 000 flush toilets (54.65% of total households), 56 400 Ventilation Improved Pit (VIP) (13.96% of total households) and 114 000 (28.16%) of total household's pit toilets.

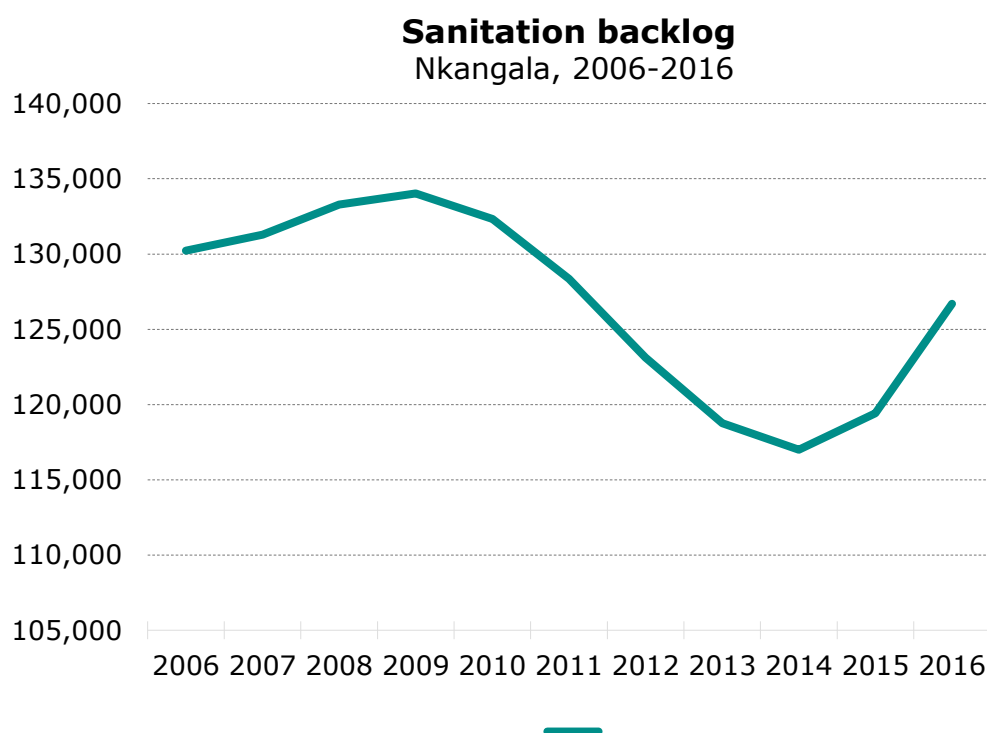
TABLE 34: HOUSEHOLDS BY TYPE OF SANITATION

	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Victor Khanye	20,500	380	1,540	625	435	23,500
Emalahleni	101,000	6,790	27,300	509	3,130	139,000
Steve Tshwete	67,600	5,200	4,100	1,660	1,410	79,900
Emakhazeni	12,000	229	1,240	82	860	14,500
Thembisile Hani	8,690	22,400	48,800	940	2,140	83,000
Dr JS Moroka	10,300	21,300	30,700	242	992	63,600
Total Nkangala	220,568	56,357	113,657	4,061	8,970	403,612

Source: IHS Markit Regional eXplorer version 1160

The region within Nkangala with the highest number of flush toilets is Emalahleni local municipality with 101 000 or a share of 45.98% of the flush toilets within Nkangala. The region with the lowest number of flush toilets is Thembisile Hani local municipality with a total of 8 690 or a share of 3.94% of the total flush toilets within Nkangala District Municipality.

FIGURE 25: SANITATION BACKLOG - NKANGALA DISTRICT MUNICIPALITY, 2006-2016 [NUMBER OF HOUSEHOLDS WITHOUT HYGIENIC TOILETS]



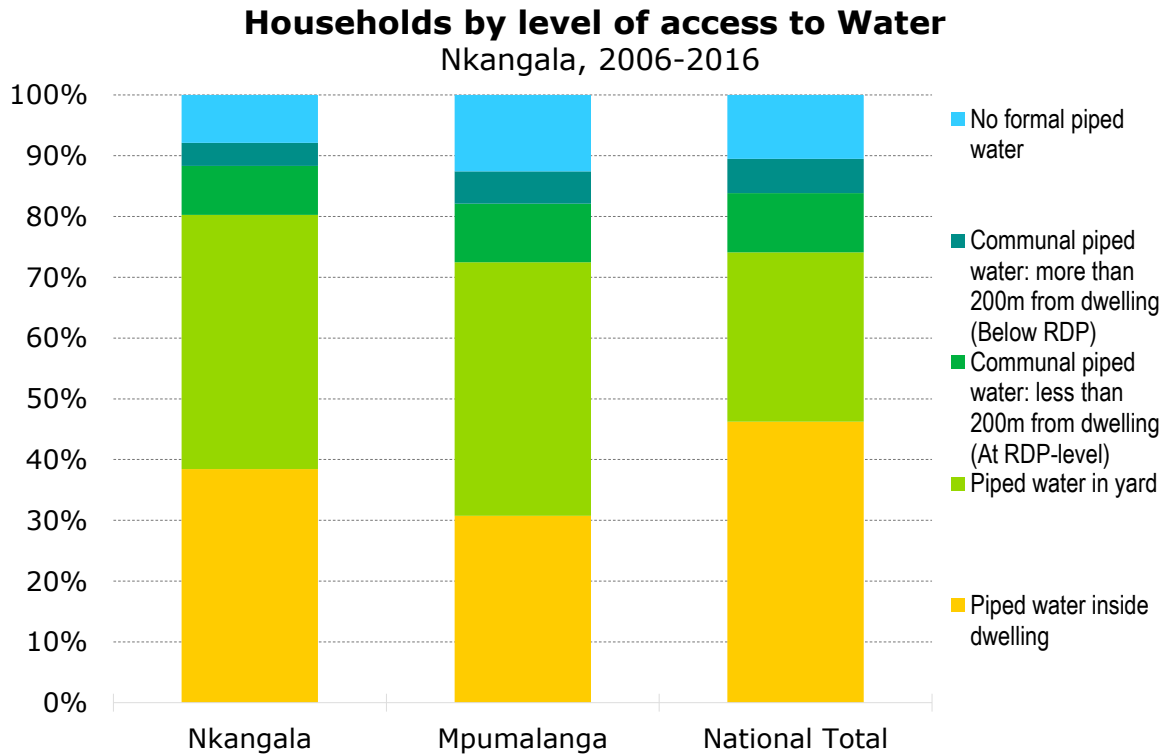
Source: IHS Markit Regional eXplorer version 1160

When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2006 the number of Households without any hygienic toilets in Nkangala District Municipality was 130 000, this decreased annually at a rate of -0.28% to 127 000 in 2016.

3.1.5.3. Households by Access to water

A household is categorised according to its main access to water, as follows: Regional/local water scheme, Borehole and spring, Water tank, Dam/pool/stagnant water, River/stream and other main access to water methods. No formal piped water includes households that obtain water via water carriers and tankers, rain water, boreholes, dams, rivers and springs.

FIGURE 26: HOUSEHOLDS BY TYPE OF WATER ACCESS - NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2016 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1160

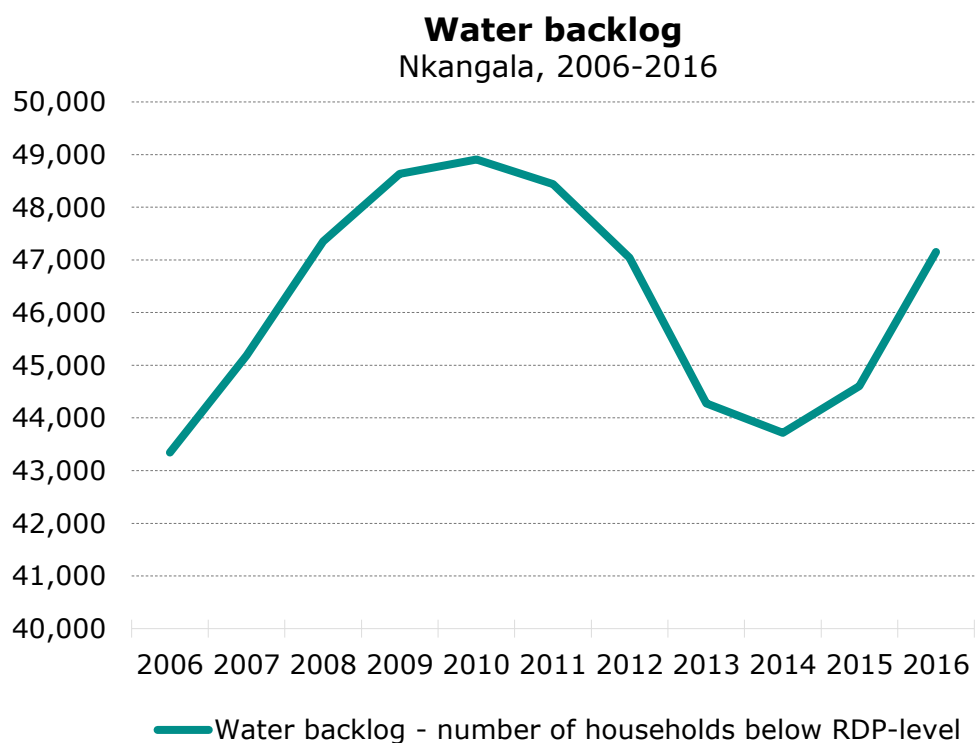
Nkangala District Municipality had a total number of 155 000 (or 38.44%) households with piped water inside the dwelling, a total of 169 000 (41.80%) households had piped water inside the yard and a total number of 31 700 (7.86%) households had no formal piped water.

TABLE 35: HOUSEHOLDS BY TYPE OF WATER ACCESS - NKANGALA DISTRICT MUNICIPALITY, 2016 [NUMBER]

Local Municipal area	Number of households without access*		Share of total households	
	2011	2016	2011	2016
Victor Khanye	882	3 177	4.3%	13.1%
Emalahleni	6 273	13 792	5.2%	9.2%
Steve Tshwete	1 194	4 082	1.8%	4.7%
Emakhazeni	642	1 686	4.7%	11.5%
Thembisile Hani	3 459	4 768	4.6%	5.8%

The regions within Nkangala District Municipality with the highest number of households with piped water inside the dwelling is Emalahleni local municipality with 72 600 or a share of 46.78% of the households with piped water inside the dwelling within Nkangala District Municipality. The region with the lowest number of households with piped water inside the dwelling is Emakhazeni local municipality with a total of 6 980 or a share of 4.50% of the total households with piped water inside the dwelling within Nkangala District Municipality.

FIGURE 27: WATER BACKLOG - NKANGALA DISTRICT MUNICIPALITY, 2006-2016 [NUMBER OF HOUSEHOLDS BELOW RDP-LEVEL]



Source: IHS Markit Regional eXplorer version 1160

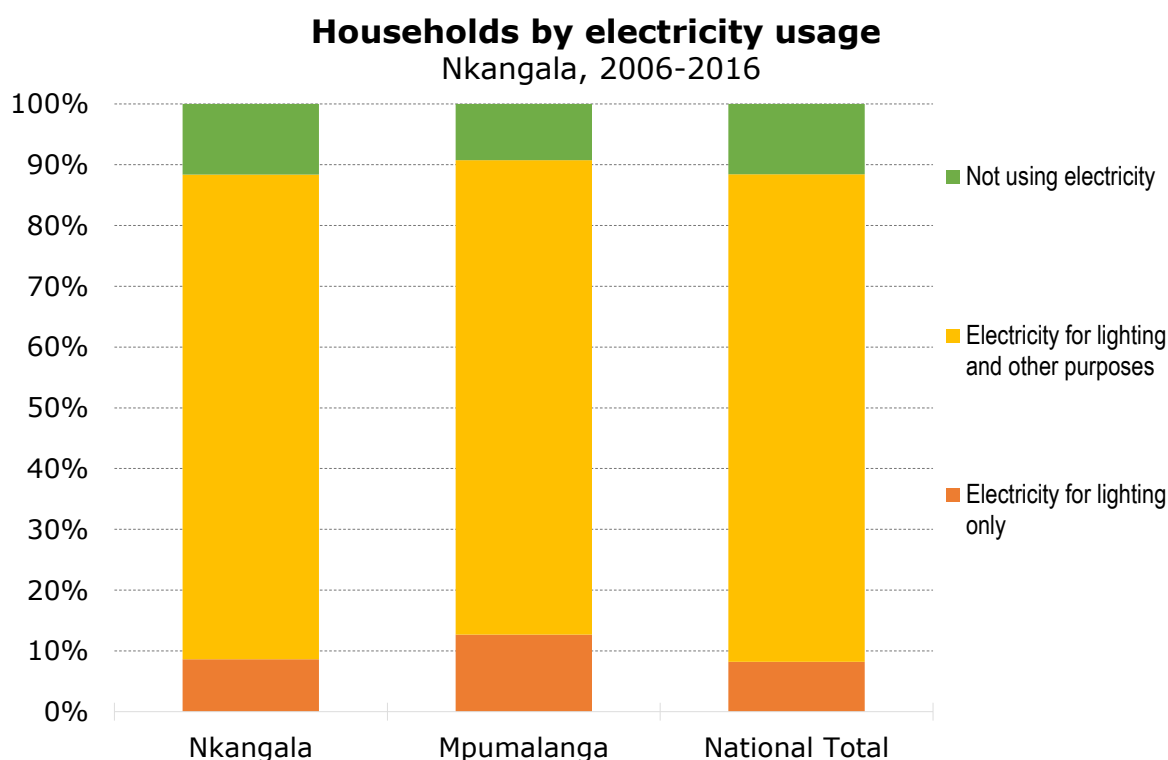
When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2006 the number of households below the RDP-level were 43 300 within Nkangala District Municipality, this increased annually at 0.85% per annum to 47 200 in 2016.

The total number of households within Nkangala District Municipality increased at an average annual rate of 2.88% from 2006 to 2016, which is higher than the annual increase of 1.97% in the number of households in South Africa. With high in-migration into a region, the number of households increases, putting additional strain on household infrastructure. In the short to medium term this can result in an increase in the number of households not living in a formal dwelling, as the provision of household infrastructure usually takes time to deliver.

3.1.5.4. Households by Type of Electricity

Households are distributed into 3 electricity usage categories: Households using electricity for cooking, Households using electricity for heating, households using electricity for lighting. Household using solar power are included as part of households with an electrical connection. This time series categorises households in a region according to their access to electricity (electrical connection).

FIGURE 28: HOUSEHOLDS BY TYPE OF ELECTRICAL CONNECTION - NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2016 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1160

Nkangala District Municipality had a total number of 34 800 (8.63%) households with electricity for lighting only, a total of 322 000 (79.77%) households had electricity for lighting and other purposes and a total number of 46 800 (11.60%) households did not use electricity.

TABLE 36: HOUSEHOLDS BY TYPE OF ELECTRICAL CONNECTION - VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, EMAKHAZENI, THEMBISILE HANI AND DR JS MOROKA LOCAL MUNICIPALITIES, 2016 [NUMBER]

	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
Victor Khanye	3,880	17,400	2,200	23,500
Emalahleni	3,520	103,000	32,300	139,000
Steve Tshwete	4,720	69,300	5,900	79,900
Emakhazeni	4,290	8,400	1,770	14,500
Thembisile Hani	7,300	72,400	3,330	83,000
Dr JS Moroka	11,100	51,200	1,280	63,600
Total Nkangala	34,825	321,973	46,814	403,612

Source: IHS Markit Regional eXplorer version 1160

The region within Nkangala with the highest number of households with electricity for lighting and other purposes is Emalahleni local municipality with 103 000 or a share of 32.08% of the households with electricity for lighting and other purposes within Nkangala District Municipality. The Region with the lowest number of households with electricity for lighting and other purposes is Emakhazeni local municipality with a total of 8 400 or a share of 2.61% of the total households with electricity for lighting and other purposes within Nkangala District Municipality.

TABLE 37: ELECTRICITY CONNECTION - NKANGALA DISTRICT MUNICIPALITY, 2006-2016 [NUMBER OF HOUSEHOLDS WITH NO ELECTRICAL CONNECTION]

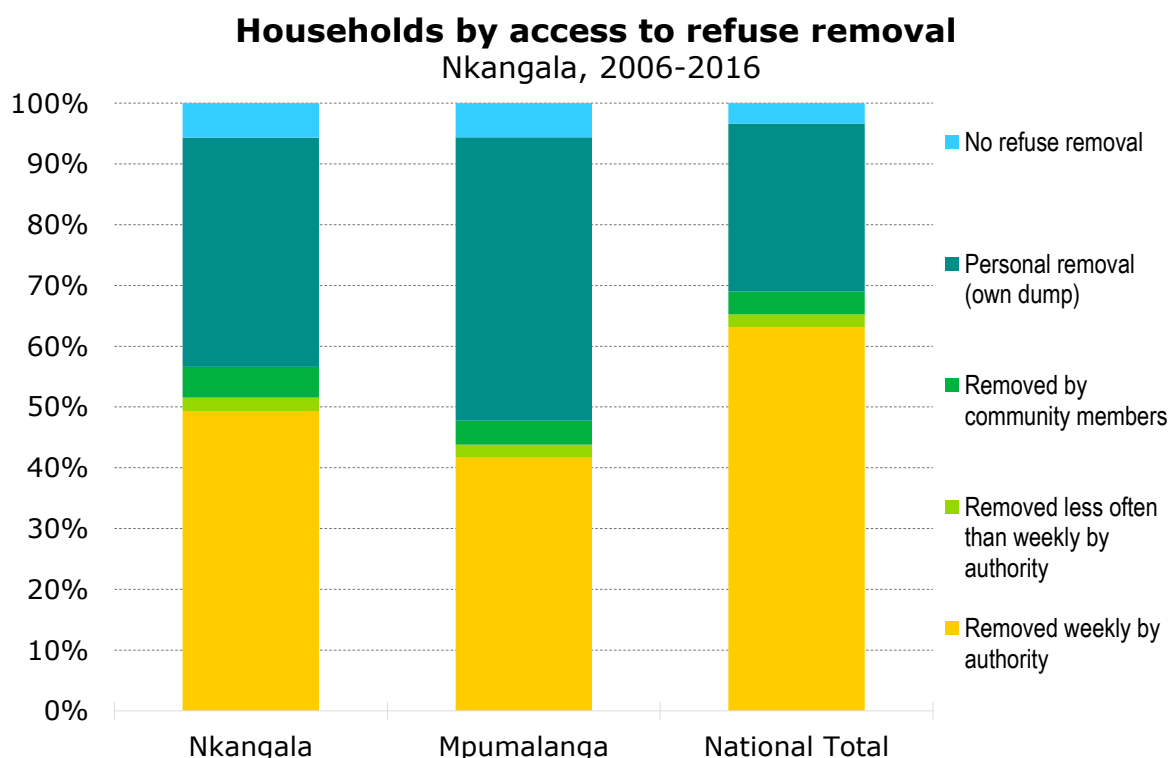
Local Municipal area	Number of households not connected*		Share of total households	
	2011	2016	2011	2016
Victor Khanye	3 062	1 585	14.9%	6.5%
Emalahleni	31527	40 721	26.3%	27.1%
Steve Tshwete	5 782	7 458	8.9%	8.6%
Emakhazeni	2 209	2 074	16.1%	14.2%
Thembisile Hani	5 673	1 636	7.5%	2.0%
Dr JS Moroka	1 927	912	3.1%	1.5%

3.1.5.5. Households by Refuse Disposal

A distinction is made between formal and informal refuse removal. When refuse is removed by the local authorities, it is referred to as formal refuse removal. Informal refuse removal is where either the household or the community disposes of the waste, or where there is no refuse removal at all. A further breakdown is used in terms of the frequency by which the refuse is taken away, thus leading to the following categories:

- Removed weekly by authority
- Removed less often than weekly by authority
- Removed by community members
- Personal removal / (own dump)
- No refuse removal

FIGURE 29: HOUSEHOLDS BY REFUSE DISPOSAL - NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2016 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1160

Nkangala District Municipality had a total number of 199 000 (49.33%) households which had their refuse removed weekly by the authority, a total of 8 890 (2.20%) households had their refuse removed less often than weekly by the authority and a total number of 152 000 (37.70%) households which had to remove their refuse personally (own dump).

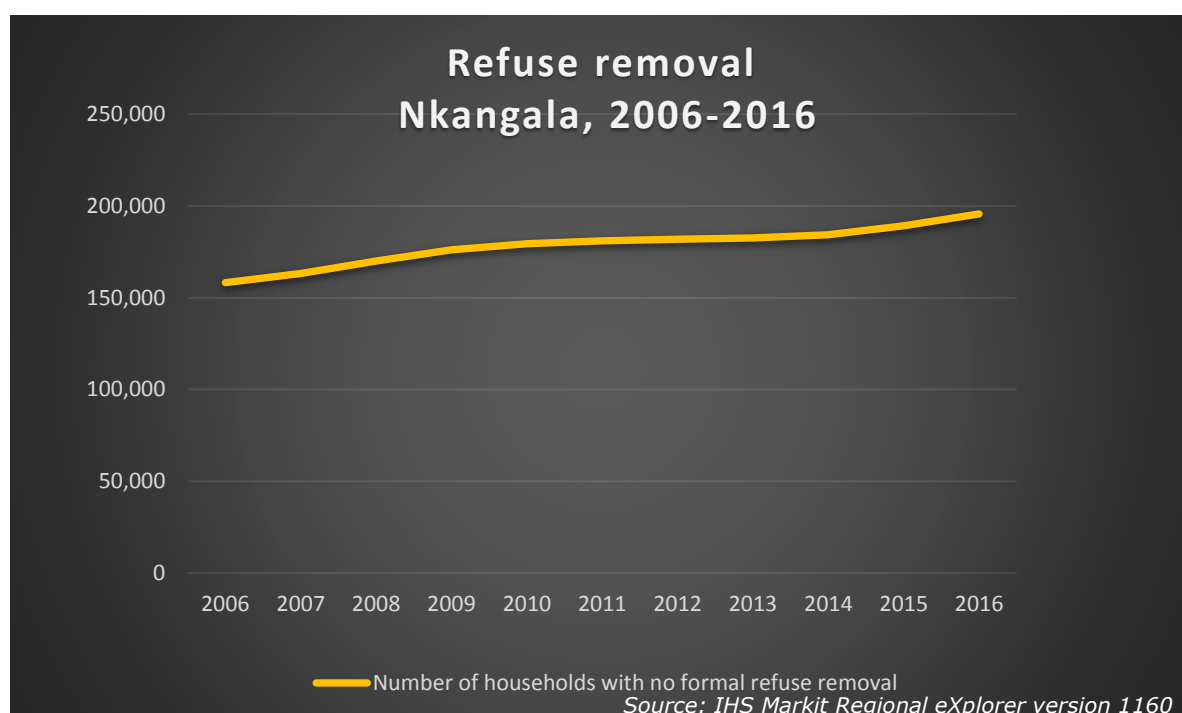
TABLE 38: HOUSEHOLDS BY REFUSE DISPOSAL - VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, EMAKHAZENI, THEMBISILE HANI AND DR JS MOROKA LOCAL MUNICIPALITIES, 2016 [NUMBER]

	Removed weekly by authority	Removed less often than weekly by authority	Removed by community members	Personal removal (own dump)	No refuse removal	Total
Victor Khanye	17,400	912	571	3,520	1,090	23,500
Emalahleni	93,400	2,520	5,620	27,100	10,500	139,000
Steve Tshwete	66,100	2,550	1,790	8,010	1,460	79,900
Emakhazeni	9,500	443	853	3,210	453	14,500
Thembisile Hani	6,320	501	7,670	62,900	5,560	83,000
Dr JS Moroka	6,280	1,970	4,080	47,400	3,870	63,600
Total	199,093	8,892	20,578	152,164	22,886	403,612

Source: IHS Markit Regional eXplorer version 1160

The region within Nkangala with the highest number of households where the refuse is removed weekly by the authority is Emalahleni local municipality with 93 400 or a share of 46.93% of the households where the refuse is removed weekly by the authority within Nkangala. The region with the lowest number of households where the refuse is removed weekly by the authority is Dr JS Moroka local municipality with a total of 6 280 or a share of 3.16% of the total households where the refuse is removed weekly by the authority within the district municipality.

FIGURE 30: REFUSE REMOVAL - NKANGALA DISTRICT MUNICIPALITY, 2006-2016 [NUMBER OF HOUSEHOLDS WITH NO FORMAL REFUSE REMOVAL]



When looking at the number of households with no formal refuse removal, it can be seen that in 2006 the households with no formal refuse removal in Nkangala District Municipality was 158 000, this increased annually at 2.15% per annum to 196 000 in 2016.

The total number of households within Nkangala District Municipality increased at an average annual rate of 2.88% from 2006 to 2016, which is higher than the annual increase of 1.97% in the number of households in South Africa. With high in-migration into a region, the number of households increases, putting additional strain on household infrastructure. In the short to medium term this can result in an increase in the number of households not living in a formal dwelling, as the provision of household infrastructure usually takes time to deliver.

3.1.7. Tourism

Tourism can be defined as the non-commercial organisation plus operation of vacations and visits to a place of interest.

Whether you visit a relative or friend, travel for business purposes, go on holiday or on medical and religious trips - these are all included in tourism.

3.7.1. Trips by purpose of trips

- As defined by the United Nations World Tourism Organisation (UN WTO), a trip refers to travel, by a person, from the time they leave their usual residence until they return to that residence. This is usually referred to as a round trip. IHS likes to narrow this definition down to overnight trips only, and only those made by adult visitors (over 18 years). Also note that the number of "person" trips are measured, not household or "party trips".

The main purpose for an overnight trip is grouped into these categories:

- Leisure / Holiday
- Business
- Visits to friends and relatives
- Other (Medical, Religious, etc.)

TABLE 39: NUMBER OF TRIPS BY PURPOSE OF TRIPS - NKANGALA DISTRICT MUNICIPALITY, 2006-2016 [NUMBER PERCENTAGE]

	Leisure / Holiday	Business	Visits to friends and relatives	Other (Medical, Religious, etc)	Total
2006	144,000	73,400	489,000	101,000	808,000
2007	158,000	72,100	516,000	97,000	843,000
2008	165,000	75,400	560,000	86,200	887,000
2009	169,000	82,400	583,000	94,500	929,000
2010	184,000	98,000	620,000	111,000	1,010,000
2011	198,000	108,000	671,000	121,000	1,100,000
2012	213,000	119,000	736,000	131,000	1,200,000
2013	231,000	114,000	849,000	143,000	1,340,000
2014	226,000	107,000	854,000	139,000	1,330,000
2015	223,000	100,000	905,000	139,000	1,370,000
2016	240,000	107,000	975,000	150,000	1,470,000
Average Annual growth					
2006-2016	5.22%	3.84%	7.15%	4.00%	6.18%

Source: IHS Markit Regional eXplorer version 1160

In Nkangala District Municipality, the Visits to friends and relatives, relative to the other tourism, recorded the highest average annual growth rate from 2006 (489 000) to 2016 (975 000) at 7.15%. The type of tourism with the highest volume of tourists was also the Visits to friends and relative's tourism with a total number of 975 000 annual tourists and had an average annual growth rate of 7.15%. The tourism type that recorded the lowest growth was Business tourism with an average annual growth rate of 3.84% from 2006 (73 400) to 2016 (107 000).

TABLE 40: TRIPS BY PURPOSE OF TRIP - NKANGALA DISTRICT MUNICIPALITY, 2016 [PERCENTAGE]

Region	Total tourism spend (R-million)	Tourism spend as % of GDP (current prices)		
	2011	2016	2011	2016
Nkangala	2 486	4 490	2.7%	3.7%
Victor Khanye	95	178	2.0%	2.5%
Emalaheni	777	1 343	1.7%	2.4%
Steve Tshwete	796	1 670	2.6%	3.9%
Emakhazeni	436	758	17.7%	20.3%
Thembisile Hani	264	377	5.9%	5.4%
Dr JS Moroka	120	166	2.9%	2.7%

The Visits to friends and relatives at 66.23% has largest share the total tourism within Nkangala District Municipality. Leisure / Holiday tourism had the second highest share at 16.32%, followed by Other (Medical, Religious, etc) tourism at 10.18% and the Business tourism with the smallest share of 7.26% of the total tourism within Nkangala District Municipality.

3.7.2. Origin of Tourists

In the following table, the number of tourists that visited Nkangala District Municipality from both domestic origins, as well as those coming from international places, are listed.

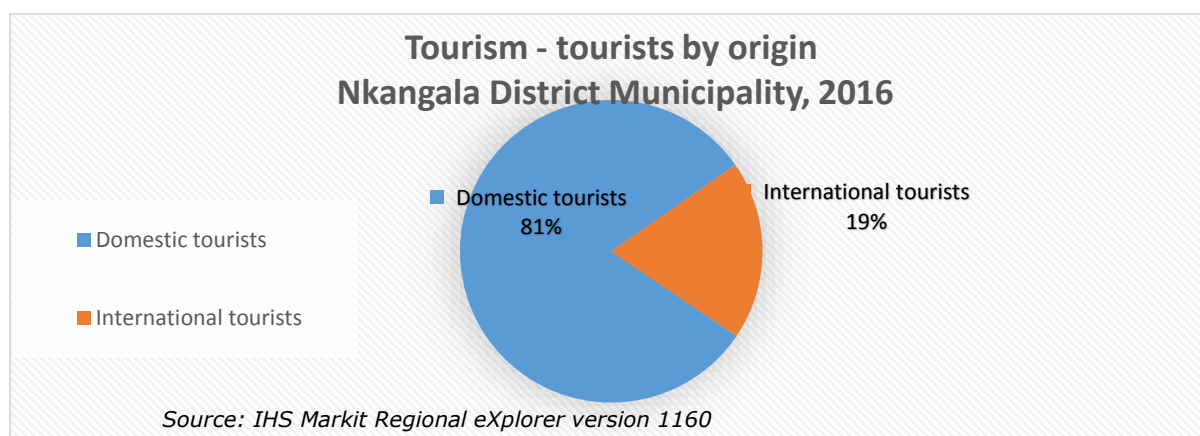
TABLE 41: TOTAL NUMBER OF TRIPS BY ORIGIN TOURISTS - NKANGALA DISTRICT MUNICIPALITY, 2006-2016 [NUMBER]

	Domestic tourists	International tourists	Total tourists
2006	650,000	158,000	808,000
2007	671,000	172,000	843,000
2008	701,000	187,000	887,000
2009	727,000	201,000	929,000
2010	775,000	237,000	1,010,000
2011	843,000	255,000	1,100,000
2012	917,000	281,000	1,200,000
2013	1,060,000	282,000	1,340,000
2014	1,050,000	281,000	1,330,000
2015	1,110,000	254,000	1,370,000
2016	1,190,000	282,000	1,470,000
Average Annual growth 2006-2016	6.24%	5.94%	6.18%

Source: IHS Markit Regional eXplorer version 1160

The number of trips by tourists visiting Nkangala District Municipality from other regions in South Africa has increased at a very high average annual rate of 6.24% from 2006 (650 000) to 2016 (1.19 million). The tourists visiting from other countries increased at a relatively high average annual growth rate of 5.94% (from 158 000 in 2006 to 282 000). International tourists constitute 19.12% of the total number of trips, with domestic tourism representing the balance of 80.88%.

FIGURE 31: TOURISTS BY ORIGIN - NKANGALA DISTRICT MUNICIPALITY, 2016 [PERCENTAGE]



3.7.3. Bed nights by origin of tourist

- A bed night is the tourism industry measurement of one night away from home on a single person trip.

The following is a summary of the number of bed nights spent by domestic and international tourist within Nkangala District Municipality between 2006 and 2016.

TABLE 42: BEDNIGHTS BY ORIGIN OF TOURIST - NKANGALA DISTRICT MUNICIPALITY, 2006-2016 [NUMBER]

	Domestic tourists	International tourists	Total tourists
2006	2,740,000	797,000	3,530,000
2007	2,900,000	827,000	3,730,000
2008	3,100,000	875,000	3,980,000
2009	3,210,000	940,000	4,150,000
2010	3,320,000	1,150,000	4,470,000
2011	3,400,000	1,300,000	4,700,000
2012	3,410,000	1,530,000	4,940,000
2013	3,250,000	1,760,000	5,010,000
2014	3,080,000	2,040,000	5,120,000
2015	2,950,000	2,080,000	5,030,000
2016	3,090,000	2,460,000	5,550,000
Average Annual growth			
2006-2016	1.22%	11.92%	4.61%

Source: IHS Markit Regional eXplorer version 1160

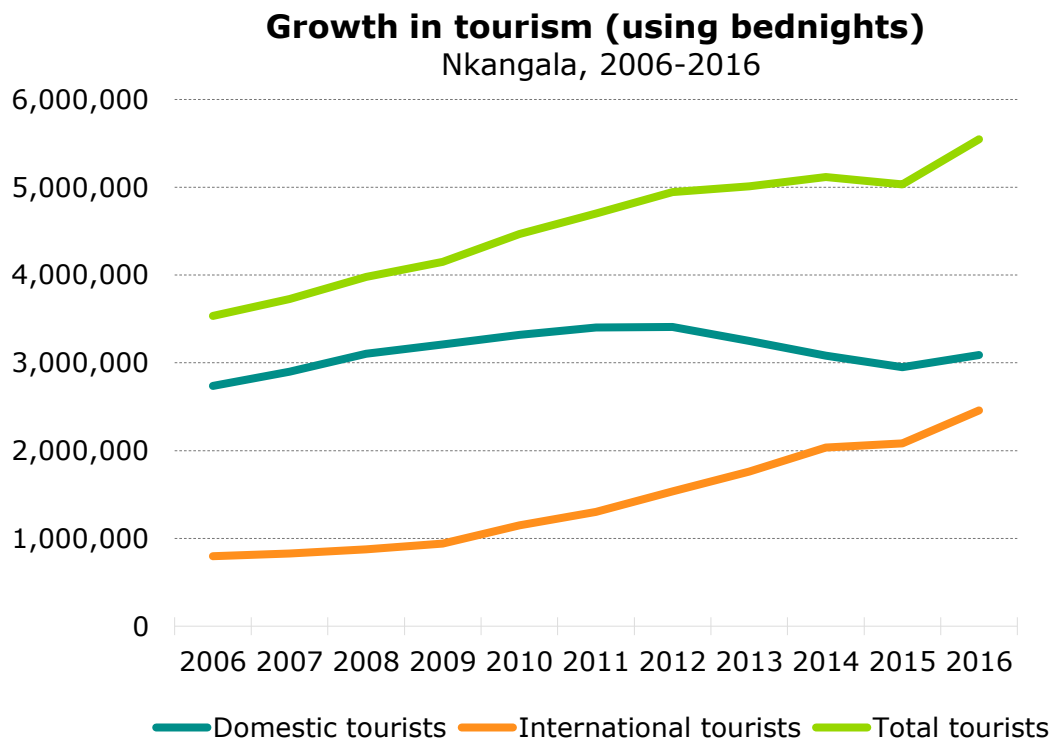
From 2006 to 2016, the number of bed nights spent by domestic tourists has increased at an average annual rate of 1.22%, while in the same period the international tourists had an average annual increase of 11.92%. The total number of bed nights spent by tourists increased at an average annual growth rate of 4.61% from 3.53 million in 2006 to 5.55 million in 2016.

Table 43: Trips per province

Main Destination	Day Trip			
		Quarter 1		Quarter 2
Western Cape	538	14.3	418	11.1
Eastern Cape	507	13.4	405	10.8
Northern Cape	142	3.8	176	4.7
Free State	133	3.5	176	8.2
Kwazulu Natal	283	7.5	310	8.3

North West	400	10.6	313	25.2
Gauteng	868	23.0	949	25.2
Mpumalanga	305	8.1	326	8.7
Limpopo	515	13.6	629	16.7
Unspecified	82	2.2	58	1.5

FIGURE 32: GROWTH IN TOURISM (USING BEDNIGHTS) BY ORIGIN - NKANGALA DISTRICT MUNICIPALITY, 2006-2016 [NUMBER]



Source: IHS Markit Regional eXplorer version 1160

3.7.4. Tourism spending

In their Tourism Satellite Account, Stats-SA defines tourism spending as all expenditure by visitors for their trip to the particular region. This excludes capital expenditure as well as the shopping expenditure of traders (called shuttle trade). The amounts are presented in current prices, meaning that inflation has not been taken into account.

It is important to note that this type of spending differs from the concept of contribution to GDP. Tourism spending merely represents a nominal spend of trips made to each region.

TABLE 44: TOTAL TOURISM SPENDING - NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2006-2016 [R BILLIONS, CURRENT PRICES]

	Nkangala	Mpumalanga	National Total
2006	1.6	8.5	126.9
2007	1.7	9.4	138.7
2008	1.9	10.5	152.5
2009	2.0	10.8	153.4
2010	2.3	12.0	167.2
2011	2.5	12.9	174.6
2012	3.0	15.3	199.9

2013	3.4	17.1	218.3
2014	3.8	19.2	238.7
2015	3.9	19.5	238.1
2016	4.5	22.5	266.9
Average Annual growth			
2006-2016	11.19%	10.19%	7.72%

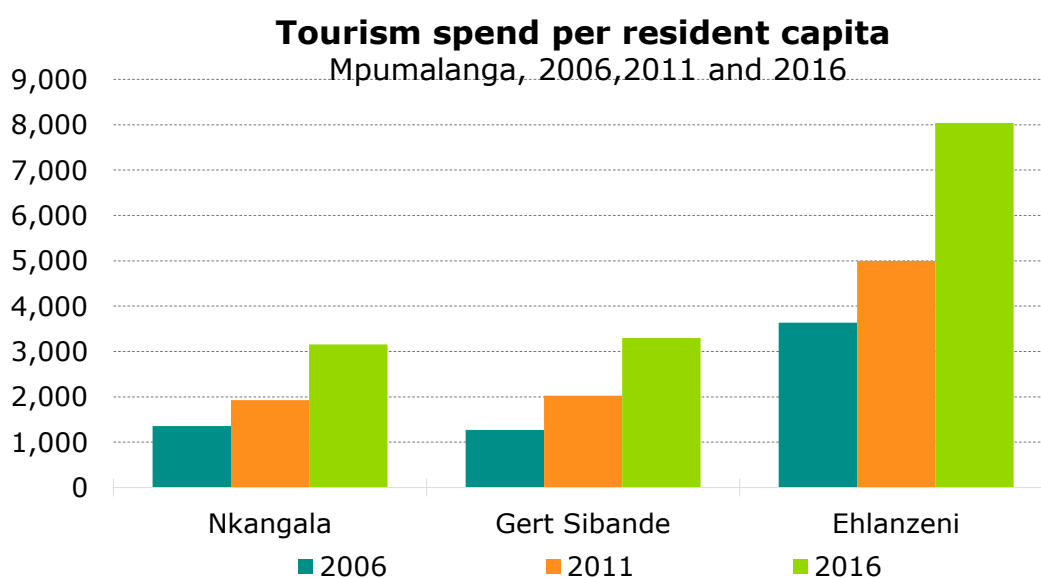
Source: IHS Markit Regional eXplorer version 1160

Nkangala District Municipality had a total tourism spending of R 4.49 billion in 2016 with an average annual growth rate of 11.2% since 2006 (R 1.55 billion). Mpumalanga Province had a total tourism spending of R 22.5 billion in 2016 and an average annual growth rate of 10.2% over the period. Total tourism spending in South Africa increased from R 127 billion in 2006 to R 267 billion in 2016 at an average annual rate of 7.7%.

3.7.5. Tourism Spend Per Resident Capita

Another interesting topic to look at is tourism spending per resident capita. To calculate this, the total amount of tourism spending in the region is divided by the number of residents living within that region. This gives a relative indication of how important tourism is for a particular area.

FIGURE 33: TOURISM SPEND PER RESIDENT CAPITA - NKANGALA DISTRICT MUNICIPALITY AND THE REST OF MPUMALANGA, 2006,2011 AND 2016 [R THOUSANDS]



Source: IHS Markit Regional eXplorer version 1160

In 2016, Nkangala District Municipality had a tourism spend per capita of R 3,160 and an average annual growth rate of 8.84%, Nkangala District Municipality ranked lowest amongst all the regions within Mpumalanga in terms of tourism spend per capita. The region within Mpumalanga Province that ranked first in terms of tourism spend per capita is Ehlanzeni district municipality with a total per capita spending of R 8,040 which reflects an average annual increase of 8.26% from 2006.

3.7.6. Tourism Spend as a Share of GDP

This measure presents tourism spending as a percentage of the GDP of a region. It provides a gauge of how important tourism is to the local economy. An important note about this variable is that it does not reflect what is spent in the tourism industry of that region, but only what is spent by tourists visiting that region as their main destination.

TABLE 45: TOTAL SPENDING AS % SHARE OF GDP - NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2006-2016 [PERCENTAGE]

	NKANGALA	MPUMALANGA	NATIONAL TOTAL
2006	3.4%	6.9%	6.9%
2007	3.1%	6.4%	6.6%
2008	3.0%	6.2%	6.4%
2009	2.8%	5.9%	6.1%
2010	2.8%	5.9%	6.1%
2011	2.7%	5.7%	5.8%
2012	2.9%	6.0%	6.1%
2013	3.2%	6.4%	6.2%
2014	3.4%	6.6%	6.3%
2015	3.4%	6.4%	5.9%
2016	3.7%	6.9%	6.2%

HIV/AIDS

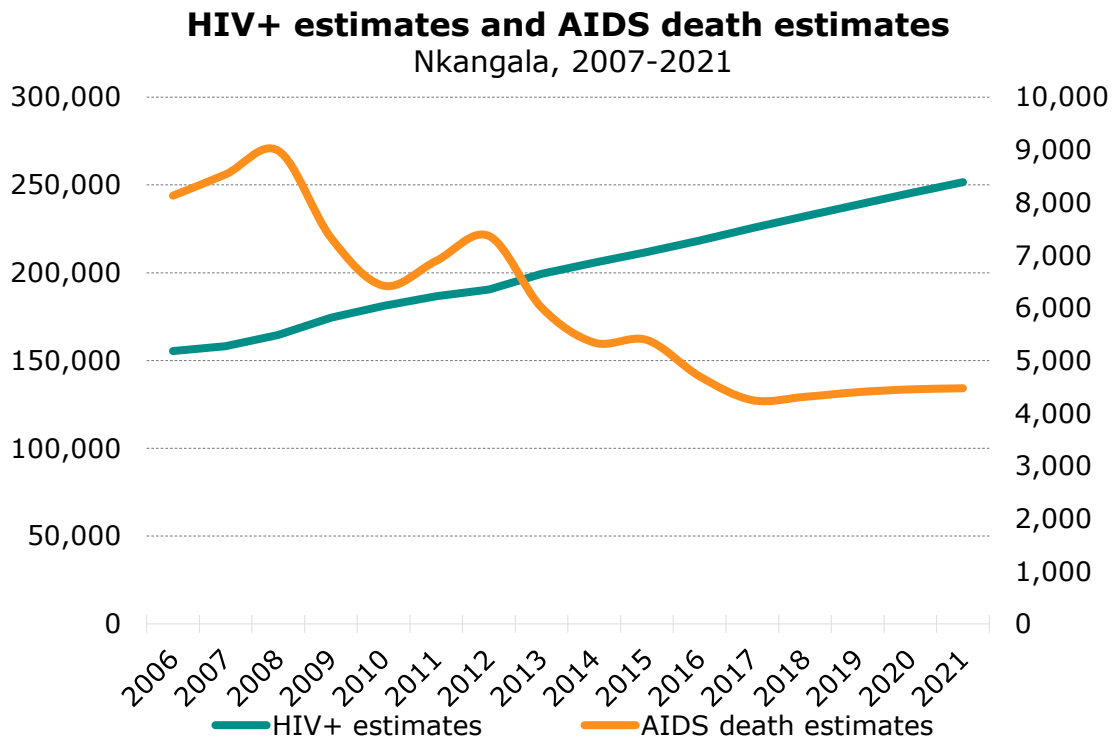
Table 46: HIV prevalence rate per local municipality

Local Municipal Area	HIV prevalence rate 2012	HIV prevalence rate 2013
Thembisile Hani	26.4%	30.2%
Dr JS Moroka	25.7%	30.4%
Victor Khanye	30.0%	38.9%
Emalahleni	40.6%	40.7%
Steve Tshwete	52.3%	43.1%
Emakhazeni	40.0%	45.5%

(Department of Health)

The HIV prevalence rate in the district is over 30% for all local municipalities is very high. The district along with its locals is focusing of HIV aids awareness and education in an effort to minimise future transmissions and to encourage healthy wellbeing of the HIV/ Aids infected and affected.

Figure 34: HIV+ ESTIMATES and AIDS DEATH ESTIMATES



Source: IHS Markit Regional eXplorer version 1160

Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 8130 in 2007 and 4700 for 2017. This number denotes a decrease from 2007 to 2017 with a high average annual rate of -5.34% (or -3430 people). For the year 2017, they represented 0.33% of the total population of the entire district municipality.

PERSONS LIVING WITH DISABILITY

Table 47: Number of persons living with disability per disability classification

	Walking	Communicating	Hearing	Seeing	Remembering
No difficulty	1238798	1279214	1252825	2338	1254800
Some difficulty	41742	16629	38426	142352	34373
A lot of difficulty	16611	3242	8152	893	9627
Cannot do at all	2933	1132	636	807	982
Do not know	828	718	894	22187	1131
Unspecified	2360	2338	2338	117994	2359
Not applicable	142352	142352	142352	1159052	142352

Persons living with disabilities are entitled to the same services as people living without. Therefore, service provision should also cater for the needs for these persons. Access to specialised schools, health care and even public transportation are essential in the improvement of the quality of life of persons living with disabilities.

CHAPTER FOUR

4.1 Developmental Issues

The developmental issues are analysed hereunder within the following six (6) Key Performance Areas (KPA) of the District:

- 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

4.2 KPA 1: Institutional Development and Municipal Transformation

4.2.1 Issue 1: Powers, Duties and Functions

4.2.1.1 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 the adjusted Division of functions and Powers between the District Municipality and its constituent Local Municipalities by way of **Table 46** below:

Table 48: 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

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

This adjustment of the Division of Functions and Powers between the Nkangala District Municipality and its constituent Local Municipalities was confirmed by the former Minister of the then Department of Provincial and Local Government (DPLG)

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.

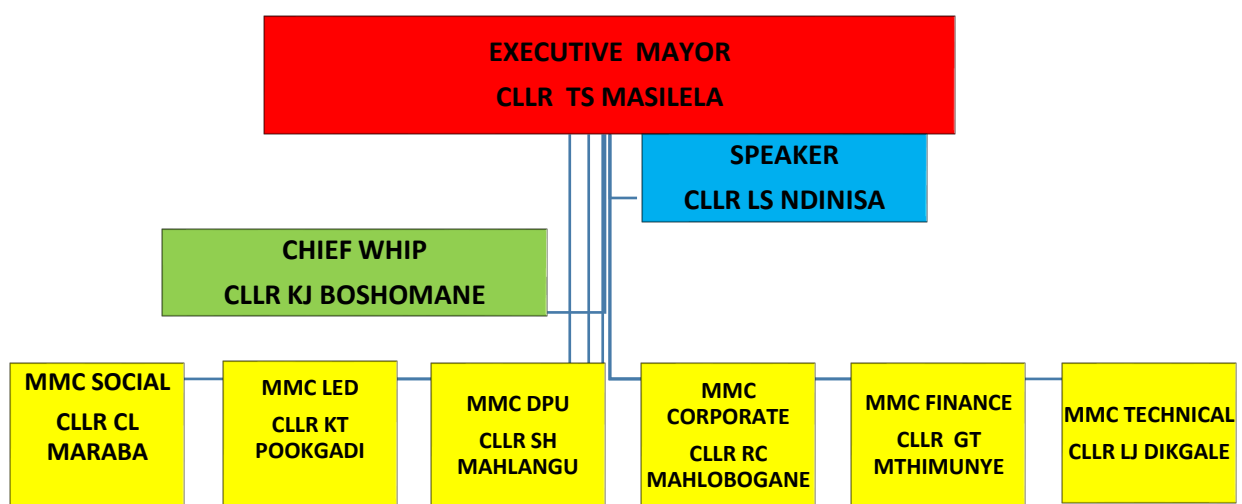
4.2.1.2 NDM Organisational Leadership Capacity

Culminating from Municipal Elections in August 2016, 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, Planning and economic Development, Internal Audit Unit, and Public Liaison, Legal Service and Municipal Support); Performance management system responsible for them

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. Furthermore, the District Institutional arrangement is divided in two whereby there is Political Structure and Administration.

4.2.1.3 Political structures within the District



4.2.1.4 Political Structures within the Nkangala District Municipality

The NDM has the following political structures which are accountable to Council

- **Mayoral Committee which is headed by the Executive Mayor.**

To perform its duties, the Mayoral Committee is assisted by Portfolio Committee appointed in terms of Section 80 of the Municipal Structures Act of 1998. The Section 80 Committees are headed by Members of the Mayoral Committee (MMCs).

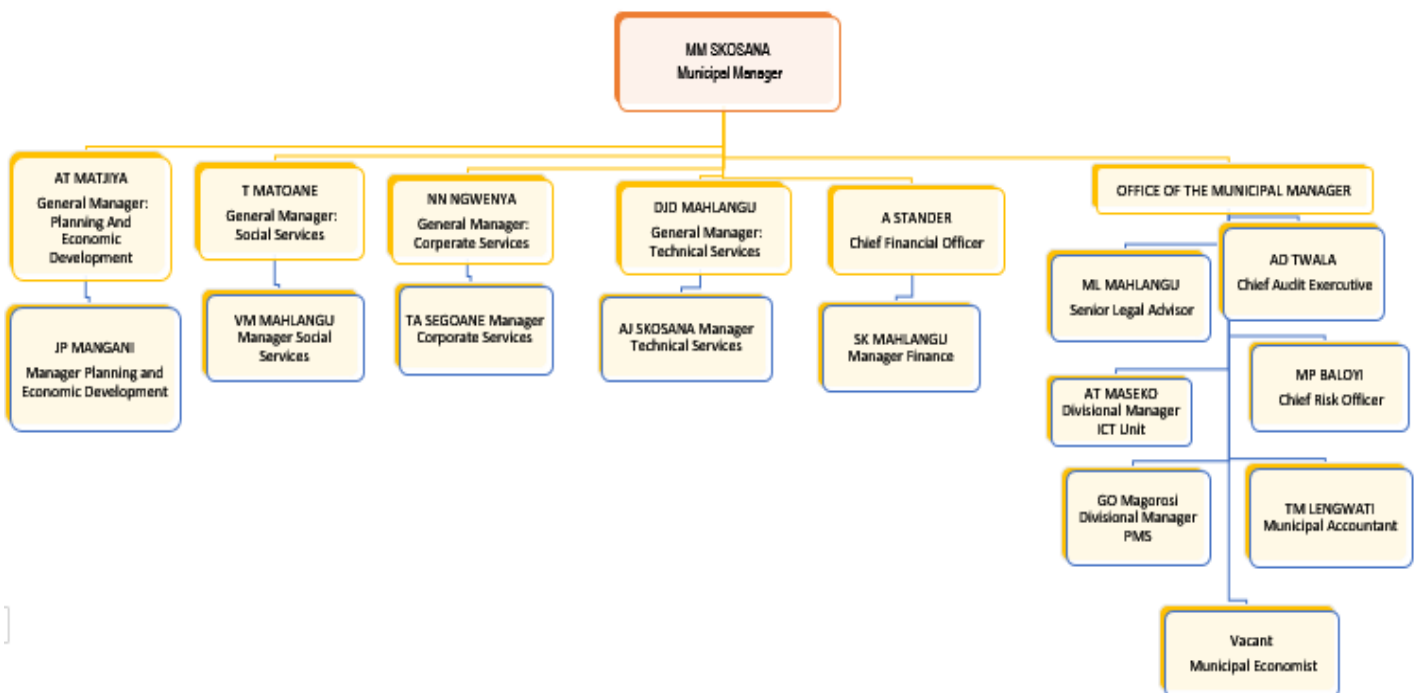
o **Section 79 Committees**

These are oversight committees established in terms of Section 79 of the Municipal Structures Act of 1998, and are aligned to municipal departments namely:

- (a) Municipal Public Accounts Committee (MPAC) (main oversight committee)
- (b) Corporate Services
- (c) Infrastructure Development
- (d) LED
- (e) Finance
- (f) Development Planning
- (g) Social Services
- (h) Rules & Ethics

- o The Council has also appointed an Audit Committee in terms of Section 166 of the MFMA which is an independent advisory committee of council

2.1.5 Top Administration Structure



- o The Municipal Managers office (PMS, ICT, Internal Audit and Risk management, Legal Services and Municipal Support)
- o Department of Technical Services
- o Department of Social Services
- o Department of Corporate Services
- o Department of Finance
- o Department of Planning and Economic Development

Table 49: Departments and Section 56 Managers within the District

Department	Section 56 Managers	Filled/Vacant
Department of Technical Services	Mr DJD Mahlangu	Filled
Department of Corporate Services	Ms Nancy N Ngwenya	Filled
Department of Social Services	Ms Tebogo Matoane	Filled
Department of Finance	Ms Alice Stander CFO	Filled
Department of Planning and Economic Development	Mr Amos Matjiya	Filled

4.2.1.6 Employment Equity Plan of the District

The Nkangala District Municipality Employment equity plan has been developed and approved by Council by 30 June 2018 and the filling of vacancies to be in line with the approved Employment Equity Plan.

4.2.1.7 Staff Establishment Report

Table 50: Staff Establishment in NDM

Department/Unit	Total Positions	Total Filled Positions	Vacant
Audit Committee	5	5	0
Risk Committee	1	1	0
Planning Tribunal	6	6	0
Staff Establishment			
Executive Mayor	5	4	1
Speaker & Council Whip	4	3	1
Municipal Manager	1	1	0
Risk	2	2	0
Internal Audit	3	2	1
ICT	6	6	0
PMS	7	6	1
Legal	4	1	3
Municipal Support	2	2	0
Finance	3	1	2
Corporate	37	36	1
Technical	42	41	1
Social Services	69	62	7
Fire DR JS Moroka	37	36	1
Fire Thembisile	37	36	1
PED	22	18	4
Total	293 (12 Fire Reservists)	268	25 (15 Funded) (10 Unfunded)

4.2.1.8 NDM Employee profile

Table 51: NDM Employee profile

Occupational Level	Male				Female				Total
	A	w	I	C	A	W	I	C	
Top Management	1				3	1			5
Senior Managers	20			1	9	1			31
Professional qualified and experienced staff	31	1		-	41	3	4		80
Skilled academic and technical	43	1		-	48	1	2		95

Semi-Skilled	27	1		-		28				56
Total Permanent	122	3		1		129	6	6		268
Total Staff of the District	243	6		2			12	12		275

4.2.1.9 Total Number of people with Disability within the district

Table 52: Total Number of people with Disability within the district

Occupational Level	Male				Female				Total
	A	w	I	C	A	W	I	C	
Top Management	-	-	-	-	-	-	-	-	-
Senior Managers	-	-	-	-	2	-	-	-	2
Professional qualified and experienced staff	-	-	-	-	1	-	-	-	1
Total Permanent	1	-	-	-	-	-	-	-	1
Total Staff of the District	1	-	-	-	3	-	-	-	4

4.3 Issue 2: Organisation Restructuring and Transformation

The institutional Lekgotla discussions resolved that there should not be any changes to the Organisational Structure since it needs to align with the term of Council i.e. 2020 and the decision was also endorsed by Council.

4.3.1 Human Resource Management and Development Unit (Purpose and objective of the department)

The effective and efficient functioning of the District Municipality is through skilled human capital, the implementation of sound human resources practices and strengthened Performance Management Systems that encourage and support local 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.

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, will be the strategic focus area which NDM will be engaged on.

4.3.1.1 Skills Development and Workplace Skills Plan (WSP)

Government has promulgated/instituted a new SETA Grant Regulation, which came into effect on 1 April 2013, which 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 this regulation 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.

The Nkangala District Municipality needs to develop and capacitate its employees and councillors to ensure they able to provide services to the communities in a more efficient and effective way. Among others the modes of capacity building for staff and councillors is lifelong learning, multi-skilling and retraining to ensure capacitating them on new development in the fields of work and political responsibilities

The municipality conducts skills audit annually to inform its Workplace Skills Planning. This is to ensure that employees and councillors are appropriately skilled in their respective areas of work.

Administration and human resources and skills development

Skills development is one of the key issues that are critical in enhancing and empowering human capital within the municipality. According to the National Development Plan of 2012 South Africa generally experiences a shortage of critical skills in the key sectors of the economy. These skills are required to drive the economy and ensure efficiency and effectiveness within public administration. The Nkangala District Municipality is therefore an exception. In order to address these challenges, the NDM needs short to medium measures. Beyond the internal capacity-building programme, the National Development Plan's 2030 Vision proposes among others the following:

- 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.

In aligning its strategies with the National Development Plan 2030 Vision the NDM's HRDS identifies eight strategic objectives as follows:

- To reposition HRM towards fulfilling its strategic role to line function
- To conduct a comprehensive and scientific organizational skills audit
- To provide a Just in time service to line function
- To capacitate and professionalize the HR Staff
- To develop clear and precise HRM Standard Operating Procedures
- To develop legislation aligned HRM Policies
- To attract the right talent into the organization
- To provide performance enhancing education, training and development for staff

4.3.1.2 Recruitment and Selection of Employees

Recruitment and Selection of employees is based on the Recruitment, Selection and Appointment Policy of the institution and in line with the Employment Equity Plan Numeric Goals. The list of vacant positions in the institution are identified and to augment the EE Plan there are specific targets groups mainly the designated groups (Africans, Women and People with Disabilities) as described by the Employment Equity Act No.55 of 1998. NDM extend further their efforts to implement equity across the entire staff compliment by also including the targeting of underrepresented groups which are (Male and Female Coloureds, Male and Female Indians, White Males) the recruitment and selection is conducted fairly, impartially and objectively. With regard to the employment of previously disadvantaged it also reiterate the fact that consideration needs to be made with regard to the employment of staff in line with the employment equity plan targets. The institution has always been striving to achieve that by earmarking the underrepresented groups within the organization Male and female Coloureds, Male and Female Indians, White Females and Males and People with Disabilities) in line with the funded vacant positions, that is our adverts for positions clearly indicates the preferred designated group to apply.

Though the challenge always remains that the targeted underrepresented groups have a shortage of required relevant skills to fill these positions. The district is in the process of developing a training facility to address the skills shortage.

The strategy that the organization has in place is to target the representative groups like People with Disability Desk coordinated at Office of the Premier to ensure that we extensively reach out to the underrepresented groups, same as for the other groups.

4.3.2 Occupational Health and Safety

4.3.2.1 Introduction and Background

Parliament has promulgated the Occupational Health and Safety Act, 85 of 1993 which enjoins employers within the Republic of South Africa to ensure the health and safety of their employees in their workplace. This is also an important element in workplaces as it ensures employee productivity. According to this Act, it also remains the responsibility of the employees to also take reasonable care in terms of their own health and that of their fellow employees.

Though the Nkanagala District Municipality generally complies with this legislation, there are however minor day-to-day challenges that arise due some few structural defects, slips and fall of employees and defects of facilities. These challenges however receive substantial attention from responsible officials immediately they arise. The Municipality's compliance rate with the OHSA is estimated at 90%. The remaining 10 % is occupied by the day to day operational risks/ hazards as mentioned above.

4.3.2.2 Challenges and proposed interventions

The following are the strategies available to address challenges stipulated above:

- Providing training and refresher courses to of employees on all the aspects of OHS,
- Giving clear instructions the employees on do's and don't's
- Conducting baseline risk assessment
- Conducting Continuous risk assessment such as regular a Complex OHS inspection, updating various OHS registers such as risk register, incident register, hygienic register, first aid register

- Advocacy campaign on risk and hazards within the institution.
- Hazard awareness, this is done through displaying caution, warning signs to assist employees on identifying dangerous aspects within the organization.

4.3.3 Employee Health and Wellness

4.3.3.1 Introduction and Background

Employees are an integrated part of the both the workplace and the society at large. They are affected by adverse health factors occurring in these environments. Due to health hazards prevalent within the workplace and society in general, employee productivity is affected due to high rate of absenteeism and sloppiness at work among others. A good health style should be encouraged in workplaces and society as a whole.

The Nkangala District municipality has developed policies, strategies and programmes to address such matters to ensure workforce productivity is enhanced at all times. Employee Assistance Program in the municipality is currently managed by service provider who provide proactive programs that deal with financial management matters and both physical and psychological needs of employees. Employees who are already affected by these challenges are given proper attention.

The appointed Service Provider has an annual plan which is implemented quarterly to assist the employees with their life challenges. Services such as testing HIV/AIDS, Cholesterol, sugar diabetes, and vision, audiometric and other activities are offered to the employees free of charge. There is also a dedicated telephone line for employees who needs psychological assistance in coping and handling life situations that they are confronted with, and their information is held confidential.

4.3.3.2 Challenges and proposed interventions

The following challenges are prevalent within the NDM

- High levels of stress,
- increased absenteeism,
- alcohol abuse,
- financial problems
- underutilization of EAP by the employees.

To address these challenges, the municipality provides assistance through the appointed Service Provider as reported above.

4.3.4 Legal Services

4.3.4.1 Background and mandate

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, development and promulgation of By-Laws and administration of Council Litigation and Personnel matters on behalf of and/or against NDM. Administration of Litigation and Personnel matter, which mainly are 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.

NDM has a staff compliment of ± 250 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.

As per the one of the mandates of the Legal Unit, in assisting the Local Municipalities with promulgation of their by-laws and their Standing Rules and Orders, NDM has assisted the Steve Tshwete, Thembsile Hani, Victor Khanye, Dr JS Moroka , Emakhazeni Local Municipalities with reviewing their Standing Rules and Orders. In addition to that, NDM has assisted some of the LMs with their prioritised by – laws, at their request where they lack financial capacity to promulgate their own by-laws.

The Legal Services Unit also attends to:

- 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 within the jurisdiction of Nkangala District Municipality, i.e. Emalahleni Local Municipality, Emakhazeni Local Municipality, Steve Tshwete Local Municipality, Dr JS Moroka Local Municipality, Victor Khanye Local Municipality and Thembisile Hani Local Municipality;
- Review of council standing rules and orders for Council;
- Provide legal advice and assistance to Local Municipalities within the jurisdiction of Nkangala District Municipality, i.e. Emalahleni Local Municipality, Emakhazeni Local Municipality, Steve Tshwete Local Municipality, Dr JS Moroka Local Municipality, Victor Khanye Local Municipality and Thembisile Hani Local Municipality;
- Reviewing the delegations of Powers for NDM.

4.3.4.2 Identified challenges within the unit and recommended strategies are as follows:

- Non-performance or failure of service providers to perform in terms of the contracts and proposed strategy is that contract management training and electronic contract management system through a programme of procurement of contract management system
- training of the 2015 GCC edition

4.3.5 Integrated Development Plan (IDP):

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

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

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

4.3.6 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, 32 of 2000 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, 32 of 2000 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 a 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 PMS for Nkangala District Municipality and Local Municipalities, capacity building for Councillors and employees, retention of skills and institutional memory as well as streamlining of the organizational structure 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, Nkangala District Municipality has prioritised the strengthening of its PMS through automation across all levels of administration.

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

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

- Enhance the capacity of the Nkangala District Municipality 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 a coordinated, standardized and integrated PMS practice throughout the District by supporting constituent Local Municipalities with their Performance Management system 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 District Municipality's SDBIP.

4.3.6.1 Individual Performance Management

The best type of performance management system adopts a cascading or “rolling-down” of performance objectives from top to bottom. In order to ensure that Nkangala District Municipality meets and delivers on its Municipal Scorecards KPAs and KPIs at a high standard, it is proposed that the Performance Management Results and Competency-based methodology be followed to ensure that the process of employee performance management is cascaded throughout the municipality. Therefore, Nkangala District Municipality must cascade PMS to all levels of the organisational structure for the Financial year 2019/2020. Currently NDM cascaded PMS up to level 10 for 2018/2019 financial year.

Performance agreements for employees lower than section 56 must be based on their signed job descriptions. Recruitment of employees is further subject to the signing of a Performance Agreement within ninety (90) calendar days after assumption of duty and annually after commencement of the new financial year.

4.3.7 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

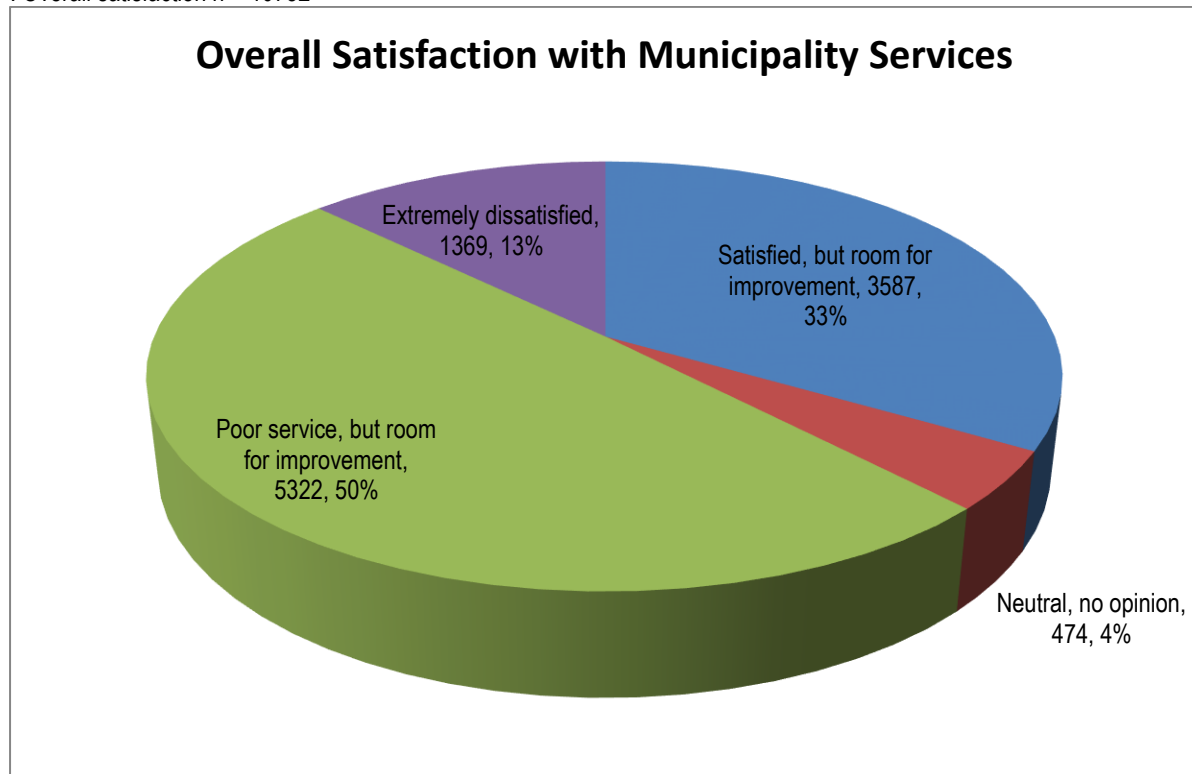
4.3.7.1 Community Satisfaction survey

Introduction

During the 2018/19 financial year the district municipality conducted a service delivery community satisfaction survey to assess the level of satisfaction community members on various service delivery mandates. The results of the survey are summarised as follows:

Figure 35: Overall Community Satisfaction: NDM

: Overall satisfaction n = 10752



In figure 13 above, people rated the overall services delivery by the district municipality as follows:

- 33.0% (1491) said that the services are of satisfactory, but have room for improvement.
- 4.0% (474) remained neutral have no opinion.
- 50.0% (5322) said that the services are poor with room for improvement.
- 13.0% (1369) said that the services are extremely dissatisfactory.

The areas of strength that have emerged from the survey are as follows:

- Most respondents were young adults people ages between 18 – 44 years.
- 73.0% of residents said that they live in brick houses.
- 81.0% said that they have electricity supply to their household.
- 53.0 said that they have tarred streets.
- 70.0% of residents said that they have cleaned piped water supply to their household.
- 66.3% of household have access to flush toilets.
- 51.2% said that municipality conduct refuse removal at least once a week.
- 60.0% said that the fire and rescue staff was adequately capable
- 76.1% said they know how to contact the Fire and Rescue services in case of an emergency.

The areas needing improvement that have emerged from the survey are as follows:

- 40.6% said that municipality does not respond quickly to damages by repairing roads and bridges.
- 18.0% rated the sanitation services as extremely dissatisfied.
- 27.6% (2051) said that municipality does not conduct refuse removal at least once a week.
- 38.6% (2686) do not know about municipality conserving rare species.
- 44.9% (2888) said that the municipality does not sufficiently protect water bodies against pollution within its jurisdiction.
- 22.0% (1614) said that the services are poor with room for improvement.
- 12.9% (947) said that the services are extremely dissatisfactory.

4.3.8 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 are 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, for instance GIS & business intelligence
- maintenance and implementation of ICT's within the District Municipality to fact-track support to LM's
- 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 stakeholders, and that such systems become an integral marketing instrument of the District.

Challenges:

- Non-adherence or Non-Compliance to ICT Governance Imperatives.
- Inadequate Procurement processes for ICT equipment (e.g. for repairs and maintenance)
- Lack or Inadequate Asset Management Processes (e.g. Software value VS hardware and Disposal of ICT equipment)
- Understaffing, and Knowledge and Skill deficiency

4.4 KPA 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Issue 4: Good Governance and Communication

4.4.1 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.

4.4.2 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.

4.4.2.1 Shared Audit and Performance 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 and Performance Committee Charter approved by Council. The over-arching challenges faced by the Audit and Performance Committee are non-attendance by certain Local Municipalities and senior management from the Municipalities.

In the last 4 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. Most municipalities have regressed in the 2017/18 financial year on issues of internal controls, irregular expenditure and the lack of implementation of Internal Audit and AG recommendation.

Table 51 below depicts the audit performance of all Municipalities in the last 3 years.

Table 53: Audit Performance of LMs-3 year-term

MUNICIPALITY	2015/16	2016/17	2017/18
Nkangala District Municipality	Unqualified (CA)	Unqualified (CA)	Unqualified
Emakhazeni	Qualified	Qualified	Qualified
Victor Khanye	Qualified	Qualified	Qualified
Thembisile Hani	Qualified	Unqualified	Qualified
Steve Tshwete	Unqualified (CA)	Unqualified	Unqualified
DR. J S Moroka Local Municipality	Qualified	Qualified	Disclaimer
Emalahleni Local Municipality	Disclaimer	Qualified	Qualified

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.

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
- Poor financial and multi-year planning
- Poor record keeping
- Lack of Business continuity plans for risk as well
- Misstatement on Financial statements
- Over or understatement of performance information
- Lack of IT audit skills.

Achievements

- Incorporation of Thembisile Hani Local Municipality into the Shared Audit and Performance Committee
- Quality assurance readiness conducted for Nkangala District Municipality, Thembisile Hani Local Municipality, Emakhazeni Local Municipality and Steve Tshwete Local Municipality
- Filling of all Internal Audit vacant positions at Emalahleni Local Municipality and Steve Tshwete Local Municipality

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

Table 54: Level of Governance with the Audit Function in the LMs

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	No	No	Yes	No	No
DR JS MLM	Yes	Yes	No	No	No
THLM	Yes	Yes	Yes	No	No
EMAK LM	Yes	Yes	Yes	No	No

STLM	Yes	Yes	Yes	No	No
EMAL LM	Yes	Yes	No	No	No
NDM	Yes	Yes	Yes	N/A	No

4.4.3 Audit Action Plan

4.4.3 Audit Action Plan

During the 2018/19 financial year the auditor general has found that District did not manage to maintain good quality submitted annual financial statements and annual performance report, as there were material misstatements which were identified during the audit process and further recommended that the municipality should correct the misstatements for re-submitting of such annual financial statements and annual performance reports. There were also findings on compliance to legislation regarding local content. The municipality has developed an audit action plan to address these findings. The action plan addresses the forty (40) findings that the AG raised by identifying actions and plans to rectify them and attaching timeframes to each action. This ensures that the same findings do not emerge in the next audit and more importantly it ensures effect governance prevails.

4.4.4 Risk Management

4.4.4.1 Problem Statement

In order to improve quality of life for all the municipality adopted Enterprise Risk Management which provides a framework for risk management, which typically involves identifying particular events or circumstances relevant to the municipality's objectives (risks and opportunities), assessing them in terms of likelihood and magnitude of impact, determining a response strategy, and monitoring process. Risk management still viewed as a compliance issue in most municipalities, enterprise risk management is not integrated in day to day operations of the municipalities, misalignment of risk assessment process with planning process of the municipalities, lack of business continuity planning and non-implementation of risk management mitigation strategies.

4.4.4.2 Risk Management Unit primary objectives:

The Risk Management Unit primary objective is to assist NDM in embedding risk management and leverage its benefits to enhance performance by facilitating the risk management process and assist the Municipality to achieve, among other things, the following outcomes:

- More sustainable and reliable delivery of services;
- Informed decisions;
- Reduced waste;
- Prevention of fraud and corruption;
- Better value for money through more efficient use of resources;
- Better outputs and outcomes through improved project and programme management.
- Provides certainty in achieving the goals and objective
- Safeguarding of municipal assets and employees;
- Support Risk Management Units of Local Municipalities in implanting Risk Management.

4.4.4.3 Risk Management Governing Structures

Shared Risk Management Anti-Fraud and Anti-Corruption Committee:

The Shared Risk Management Anti-Fraud and Anti-Corruption Committee is an oversight committee appointed by the Accounting Officer / Authority to assist them to discharge their responsibilities for risk management. The committee is made up of both independent members appointed by the Municipal Council and members of Executive/Senior Management. The independent member of the committee whose is the chairperson of the committee is shared with the five local municipalities namely Steve Tshwete, Thembisile Hani, Emalahleni, Emakhazeni, Victor Khanye Local Municipalities.

The Committee advises the municipal council, the accounting officer and management of the municipality on matters relating to-

- Risk management;
- Fraud and corruption
- Fraud Prevention and detection
- Effectiveness of proposed management interventions
- Effectiveness of the internal control system relevant to risk identified
- Any other issues referred to it by the municipality
- Business Continuity Planning

4.4.4.4 Fraud and Corruption

Nkangala District Municipality subscribes to the principles of good corporate governance, which require conducting business in an honest and transparent fashion. The municipality is also committed to fight fraudulent behaviour at all levels within the municipality. The Municipality has taken a stance that management of fraud and corruption risk is the responsibility of everyone in the municipality.

Activities Taken by NDM to Deter Fraud and Corruption

- I. NDM annually review and approved the following policies as part of measures to fight fraud and corruption;
 - Fraud and Corruption Policy;
 - Fraud and Corruption Strategy;
 - Whistle blowing policy;
 - Risk Management Policy;
 - Risk Management Strategy;
 - Risk Management, Anti-fraud and Anti-Corruption Committee Charter; and
 - Risk Appetite and Tolerance Framework.
- II. NDM annually conduct fraud and corruption risk assessment to identify potential fraud and corruption risks exposure within the municipality. This process also ensures that actions to address the identified risks are developed and implemented.
- III. Anti-Fraud and Anti-Corruption awareness workshop:
Anti-fraud and Anti-Corruption awareness workshop/Training are held annually for both political office bears and officials.

Challenges to be addressed:

- Lack of business continuity Plan and Business Continuity Management;
- Misalignment of risk assessment process with planning process of the municipalities;
- Non and Slow implementation of risk management mitigation strategies.
- Inadequate human capacity under risk management units.

4.5 Nkangala District Municipality 2019/20 Strategic Risks:

Ten (10) Strategic Risks were identified and action plans to address the risks were also developed by management:

Table 55: NDM Strategic Risks

Risk No	Key Performance Area	Strategic Objective	Risks/Threats
1	KPA 1: Institutional Development and Transformation	Competent, Innovative and Accountable Team	Inadequate organizational performance
2	KPA 2: Good Governance and Public Participation	Sound Electronic Governance	Adverse audit outcomes
3	KPA 2: Good Governance and Public Participation	Sound Electronic Governance	Failure to retain clean audit
4	KPA 2: Good Governance and Public Participation	Sound Electronic Governance	Systems Failure
5	KPA 3: Local Economic Development	Inclusive Economic Growth with Sustainable Development	Inadequate support of SMME's, cooperatives and informal traders
6	KPA 4: Financial Viability and Financial Management	Sound Financial Management	Inability to achieve financial sustainability
7	KPA 5: Basic Service Delivery and Infrastructure	Healthy Social Environment	Inadequate swift water rescue response
8	KPA 5: Basic Service Delivery and Infrastructure	Healthy Social Environment	Inadequate provision of basic environmental health services
9	KPA 6: Spatial Rationale	Integrated Regionalized Planning	Mushrooming of Informal settlements
10	KPA 5: Basic Service Delivery and Infrastructure	Sustainable Infrastructure and Service Provisioning	Inadequate reduction of service delivery backlogs

4.6.1 PUBLIC PARTICIPATION

4.6.1.1 Background and problem statement

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.

4.6.1.2 Mechanisms for Public Participation in NDM

Mechanisms for Public Participation utilized by the District Municipality through the following:

- **IGR Forum**

District IDP/PMS 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.

- **Oversight outreach meetings**

The Council's Oversight Committees visits service delivery sites to get an update on progress made and interact with affected communities. Community members are invited to attend Council sittings through a well-advertised year plan and are also allowed to oversight meetings.

- **Key issues raised by communities during the outreach meeting held by Nkangala District Municipality are as follows:**

Key service delivery issues

Key services delivery emanating from outreach meetings: Local Municipalities

- Provisions of water and sanitation
- Electricity and installation of high mast lights as well as street lights
- Provision of storm water drainage and roads
- Infrastructure maintenance
- Service delivery in farm wards
- Employment creation which is sustainable

Key service delivery emanating from outreach meetings: Sector Departments

- Improved clinic services operating for 24 hours with sufficient health personnel
- More RDP houses and repairing of poorly build houses

- Additional classrooms due to increase in population
- Housing

4.6.1.3 Functionality of ward committees and Activities of Community Development Workers (CDW)

Ward committees and CDWs provides for door step services and reports thereof are submitted on monthly basis to the Speaker. However, efforts should be made to provide for adequate feedback to affected individuals and communities about the status of their respective requests.

4.6.1.4 Ward Committees:

The broad-based capacitation of the Community on issues relating to economic development and job creation, health, safety human settlement especially township development 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. The emergence of social media should be maximised so as to reach out to other important stakeholders especially the youth and middle income earners who usually do not attend community meetings.

Ward committees submitted weekly reports which contains service delivery issue as per wards and also delivers doorstep service such IDs, SASSA and social welfare as part government programmes.

Table 56: Ward Committees in NDM

Local Municipalities	Number of ward committees
Thembisile Hani	320
Dr. JS Moroka	310
Emalahleni	340
Steve Tshwete	290
Victor Khanye	90
Emakhazeni	80
TOTAL	1340

4.6.1.5 Challenges of ward committees

- Geographical spread and vastness of the wards which makes it difficult to access all households especially in Emakhazeni, Victor Khanye &STLM
- Poor quality of reports submitted within all LMs
- Lack of prompt response from municipalities on issues submitted by ward committees within all LMs
- Political infightings.

Based on the above mentioned challenges identified by the District Municipality the following are mechanisms in place to mitigate the challenges as follows:

- NDM will have Capacity building on report writing, communication, project management and legislation for all LMs enhance their reporting skills and quality of work

According to **Table 57** 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 57: Wards within the NDM

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)
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The Mpumalanga COGTA has to-date deployed **159 CDWs** in the Nkangala District in 2018/19 with the idea to have at least one CDW in each ward. This objective to-date has not been adequately achieved, but COGTA is currently trying to address the shortfall. The Nkangala District took a resolution for the CDWs to be actively involved with Ward Committees, chaired by the Ward Councillor. Below the number of CDWs and wards without CDWs

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.

Table 58: CDWs within the NDM

Municipalities	Number Of CDW'S	Wards Without CDW's
Dr. Js Moroka	35	08,13,25
Thembisile Hani	36	06,09,17
Victor Khanye	07	05,07
Emalahleni	42	25,26,28,32,33
Steve Tshwete	30	05,11,12,10,13,14,15,17
Emakhazeni	10	04,07
Total Number Of CDW'S	160	23

4.6.1.6 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 and social media is done through local, regional and national newspapers, websites, magazines and District 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).

- **Promotional Materials**

In order to reinforce the flow and the dissemination of information and Community participation, promotional materials are developed, availed and widely distributed. To promote corporate branding and enhance effective and efficient communication and public participation".

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.

4.6.1.7 IGR and International Relations & Public Participation

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, however within NDM we do not have a personnel fully responsible for IIGR functionality as is currently done on ad-hoc basis by the Assistant Manager: Public Participation.

4.6.2 Municipal Public Accounts Committee (MPAC)

4.6.2.1 Background

The Municipal Public Accounts Committee is a committee of the municipal council established in terms of Section 79 of the Local Government Municipal Structures Act (Act 117 of 1998) to act instead of Council as an overseer of the executive and management and act as protectors of morality on behalf of the residents. This in line with principle of separation of powers, and also the object of Local Government expressed in Sections 95 and 152 of the Constitution of the Republic of South Africa of 1996 respectively and the Local Government: Municipal Finance Management Act, 2003 which also requires a certain of oversight by the municipality over the executive authority. The Nkangala District Municipality established the MPAC and adopted its terms of reference in September 2016. The composition of the MPAC represents the political demographics of the municipality as required by Section 160 (8) of the Constitution.

4.6.2.2 Role of the Municipal Public Accounts Committee

The primary function of the MPAC is to exercises oversight over the executive functionaries of council and to ensure good governance in the municipality. To achieve this, the MPAC interrogates information, documents and reports produced by the executive functionaries of council, conduct public hearings to solicit and consider views and inputs from members of the public with regard to the performance of the municipality and develop an oversight report with recommendations to council. The Nkangala District municipality has adopted terms of reference of the MPAC which outlines in details powers and functions of this committee. The terms of reference are reviewable annually.

Challenges

- A need to understanding and internalising the system of separation of powers, good governance and accountability within the municipality
- Lack of public participation in MPAC activities
- Lack of adequate capacity by MPAC members to effectively execute MPAC mandate

4.7 KPA 3: LOCAL ECONOMIC DEVELOPMENT

4.7.1 Issue 20: Economic Development and Job Creation

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

- Economic Diversification
- Research Studies and Plans
- Trade and Investment Promotion
- Tourism Development and Marketing
- Institutional Development
- Green Economy Mainstreaming
- Business Development, Retention and Expansion.

4.7.1.1 Functions of LED

- Planning and co-ordinating government socio-economic improvement stratagems and inventiveness spear-headed by our social partners within the framework of the IDP;
- Diversification of the economy by promoting Agriculture, tourism, SMMEs, Cooperatives and Informal Traders development;
- Formulating LED programmes which include District and Local Municipalities to co-ordinate and co-operate on policies, and LED inventiveness;
- To collect and disseminate economic information to Local Municipalities and other stakeholders with LED interventions.
- EPWP
- To Implement Rural Development and Land Reform strategies through Agri-parks model.

In addition to the LED unit, the Nkangala District Municipality has established the Trade and Investment office. The Trade and Investment office has a mandate to develop and implement targeted programmers and projects to support investment and trade promotion within the district, working in collaboration with government and the private sector. The office offers SMMEs, investors and other economic agent with the following services:

- Facilitating feasibility studies & business plans
- Facilitating access to funding through DFIs and private funders
- Assisting with obtaining factory space and/or land
- Facilitating joint ventures via the identification of local partners
- Providing opportunities for emerging B-BBEE businesses
- Providing counselling and training to SMMEs regarding export issues
- Advising local business on technical trade issue
- Facilitating access to national and local government incentives
- Hosting and coordinating business events/exhibitions and delegations to promote Nkangala as a premier trade and investment destination

4.7.1.2 Background Problem Statement

Nkangala District Municipality's Local Economic Development Unit is tasked with a responsibility of strategic planning in respect of formulation of Regional and Local Economic Development strategies. This done through coordination of district economic development and sectorial cluster plans in consultation with all relevant stakeholders within the district. LED initiatives are managed and controlled in accordance with roles and functions of both the district and local municipalities. Nkangala District Municipality is also responsible for customization of a guiding framework for Local Economic Development for coordination of related activities to promote LED. (EPWP and Rural Development, Agriculture)

Challenges

Nkangala District Municipality's Local Economic Development Unit is tasked with a responsibility of strategic planning in respect of formulation of Regional and Local Economic Development strategies. This is done through coordination of district economic development and sectorial cluster plans in consultation with all relevant stakeholders within the district. LED initiatives are managed and controlled in accordance with roles and functions of both the district and local municipalities. Nkangala District Municipality is also responsible for customization of a guiding framework for Local Economic Development for coordination of related activities to promote LED. (EPWP and Rural Development, Agriculture and Tourism)

Challenges

- Poor funding of LED and capacity in Municipalities
- SMME, Co-operatives policy excluding Informal economy Support
- Tourism Development and branding Strategy
- Agriculture, Tourism and mining competition for land
- Slow pace of Agri-Park Development
- Impact of SLP implementation in the mining communities
- Slow pace on NDM anchor projects on take by investors
- Limited funding options for cooperatives and SMMEs due to lack of security
- Slow up-take of NDM anchor projects by investors
- Lack of local incentives to attract investors
- High electricity and production input costs
- Un-diversified economic base (high dependence on mining)
- Poor business management skills by local cooperatives and SMMEs
- Poor impact of SLP and CSI implementation by mines and big industries on local communities
- Shortage of land and for industrialization and local economic development
- Slow pace of Agri-Park and development of linkages with farming communities
- Lack of a defined tourism offering and tourism route
- Low economic growth
- High unemployment
- Gross inequality
- Lack of funding and capacity to develop new products or maintain existing assets e.g. the bad state of assets like Zithabiseni, Botshabelo and Kghodwana.
- Under-utilisation of regional product offerings which reduces capacity to maintain tourism facilities e.g. Zithabiseni, Witbank Dam, and Sports facilities in Emalahleni
- Poor state of domestic access roads linking some cultural and heritage assets. Domestic road access to assets that are touted as major District cultural tourist attractions is poor and some are accessible only through specialised vehicles e.g. Botshabelo.
- There are no tourist-friendly transport management systems. The local transport systems favour tourists who have their own vehicles and a foreign tourist would find it very difficult to navigate the region. This is exacerbated by a lack of knowledge of the location of District tourism assets by public transport personnel.

Proposed interventions

- More budget allocation to ensure creation of jobs and to appoint qualified managers for LED departments
- Human capacity to engage at executive level. There is a need for a managerial position at local municipalities within the district
- Merging of SMME's and Co-operatives policies and also to include informal economy
- Organize SMME's to tap into social enterprise development programs.
- Ensure the SMMEs access the funding that is allocated with MEGA for SMME's Program
- Development of Tourism Routes in Nkangala District.
- Use of internationally renowned locals like Esther Mahlangu to sell a compelling cultural brand for the region.
- All Mining Rights Application must be subject to comment by DEDT, MTPA and DARDLEA
- Enhance funding for Project management processes
- NDM and local municipalities must work together with DMR and mining houses in determining the need of the affected communities in a transparent approach(model)
- Accelerate NEDA establishment to run with the projects/specialist in the interim

4.7.1.3 Local Government

The local spheres of government consist of municipalities which are established for the whole of the country. The executive and legislative authority of a municipality is entrusted in the municipal council. A municipality has a right to administer at its own initiatives, the local government undertakings of its civic, subject to national and provincial legislation as provided by the constitution. The national and provincial government may not compromise or encumber a municipality's capability or right to exercise its powers or perform its functions (Constitution, RSA, 1996).

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

(i) Poor intergovernmental relations on LED

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

(ii) Productive Partnerships

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

(iii) 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.

(iv) 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 bench 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 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 Emalahleni 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 district 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 commodity prices, unemployment and persistent high poverty levels.

The 2016 LED Strategy of 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 NDM is promoting these projects to private investors for investment the projects are in the following sectors: Tourism, Property and Infrastructure development, Mineral beneficiation, Agro-processing, and the green economy.

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 sub-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.

Table 59: Anchor Project within NDM

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-gas Plant	Dr JS Moroka	R39.5 Million
5	Establishment of Container shopping and business hubs	District wide	R100 Million
6	Resuscitation of the sawmill project	Emakhazeni	R27 Million
7	Establishment of Fly Ash Beneficiation Plant	Emalahleni & Steve Tshwete	R120 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	Emalahleni	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 (2016). 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.

A. 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 proactive investment promotion is done on priority sectors and key developmental nodes; enhancing agriculture and agro-processing, adding value to mining products as well as supporting small medium enterprises and cooperatives. Following the hosting of the Mining and Big Industries Summit in May 2018, the NDM is in the process of establishing an oversight structure to facilitate the implementation of the resolutions of the summit. The strategic purpose of the Forum is to improve coordination between Government [at all levels], the mining industry and big industries in order to accelerate economic development, stimulate job creation and to enable stakeholders to collaborate meaningfully to up-scale the impact of their interventions in growing the economy of the Nkangala District.

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.

B. Strategic Cluster Two: Research and Marketing

The Nkangala District has a strong focus on conducting research into key sectors of the economy to identify new opportunities for future projects. R&D and Innovation will be undertaken in collaboration with academic institutions, industry associations and business to promote the districts participation in the fourth industrial Revolution. The district aims to develop projects in Communication and Information Technology, industry Incubators, and innovation hubs. More research relating to economic development among the youth, women, people with disability, as well as research focusing on mainstay sectors should be conducted. The NDM is also engaging in targeted Trade and investment marketing for identified projects to improve the municipality's ability to attract and retain investments and enhance export capability resulting in economic growth, that contributes to business growth, job creation and poverty reduction

C. 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.

D. Strategic Cluster Four: Green Economy Mainstreaming

In this regard, the district has developed a Feasibility Study for the Integrated Waste in 2017. The approved Feasibility Study has identified alternatives that can be used for waste diversion from landfills. These alternatives are only possible if certain conditions are available and the deficiencies of the current system have to be rectified to ensure that a steady flow of feedstock can find its way to these alternatives. The closure of the identified waste management gaps is important to ensure that identified alternatives can be successful. The identified alternatives are as follows:

- The establishment of a regional hub and spokes recycling model with the hub located in eMalahleni [Witbank] as a public/PPP initiative [Medium term]
- The establishment of regional composting facilities operated by private operators or as a PPP [Short term]
- The construction of a first phase biogas Waste to Energy plant as a PPP project [Long Term].

E. Strategic Cluster Five: Business Retention, Attraction and Development.

The fifth strategic cluster focuses on business development, retention and expansion. Ensuring that businesses prefer to be located in the District should involve improving the ease of doing business through policies of the municipality. This should be through creating to access credit and funding, 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.

Agriculture and Rural Development: Agriculture as a sector is largely undeveloped. This pillar aims to increase employment and value addition in this sector. Traditional commercial farming is included and the potential growth in agro-processing activities must be investigated and exploited, to this end the NDM is collaborating with the department of agriculture to develop an Agro-processing hub, with links to the local farming communities in Dr JS Moroka Local Municipality.

4.7.2 Summaries of Sector Specific Strategies

4.7.2.1 Tourism Strategy

In 2017, Nkangala District Municipality developed a Tourism Branding and Marketing Strategy encompassing all the six local municipalities of the district. The NDM Tourism Branding and Marketing Strategy seeks to provide strategic direction for tourism marketing and branding within NDM and to align municipal priorities with the needs of the tourism industry and key stakeholders. The strategy further seeks to feed into the national broad objectives of tourism which include amongst other things, increasing tourism revenue and the volume of tourism as well as enhancing the level of the culture of tourism and travel among South Africans

The Tourism Marketing and Branding Strategy for NDM has to takes into consideration national, provincial and local goals as provided for in the overall national tourism sector strategies and cannot be crafted in isolation. The strategy is aimed at supporting National Government objectives to tackle the triple ills of poverty, unemployment and inequality.

In order to fully exploit the tourism potential of the District to become a world-class tourist destination, a shared vision and strong partnerships need to be developed between the national, local authorities, private sector, and local communities. The marketing of well-branded tourism assets and products within NDM will create the necessary awareness and interest in targeted domestic and international markets. To this end, tourism in the District will succeed or fall on the following pillars:

- Full stakeholder collaboration with full government support
- Effective institutional arrangements
- Budgetary support at Municipal level
- Funding of existing and new tourism business
- Effective risk management
- Product development & improvements
- Effective destination marketing
- Industry-led skills development
- HR capacitation at Municipal level
- LTO & RTO/DMO support

The Nkangala District is predominantly a rural area that is made up of farming, nature reserves, forestry, and mining areas. It falls within the Mpumalanga grassland biome characterised by the escarpment and the Lowveld. The area is characterised by undulating grasslands which form a transitional zone between the grassland area and the savannah biome to the North. The region is situated in a mostly Malaria-free environment with lovely subtropical weather and summer rainfalls perfect for all year round tourism. It boasts a vast range of scenic beauty and natural features from towering mountains, waterfalls, to wildlife, making it a potent holiday destination for tourists. The region contains the grand mountains and rivers of the Mpumalanga highlands which presents the opportunity for adrenaline activities such as rock climbing, canoeing, hot air ballooning and paragliding etc. It is also gifted with a number of pristine rivers which have a number of dams. The cool climate has made some parts of the district some of South Africa's main fly fishing areas (Dullstroom and Belfast). The north-western region is characterized by mountainous terrain with lower agricultural potential and which largely accommodates game farms. There are a number of nature reserves of which the Loskop Nature Reserve is the most renowned. The rural nature of the district is great for both nature lovers and adventure seekers with the largely grassland areas in the District devoid of noise; offering tourists a peaceful, country-style setting for those intent on getting away from it all. A large part of the landscape is ideal for hikes, horse rides and 4X4 trails. Wild flowers like cosmos during spring are a major highlight in the region.

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

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

4.7.2.2 Investment Attraction and Promotion Strategy

A favourable investment environment is required for any type of development, regardless of sector or economic project. The success of the economic activities, to a degree, is dependent of investment interventions to improve the investment environment. Accordingly, The Investment Attraction and Promotion Strategy for Nkangala District Municipality seeks to promote local initiatives that contribute towards poverty reduction and unemployment in the District, as well as attracting both national and international investors in order to ensure that local human capital and resources are effectively integrated.

In order to succeed in its quest to attract and promote investment within the district, there are a variety of considerations which NDM needs to take into account and implement such. These factors include, amongst others, the following factors:

- i. Lessons learnt from national and international success and failure in investment promotion,
- ii. Quality control to maintain investment promotion, attraction and retention through a reviewed strategic plan (i.e. adequate planning, implementation and management) to retain existing investors and attract new investment through proactive marketing.
- iii. A coordinated institutional effort is necessary throughout the Municipalities,
- iv. **Marketing and sales strategies** to target the priority sectors and identification of external markets,
- v. A focus on a sectors competitive advantage and identification of opportunities,
- vi. Effective management of and access to information to targeted entities through a website with a database of downloadable documents in relation to the local investment climate and links to potential sources of assistance,
- vii. Provision of free advisory services and assistance to potential investors in the form of:
 - Information, advice and research, location scouting, site visits, and property searches, assistance with recruitment information and processes, identifying joint venture partners, facilitating networking among local companies, industry specialists, and educations and training organisations, supplier identification, profiling of Municipalities and facilitation of assistance with government departments, incentives, and regulatory processes.

- viii. 'Provincial-level incentives are offered by a variety of agencies which target strategic priority objectives (sectoral, locational and employment based)',
- ix. Successful establishment of an economic development agency that has administrative and bureaucratic independence from government, and yet aligned to public economic and investment policy and planning.

4.7.2.3 LED Marketing Strategy

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

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

4.7.2.4 SMME/Cooperatives Development.

The development and support of Small, Medium and Micro Enterprises (SMMEs) and Cooperatives in the district is one of the pillars of Local Economic Development. The district recognises the crucial role that small businesses in the region are playing to contribute to economic development, job creation and poverty alleviation.

In order to assist SMMEs/ Cooperatives to thrive and become fully fledged business enterprises, there is an urgent need to capacitate and assist them to be able to conduct their businesses in an efficient and effective manner. The capacity building of the SMMEs/Cooperatives should take the form of amongst other things, conducting accredited training of SMMEs/Cooperatives and providing mentorship programmes for them. In order to support SMMEs and cooperatives the NDM signed Memorandum of Understanding with the Mineworker Development Agency; to cooperate in: Implementing social intervention initiatives in the District Municipality;

- Rolling out enterprise development initiatives;
- Rolling out agriculture development programmes;
- Making available agriculture development expertise;
- In tracking and identifying ex-mine workers with benefits due to them;
- Implementing skills development programmes and facilitating training in accordance with standards of Sector Education and Training Authorities (SETAs).

Below list of Cooperatives who had received grant support from Department of Small Business Development;

Table 60: Cooperatives that have received Grant Support in NDM

Name of Co-operative	LMs	Town
Sivuruvuru	Emalaheni	Witbank
J and B Cut and jain fine carpentry	Thembisile Hani	Kwa-Mhlanga
Thuthukani Poultry Farm	Victor Khanye	Delmas
Sikgonile Construction and Projects	Dr JS Moroka	Siyabuswa
Siyaphangela Multipurpose	Thembisile Hani	Kwa-Mhlanga
Kangaroo Chicken Farmers Organisation Agricultural	Dr JS Moroka	Siyabuswa
Maako Family Co-operative	Thembisile Hani	Kwa-Mhlanga
Sjina Agricultural	Thembisile Hani	Kwa-Mhlanga

4.7.2.5 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. The NDM has adopted a new development road map Nkangala Vision 2040(INPUT)

4.7.3 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. The NDM will also fast track the development of the Agro-processing park in Dr JS Moroka and ensure links with local farming communities who will supply feed-stock into the Agri-park.

- **Mining**

The NDM is cooperating with the mining sector to ensure that there is improvement in the impact of Social Labour Plans (SLP) and Corporate Social Investment (CSI) in the mining communities and labour sending areas. The mining sector should play a central role in ensuring the creation of secondary industries in mining towns. The mining and big industries summit held in May 2018, the summit had inter alia the following objectives:

- Provide a platform for cross pollination of ideas between private and public sector to foster economic growth and development in communities surrounding mining operations and labour sending areas.
- To support initiatives and processes aimed at promotion of socio economic development.
- To provide information on the state and implementation of Social and Labour Plans and Corporate Social Investment in the mining sector.
- To identify critical skills development areas to benefit mining communities.
- To deliberate on the plan for revitalization of mining towns beyond coal mining in the NDM.
- To create partnerships and collaborations on the economic growth in the NDM.
- To deliberate on partnerships and possible agreements on infrastructure development and maintenance.

The summit adopted a number of resolutions, and the NDM was tasked with coordinating and collaborating with other stakeholders to ensure that the resolutions gain resonance with the mining sector and that they are ultimately implemented. Some of the resolutions adopted are the following:

- That the issue of radius of serviced community by mines and industries be eliminated to include the whole district and its local municipalities
- That mining sector and industries should identify and avail opportunities for small businesses and cooperatives
- That Interested and affected parties are consulted as per legislation before approval of mining licenses
- That all stakeholders collaborate to work on provision of community facilities
- Ensure that there is alignment between IDP's and SLP's and both DMR and District should lead and coordinate the process
- That 20% of procurement by mines and industries be ring fenced for local businesses
- That strategic engagement be held between District municipality and DMR to institutionalise the engagement between mining companies and government
- That strategic partnerships be created between mines, industries and government to promote tourism programmes
- That a database of those mining companies likely to face closure be compiled and programme for deployment of these skills in other areas be developed
- That mines and industries ensure that local businesses be afforded core mining business opportunities as opposed to meagre opportunities
- That cooperatives be facilitated in the area of transport businesses especially trucking
- That Special Purpose Vehicles be developed to facilitate skills transfer between small and larger businesses to ensure that the former graduate from their current status
- That international exchange programmes for skills transfer be undertaken to ensure that locals participate in large scale infrastructure projects by mines and government
- That there should be transparency in the ownership and control of mines operating in the district to ensure compliance with mining charter requirements
- That measures be undertaken to minimise the impact of pollution in the mining areas especially affected communities
- That an oversight structure be established to deal with the resolutions of the mining summit
- That a programme be developed to market small scale manufacturers
- That business hubs be identified and developed in previously disadvantaged areas
- That dedicated capacity be provided across municipalities to deal with conceptualisation and development of bankable business plans
- That land parcels owned by MEGA and other state entities be identified and utilised for community economic development
- That vegetable production value chains be developed
- That efforts be undertaken to ensure development of agricultural training centre
- That an intergovernmental structure facilitated by NDM be developed to facilitate public infrastructure provision (roads, water, electricity, refuse) to ensure that infrastructure drives economic development

- That strategic partnerships be developed between government and private sector especially for road infrastructure maintenance
- That the political steering committee be strengthened to interact with national government around the rail issue
- That alternative sources of energy be explored and that process should be led by DME/Eskom
- That the coal value chain be unbundled to create economic opportunities
- That an engagement of Eskom Power Generation value be explored to look at economic opportunities for communities
- That electricity supply partnerships be developed between Eskom, NERSA and municipalities
- That a study be commissioned on strategic partnership model that will work for Nkangala District Municipality
- That public private partnerships be developed for infrastructure projects
- Speed up establishment of Nkangala Economic Development Agency(NEDA)
- That the technical school of excellence be developed
- That the database of community skills be developed (community skills audit)
- That in the next round of SLP Reviews, that focus should be on bulk infrastructure provision including roads

- **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. The local agri-parks will provide inputs into the Agro-processing hub to be located in Dr JS Moroka.

- **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.

4.7.4 Conservation, Tourism and Culture

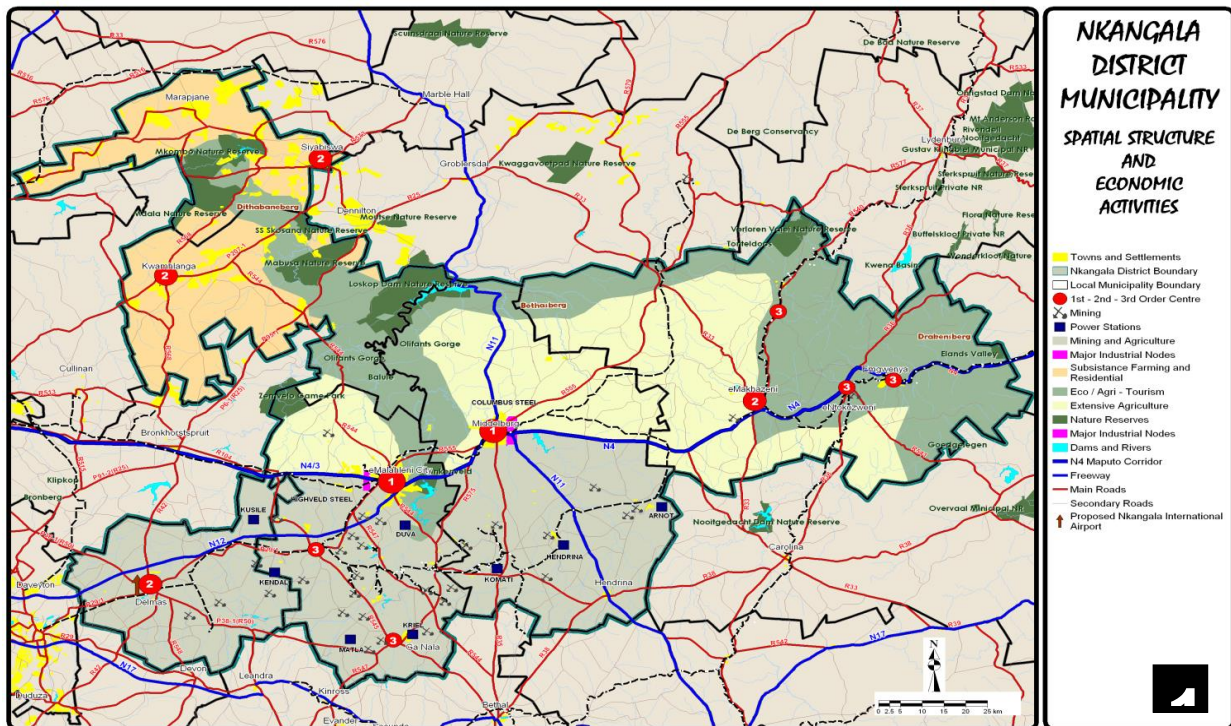
The Nkangala District offers considerable tourism potential. The economy of the eastern areas of the District is already growing due to the increasing popularity of tourist destinations in the Emakhazeni Municipality. The natural beauty, rural character and popularity of fly-fishing are the main attractions 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.

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 36: 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 36). 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.

4.7.4.1 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 Ladenburg 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.

4.7.4.2 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 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.

4.7.4.3 Agriculture and Mining

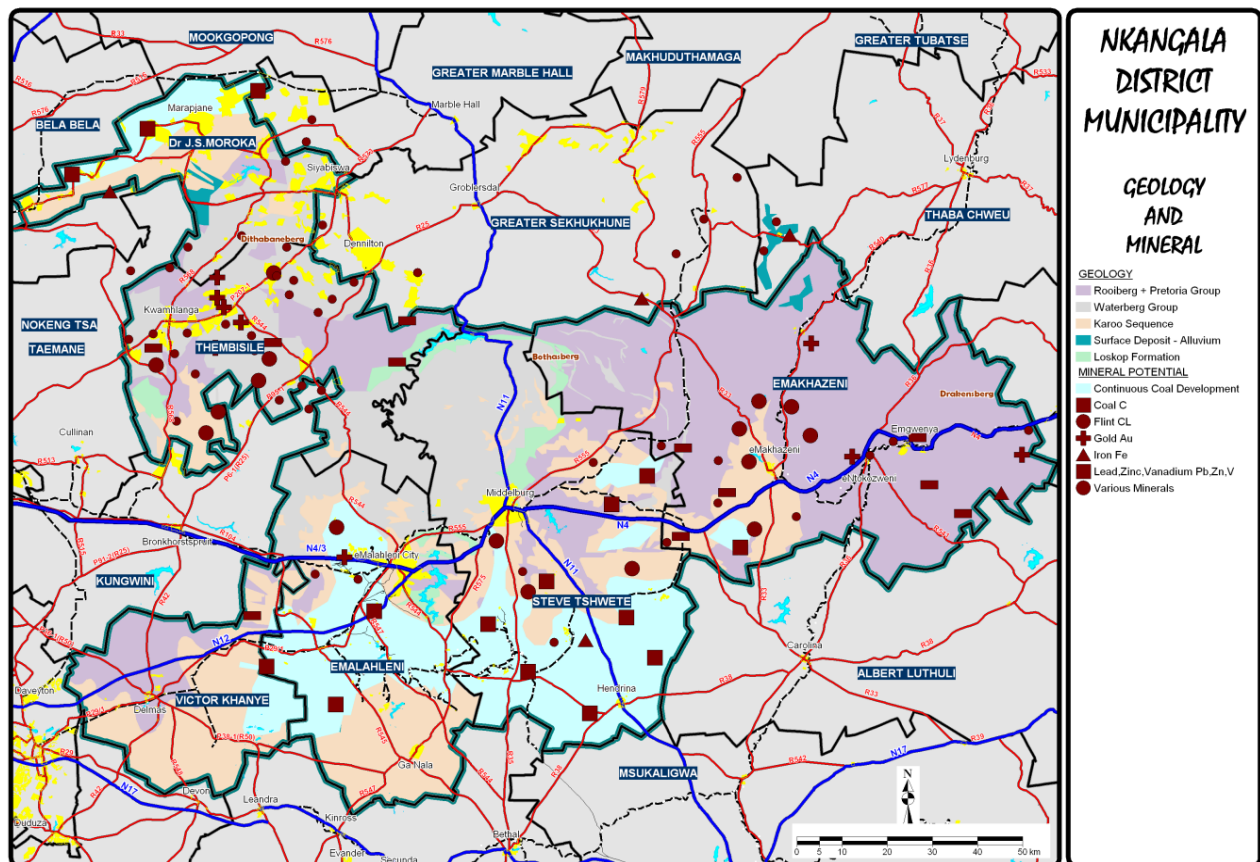
The agriculture sector is an important economic activity in the Nkangala District, which should be protected and promoted through the development of supplementary activities, such as agro-processing. The agricultural sector is critical for the development of the rural areas and the country as a whole 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 north western regions of the District are characterised by subsistence farming and rural residential uses. The initiation of community farming projects is necessary to enhance the agricultural sector in this area and to address the high poverty levels.

The District has considerable mining potential as reflected in **Figure 36**. 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 37: Geology and Minerals in NDM



4.7.4.4 Business and industrial activities

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

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

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

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

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

4.7.4.5 Expanded Public Works Programme

4.7.4.5.1 Current Status Quo District wide

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. (Number of EPWP Participants per LMs)

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

The District has also adopted EPWP Policy and Implementation Toolkit (which year), 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, learner-ships 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.

NDM made significant contribution to the creation of employment opportunities that includes:

- Incentive grants:
- Conditions of employment for EPWP Beneficiaries
- Selection Processes of EPWP Workers
- Child headed households
- Household with one fully-time person
- Monitoring and evaluation
- Progress reporting

4.7.5 Rural Development & Land Reform

In 2009, the new Department of Rural Development and Land Reform (DRDLR) was created. Rural development and land reform remains one of the key priorities of government. Guided by the Medium Term Strategic Framework (MTSF), which is the first five-year cycle of the National Development Plan (NDP), the Department of Rural Development and Land Reform has repositioned itself and refocussed itself with the aim of successfully driving the transformation of the rural economy to achieve vibrant, sustainable and equitable rural communities. The main focus for the department is to create enabling environment to ensure that rural communities have greater opportunities to participate fully in the economic, social and political life of the country, supported by good legislation and policies that facilitate accelerated land reform, access to basic services, socio-economic infrastructure, skills development and job creation for the rural communities. To this end the department implemented an organisational renewal plan that increased efficiency and improved governance, accountability and transparency. It also instituted mechanisms to build its capacity and capability both to improve service delivery and to enhance the process of reporting for accountability.

With regard to service delivery, Mpumalanga is committed to deliver meaningful service to our communities and to contribute towards the vision of creating vibrant, sustainable and equitable rural communities through the Rural Economic Transformation Model. The Institutional Roles and Roles and Role-relationships model is a high level dynamic representation of an institutional framework that defines and streamlines roles and responsibilities of the key players in the rural economy transformation space – organs of State, community-based governance structures, investors and communities represented by households.

Another intervention which was announced by the President during his State of the Nation Address in 2015 is the establishment of Agri-Parks in each of the 27 poorest district municipalities to transform rural economies. To date the work has begun in earnest especially in Nkangala District Municipality. Agri-Parks will contribute immensely towards the revitalization of rural towns too. Rural towns provide nearly all of the clean water to urban centres, provide the majority of domestic energy production and are the primary source of food production, investing in rural economies is vital to sustaining these resources. Nkangala District Municipality in collaboration with the Department of Rural Development and Land Reform has drafted the Agri-Park Master Plan in order to enhance rural development and agricultural development strategies for implementation.

Nkangala District Rural Development Plan

In the financial year 2016/17 the Nkangala District Municipality working together with the Department of Rural Development and Land reform (DRDLR) they embarked on the process of drafting Nkangala District Rural Development Plan NDRDP. The plan aims to achieve the following main objectives:

- To develop a Rural Development Plan for number of functional regions;
- To address the need of the poor people who are in extreme poverty and who are subject to underdevelopment;
- To come up with interventions that will bring change in the livelihoods of people in rural communities;

Identified Rural Functional Regions: the following three regions were identified as depicted on the bellow figure:

Functional Region 1: The Dr JS Moroka and Thembisile Hani poverty pockets characterised by extensive subsistence farming and latent tourism potential. The bulk of the population resides in areas under the management of traditional authorities.

Functional Region 2: The NDM Highveld area characterised by coal mining, electricity generation and maize and livestock farming. Game farming occurs in the northern parts.

Functional Region 3: The eastern escarpment which holds extensive potential for forestry, tourism and limited fruit farming.

Identified rural functional area in details: Figure bellow shows the location and spatial extent of the twelve Rural Intervention Areas identified in the Nkangala District. These are briefly summarised as follow:

- **North-Western Region:**
 - RIA 1.1: Representing the northern extents of the Dr JS Moroka Local Municipality this area comprises a number of rural villages under traditional leadership. The main focus is subsistence farming
 - RIA 1.2: This area represents the functional tourism link between Rust der Winter in Limpopo, Dinokeng in Gauteng, and the Loskop Dam tourism precinct in Mpumalanga. It consists of four nature reserves located in Dr JS Moroka and Thembisile Hani municipalities. These reserves have extensive tourism potential which is totally underutilized at present.
 - RIA 1.3: This is an area with high potential agricultural land (crop and livestock) which is ideal for the establishment of emerging commercial farmers in the north-western rural parts of the District.
- **Highveld Region:**
 - RIA 2.1: Represents rural areas surrounding Delmas Town (to the north and south-east). This is one of the most intensively utilized agricultural areas in Mpumalanga with a diversity of commodities produced and a wide range of associated agro industries established in/ around Delmas Town.
 - RIA 2.2: It includes rural communities around Ga Nala/ Kriel town in the southern extents of Emalahleni Local Municipality. Agricultural activity in the area is intense but open cast coal mining pose a severe threat to sustainability of agricultural production in this area.
 - **RIA 2.3:** This is a small rural cluster to the west of Witbank town and south of N4 freeway. It represents communities between Phola, Wilge and the new Kusile power station.
 - **RIA 2.4:** Several rural communities are located along route R544 to the north-west of Witbank en-route to Verena which is located in Thembisile Hani LM.
 - **RIA 2.5:** This broadly refers to the Doornkop community located to the north of Middelburg town along route N11 towards Groblersdal. This intervention area could be extended eastwards to also include Kwamakalane and Mafube which represent two small rural communities in a high potential agricultural area in the north-eastern parts of Steve Tshwete municipality.
- **Eastern Escarpment Region**
 - **RIA 3.1:** This represents the existing Wonderfontein rural node and the surrounding communities which hold enormous potential for intensified agricultural activity. This area also borders onto the N4 development corridor.
 - **RIA 3.2:** Represents rural communities in far-north-western parts of Emakhazeni LM with Stoffberg being the nodal point. The area is intensively cultivated – mainly maize and soya along the Spekboom river.
 - **RIA 3.3:** Rural communities between Dullstroom and Tonteldoos, and Dullstroom and Mashishing form part of this intervention area. Historically, intensive fruit farming occurred in this area.

- **RIA 3.4:** This intervention area represents the rural communities in the south-eastern parts of Emakhazeni municipality which functionally links to rural communities in Chief Albert Luthuli municipality adjacent to the south (Manzana/Badplaas, Tjakastad, Elukwatini etc.). To the east it also includes all the rural communities between Emgwenya (Waternal Boven) and Ngodwana along route N4.

▪ **Functional Region Features/ Issues to Be Considered**

• **Functional Region 1: Rural North-West**

Agriculture

- Distinguish between the three functional agricultural areas and establish emerging commercial crop farmers in the precinct south of Moloto Road. The central (livestock) and northern (subsistence) farming areas will comprise various forms of communal farming as these areas are under Traditional Leadership;
- Optimally utilise downstream agro processing opportunities associated with the dominant value chains in the area and which could include the following: maize, vegetable, cotton, beef, feedlot, port, poultry, and tourism.
- Formulate a regional water harvesting strategy and associated capacity building programme. Provide associated infrastructure required towards implementation
- Refurbish the existing maize mill at Sybrandskraal close to Moloto and bakery facilities in Verena (Lekuntu), and Kwaggafontein (Lukuniti);
- Investigate the possibility of establishing an auction facility in both local municipalities (Thembisile Hani LM and Dr JS Moroka LM), and the potential for associated feedlots in the central intervention area (RIA 2)
- Refurbish the abattoir facilities in KwaMhlanga and Leeuwfontein
- Establish functional linkages with Pienaarsrivier, Settlers, Marble Hall and Groblersdal farming communities in Limpopo Province;
- Development of Kameelrivier Agri-hub to support the Mpumalanga International Fresh Produce Market and associated Agri-Parks (MEGA)
- Investigate the possibility of re-opening the Marapyane Agricultural College

Tourism

- Establish and brand a continuous tourism-route between the Dinokeng Nature Reserve and the Loskop Dam Nature Reserves
- Investment in infrastructure: Zithabiseni Game Lodge and Conference Centre should be prioritised for renovations as an instrument for
- unlocking business tourism and leisure tourism
- Diversification of wildlife: Currently the belt consists of three of the big five animals. The Belt should diversify its product offering by providing alternative to up-market as well as budget travellers
- Overcoming land claims: A co-Management Agreement model should be pursued in the light of multiple land claims on the belt;
- Destination Marketing: The branding and marketing of the destination is essential to the success of the Tourism Belt
- Consolidating the operations of the belt into a joint effort: The five facilities along the belt must coordinate their activities into one wellcoordinated operational structure. Each facility will specialise in unique tourism services which will ensure that visitors can extract maximum value from visiting the belt. This eliminates competition among the facilities which amounts to a “race to the bottom”
- The broad tourism development concept for the two reserves revolves around concentrating high impact, high volume facilities in the more accessible areas of the reserves, near the dam wall on the MKNR, near the Main Gate on the MDNR, and near the Mkhohlwane Gate on the MDNR.
- Implement Mkhombo – Mdala Nature Reserve Business Plan
- A beading and sewing workshop to be established for the community of KwaMhlanga. The workshop could be linked to tourism areas or alternatively informal trading structures could be erected at strategic points

▪ **Functional Region 2: Highveld North**

- Review the Doornkop Development Framework and Business Plan in view of broader Rural Intervention Area 2.5 Consider establishment of additional FPSU's at Rural Intervention Areas 2.4 and 2.5
- Determine if additional rural nodes/ agri-villages are to be developed in Kwamakalane and Mafube
- Determine ways and means for Rural Intervention Areas 2.4 and 2.5 to be incorporated into District Tourism Belt Optimally utilise downstream agro processing opportunities associated with the dominant value chains in each of

the five areas and which include the following: Maize, beef, feedlot, port, poultry, fruit and citrus (Delmas, Witbank, Middelburg)

- Production infrastructure in the Intervention Areas
- Tourism and Mining Value Chains could also be considered in northern and southern Rural Intervention Areas respectively.

-

▪ **Functional Region 3: Eastern Escarpment North**

Rural Intervention Area 1: Wonderfontein

- Establishment of Agri-Village for beneficiaries at Wonderfontein
- Wonderfontein to become Farmer Production Support Unit – also serving Mafube and Kwamakalane in the Steve Tshwete area to the west;
- Establish more agro-processing facilities e.g. mill, abattoir in Wonderfontein
- Consider trout farming and tourism for community's south of N4
- Strengthening of cherry farming in the Wonderfontein area

▪ **Rural Intervention Area 2: Stoffberg**

- Establishment of an Agri-Village for beneficiary communities at Stoffberg
- Stoffberg to become Farmer Production Support Unit
- Possible establishment of biofuel plant based on soya bean production on farms south of Stoffberg.

▪ **Rural Intervention Area 3:**

- Promote Fruit Farming: Peaches, cherries, apples and blueberries
- Dried fruit industry to be re-established around Dullstroom
- Promote tourism along secondary routes toward Tonteldoos etc.
- Forestry and associated mushroom farming in Komatiland Forest

- **Rural Intervention Area 4:**

- Establish new rural node along route R541 to serve local communities (Agri-Village?) to link with communities at Badplaas in Chief Albert Luthuli, Main focus: Livestock, tourism, trout farming, forestry and mushrooms.
- Strengthen horticulture along N4 towards Ngodwana to benefit local rural communities

Food Security:

Linked to the **Sustainable** Development Goals (SDGs), 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.

4.7.5.1 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.

4.8 KPA 4: FINANCIAL SUSTAINABILITY AND VIABILITY

4.8.1 Issue 3: Financial 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; asset and liability 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 unit are summarized as follows:

I. Budget and Expenditure Management

- 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 and control project expenditure and payments
- Management of personnel remuneration processes.

II. Treasury and Asset management

- Effective and efficient cash and investment management.
- Effective and efficient 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.
- Management, co-ordination and control of all revenue collection, including arrear debt management and credit control.
- Effective and efficient liability management
- Effective and efficient grant management

III. 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.
- Effective and efficient demand management

IV. Compliance management and system administration

- Research, development, implementation and maintenance of efficient IT systems in compliance with mSCOA regulations
- Insure overall compliance with financial regulatory environment
- Implement, manage and maintain mSCOA
- Submission of various financial reports to stakeholders
- Mentoring and management of financial interns
- Developing and maintain financial procedures

General Financial Management

- Skills development.
- Performance management.
- Departmental risk management.
- Development and sustainment of internal controls.
- Support to local municipalities.
- Developing and maintain of finance related policies

4.8.1.1 Background and Problem Statement

A number of Local Municipalities within the District have experienced cash flow challenges since 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. These reports were given to each municipality to implement recommendations.

I. District specific challenges

- Declining RSC levy replacement grant and declining equitable share
- Underfunded municipal health mandate
- Unfunded fire services for Thembisile Hani and Dr JS Moroka areas
- Possible future impact on the revenue and debt management of new mandates
- Assurance of 100% alignment between Budget, IDP, performance objectives and SDBIP
- Macro-economic factors and challenges outside control of the district;
- Implementation of Supply Chain Management policies to create jobs and stimulate local economy;
- Continuous introduction of new GRAP standards

II. 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 maintenance of Municipal Standard Chart of Accounts (mSCOA) for the District.
- Effective implementation of credit control and debt collection measures.

III. Medium-term Strategies

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

- Existing fees, tariffs and charges must be reviewed annually in order to ensure that the revenue attributable to fees and charges are maximized 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.
- Liaise with Portfolio Committee of National Assembly, NCOP, NT and FFC on decline of district RSC replacement grant.
- National COGTA reconfiguration of municipality's discussion document to be researched to see how it will affect NDM and its six local municipalities.

IV. Long Term Strategies

- Using entities to increase the municipal revenue
- Establishment of metro for Steve Tshwete and Emalahleni Local Municipality

V. Local municipality's specific challenges

Municipalities are still struggling in dealing with the issues raised by Auditor General and the following issues cut across a number of local municipalities within Nkangala District Municipality:

- Ineffective financial management
- Non-existence of fully functional Internal Audit Units, Risk Units, Risk and Audit Committees
- High vacancy rate in key positions.
- Auditing of performance objectives
- Irregular expenditure
- High distribution losses
- Material impairment of debtors
- Going concern issues

The below mentioned Generally Recognised Accounting Practice (GRAP) issues are also a challenge in the following local municipalities (LM): Table 61: GRAP

Victor Khanye LM	<ul style="list-style-type: none"> ✓ GRAP 2, Cash Flow Statement, ✓ GRAP 17, Property Plant and Equipment, ✓ GRAP16, Investment Assets, ✓ GRAP 31, Intangible Assets,
Dr JS Moroka LM	<ul style="list-style-type: none"> ✓ GRAP 17, Property Plant and Equipment, ✓ GRAP16, Investment Assets, ✓ GRAP 31, Intangible Assets,
eMalahleni LM	<ul style="list-style-type: none"> ✓ GRAP 2, Cash Flow Statement, ✓ GRAP 17, Property Plant and Equipment, ✓ GRAP16, Investment Assets, ✓ GRAP 31, Intangible Assets,
eMakhazeni LM	<ul style="list-style-type: none"> ✓ GRAP 2, Cash Flow Statement, ✓ GRAP 17, Property Plant and Equipment, ✓ GRAP16, Investment Assets, ✓ GRAP 31, Intangible Assets,
Thembisile Hani LM	<ul style="list-style-type: none"> ✓ GRAP 2, Cash Flow Statement, ✓ GRAP 17, Property Plant and Equipment, ✓ GRAP16, Investment Assets, ✓ GRAP 31, Intangible Assets,

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

- Non-payment of Services;
- Inadequate Implementation of municipal property rates Act.
- 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 billing data – valuation roll and financial system discrepancies;
- 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
- 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 viability:

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 maintenance of Municipal Standard Chart of Accounts (mSCOA) for the local municipalities.
- 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 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 maximized and that the bases for determining fees and charges are cost reflective and/or market related.

4.8.1.2 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 maintain 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.

4.8.1.3 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 summarized as follows and are contained in the Strategic Risk Register:

- Adoption of Council Resolutions without considering financial implications thereof
- Appointments without considering financial implications thereof
- Loss/theft of assets including mismanagement of assets
- Deviation on normal supply chain management processes
- Shrinked revenue growth and increased operational expenditure
- Inadequate compliance with legislations
- Inadequate implementation of audit recommendations form oversight structure
- Inadequate implementation of mSCOA
- Inability to spend on the allocated budget

4.8.1.4 Supply Chain Management

Guide and regulations for) SCM policies and the management of its various Bid Committees.

Section 217 (1) of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) (The Constitution) provides the basis for procurement and determines that : “ *When an organ of state in the national, provincial or local sphere of government ,or any institution identified in the national legislation ,contracts for goods or services , it must do so in accordance with a system that is fair, equitable, transparent , competitive and cost-effective*”.

The procurement of the municipality is managed, regulated and guided by the Municipal Finance Management Act Section 112 (1) which states that: A municipality must have a Supply Chain Management Policy which must be fair, equitable,

transparent, competitive and cost – effective and comply with a prescribed regulatory framework for municipal supply chain management, which must cover at least the following:

- (e) open and transparent pre-qualification processes for tenders or other bids;
- (f) Competitive bidding processes in which only pre-qualified persons may participate;
- (g) The delegation of municipal Supply Chain Management powers and duties, including to officials.

Nkangala District Municipality is regulated by two Supply Chain Management Policies.

The regulations stated above are aligned to the Supply Chain Regulations in Section 26 (1) which states that:

A supply Chain Management policy must provide for:

- (a) A committee system for competitive bids consisting of at least –
 - i. A bid Specification Committee;
 - ii. A bid Evaluation Committee;
 - iii. A bid Adjudication Committee;
- (b) The Appointment by the Accounting Officer of the members of each committee, taking into account section 117 of the Act,

Section 26 (2) states that:

The committee system must be consistent with-

- (a) Regulations 27,28 and 29, and
- (b) Any other applicable legislation.

The **Second Supply Chain Policy** the Municipality has and is regulated under is the **System for Infrastructure Procurement and Delivery Management**. This policy guides and regulates the procurement of the Infrastructure projects of the municipality. It has been framed around the five focus areas proposed by the National Planning Commission for the design of a procurement system and draws upon the work of the 2015 Public Sector Supply Chain Management Review. It forms an integral part of the Model SCM Policy for Infrastructure Delivery Management which has been issued as a Treasury guideline determining a standard for municipal supply chain management policies in terms of Section 168 of the Municipal Finance Management Act of 2003 (Act No. 56 of 2003) in support of Regulation 3 (2) of the Supply Chain Management Regulations.

Committee system for procurement under the SIPDM Policy

A committee system under the SIPDM comprises of the **Documentation Committee, Evaluation Committee and Tender Committee** which shall be applied to all procurement procedures where the estimated value of the procurement exceeds the financial threshold for quotations and to the putting in place of framework agreements.

- The evaluation committee shall, where competition for the issuing of an order amongst framework contractors takes place and the value of the order exceeds the financial threshold for quotations, evaluate the quotations received.
- The persons appoint in writing as technical advisors and subject matter experts may attend any committee meeting.
- No person who is a political officer bearer, a public office bearer including any councilor of a municipality, a political advisor or a person appointed in terms of section 12A of the Public Service Act of 1994 or who has a conflict of interest shall be appointed to a procurement documentation, evaluation or tender committee.
- Committee decisions shall as far as possible be based on the consensus principle i.e. the general agreement characterized by the lack of sustained opposition to substantial issues. Committees shall record their decisions in writing. Such decisions shall be kept in a secured environment for a period of not less than five years after the completion or cancellation of the contract unless otherwise determined in terms of the National Archives and Record Services Act of 1996.
- Committees may make decisions at meetings or, subject to the committee chairperson's approval, on the basis of responses to documents circulated to committee members provided that not less than sixty percent of the members are present or respond to the request for responses. Where the committee chairperson is absent from the meeting, the members of the committee who are present shall elect a chairperson from one of them to preside at the meeting.

4.9 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.

4.9.1 Issue 6: Health

4.9.1.1 Background and Problem Statement

In the previous IDP document of 2011-16 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, District Health includes Municipal Health Services.

4.9.1.2 Municipal Health Services Legal Framework

As promulgated in the Constitution of the Republic of South Africa, Act 108 of 1996 (as Amended), Schedule 4 Part A, health services are 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** (l) 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. Nkangala District Municipality is currently running MHS unit with thirty-six (36) Environmental Health Practitioners (EHP'S), two (2) Community Service EHP's and one (1) Divisional Manager filling all the vacant posts.

The NDM as part rendering an effective Municipal Health Services, committed itself to fund Municipal Health Services functions throughout the District and procure all tools of trade for MHS. Nkangala District Municipality is implementing the National Environmental Health Norms and Standards and 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.

4.9.1.3 Municipal health Services Programmes

a) Water Quality Monitoring

Each local municipality is allocated the total number and types of water samples per quarter and will therefore be monitored on a monthly basis against the set targets and the budget. The water samples results are communicated with each LM to rectify noncompliance with SANS drinking water.

b) Food safety and Control

Food control as one of the functions of Municipal Health Services its objectives is to ensure that food hygiene and safety standards are adhered to as stipulated on regulation R638 of June 2018. Each LM is allocated the number of food premises to monitor and conduct inspection. For FY 2017/18 MHS unit inspected 4321 food premises from a target of 3600 food premises. Food samples are taken to check for compliance with food labelling and food safety regulations that also includes food condemnation. The municipality will continue to test on a regular basis during the 2019/20 financial year.

c) Health Surveillance of Premises and prevention of communicable diseases

The premises are inspected for any health nuisance that might emanate from the premises or caused by the owner or occupier of the premises. The premises include ECD's, old age homes, prisons, guesthouses and hotels, schools, laundries, salons,

panel beaters, etc. All outbreak of any communicable diseases are investigated by EHP's and ensure that the diseases is under control or eliminated.

d) Disposal of the Dead

The disposal of the dead is mainly dealing with funeral undertakers, mortuaries, crematorium and exhumations. EHP's are inspecting this premises for compliance with regulations and norms and standards for Environmental Health, MHS unit inspected 300 mortuaries in FY2017/18 with a target of 260, the target remain the same for FY2018/19 and 2019/20 as the premises are being closed.

e) Municipal Health Services Joint Operations

Nkangala District Municipality (NDM) Municipal Health Services (MHS) conducted joint operation with Sector Departments and Local Municipalities as part of compliance. The operations were targeting shops formal and informal, taverns, mortuaries, crèche and butcheries.

f) Municipal Health Services Training

Nkangala District Municipality (NDM) Municipal Health Services (MHS) conducted training to business managers, owners or facility staff and other stakeholders around the District. The training range from personal hygiene, food premises requirements, ECD's, mortuaries requirements, food safety, and chemical safety.

g) Municipal Health Services tariffs and spot fines

NDM approved MHS tariffs for the current financial year, all the MHS satellite offices charge the community or public an administration fee per MHS activity, the activities include MHS functions that requires facilities or premises to pay administration fee for the certificates required by norms and standards for MHS and also stipulated in MHS by-laws. The spot fines will be issued as per approved fine list by the different magisterial courts. The fines will be paid at NDM offices or at court, for all the successful fines it will be an income for NDM.

Table 62: Municipal Health Services Projects

Project	Budget R 000's				
	2017/18	2018/19	2019/20	2020/21	2021/22
MHS Office Furniture	R250 000	R300 000	R320 000	R350 000	R380 000
Water Quality monitoring	R1 650 000	R1 537 000	R1 629 220	R1 740 000	R1 800 000
Office rental for six LM's	R 522 560	R546 000	R600 000	R630 000	R645 000
Environmental Education and Awareness for all LM's	R210 000	R240 000	R270 000	R360 000	R420 000
MHS marketing and Publicity material	R104 500	R109 020	R120 000	R150 000	R170 000
MHS material and supplies	R115 000	R150 000	R160 000	R190 000	R210 000
MHS protective clothing	R50 000	R210 000	R250 000	R300 000	R350 000
MHS training	R110 000	R150 000	R160 000	R180 000	R210 000
MHS Food sampling	---	R300 000	R350 000	R400 000	R480 000
Construction of MHS park home offices per LM each FY	R2 350 000	R1200 000	R750 000	R750 000	R800 000

Municipal Health Services Challenges

- Appointment of Environmental Health Practitioners to comply with National Norms and Standards of 1:10 000
- Ineffective rendering of MHS services due to budget constraints or limited budget.
- Completion of effective Municipal Health Services information system within the whole district
- No effective legal system that will deal with MHS issues including fines.
- Environmental Health Practitioners community service salaries must be reconsidered
- Transport for Environmental Health Practitioners community service

Municipal Health Services priorities:

- Rendering of effective and efficient Municipal Health Services (all elements of MHS) in all the local municipalities including

- appropriation of Budget for the Financial Year
- Implementation of the National Environmental Health Services Norms and Standards
- Develop effective legal system that will deal with MHS issues including fines
- Appointment of Environmental Health Practitioners to comply with National Norms and Standards of 1:10 000
- Appointment of Environmental Health Practitioners community services each year with competitive salary.
- Implementation of the NDM Water Quality Monitoring Programme including any water related outbreaks;
- Implementation of food control and food sampling programme 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.
- Implementation of health surveillance of premises;
- Implementation of disposal of the dead.

4.9.1.4 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 department of health has completed the following completed projects, renovations and upgrades:

- Allemansdrif Clinic Completed;
- Watervall Clinic Completed;
- KwaMhlanga Hospital Nurses Residence
- Marapyane CHC Completed
- Thembalethu CHC Completed
- Middelburg Hospital Ward 15A
- Nasaret & Extension 8 Clinic
- Kwazamokuhle CHC
- Siyathuthuka Clinic

The following facilities were upgraded in 2017/18:

- Mmamethake hospital
- Pankop community health centre
- New Middelburg hospital
- Lefiso Clinic;
- Rockdale CHC;
- KwaMhlanga Hospital;
- DoH Nkangala District Office.

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;
- Inability to attract certain categories qualified health workers;
- The need to ensure that the deaf (sign language) people can be assisted at the health facilities;
- Lack of treatment and after care for the mental health care users;
- Inconsistent drug supply to the health care facilities and insufficient pharmacy assistants within the district;

- Insufficient patient transport and ambulances.

Furthermore, the following challenges were identified during the NDM Community Outreach Meetings:

- 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;
- Growth in drug and alcohol abuse;
- No rehabilitation centres in the District.
- 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 63** below.

Table 63: Mobile Clinics and Points

Sub district	Population	Hospitals	CHCs	Clinics	Functional Mobiles	None-Functional Mobiles	Total mobile points
Dr JS Moroka	270 481	1	10	21	1	1	15
Thembisile Hani	337 935	1	7	14	2	2	12
Emalahleni	436 108	3	5	10	6	3	118
Victor Khanye	82 821	1	0	3	3	0	68
Steve Tshwete	253 863	1	0	13	4	3	100
Emakhazeni	51 839	2	0	7	2	2	84
Total	1 433 047	9	22	68	18	11	396

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

4.9.2 HIV/AIDS

4.9.2.1 Background and Problem Statement

In an effort to deal with the challenge of HIV/AIDS, the government convened National AIDS Council. The main function of the AIDS Councils would be to deal with the ever-es calating 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.

4.9.2.2 HIV AIDS Prevalence

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

Focus for impact

1. Accelerate Prevention to reduce new HIV Infections by identifying high burdened areas to ensure appropriate and customized response
2. Reduce Morbidity and mortality by providing treatment, care and adherence support
3. Reach all Key Populations with customized and targeted interventions
4. Address Social and structural drivers ensuring Aids Councils are functional at District, Local and Ward level
5. Human rights education and awareness for communities
6. Promote leadership and shared accountability for a sustained response
7. Mobilize resources and maximize efficiencies to support
8. Strengthen Strategic Information

Table 64: HIV prevalence

Sub District	Ward with highest Positivity Rate	Positivity Rate in the Ward	District Positivity Rate
Emalahleni	Ward 29	30,1%	11.1%
Steve Tshwete	Ward 29	26,1%	
Victor Khanye	Ward 3	23,9%	
Thembisile	Ward 19	21,3%	
Dr JS Moroka	Ward 25	16%	
Emakhazeni	Ward 8	11,1%	

The above mentioned wards per local municipality show the highest positivity rate indicating that our interventions can use these areas as our starting points for focus for impact.

4.9.2.3 HIV PREVELANCE

2016 : HIV Positivity Rate (15 - 49 years)				2016 : MUS (Male Urethritis Syndrome rate)			
MP NKANGALA DISTRICT MUNICIPALITY: 9.2 %				MP NKANGALA DISTRICT MUNICIPALITY: 24.4 %			
	District	HIV Pos Rate (15 - 49 years)	NUM %		District	MUS	NUM %
6	mp Dr JS Moroka Local Municipality	4.82 %	13.89 %	6	mp Victor Khanye Local Municipality	18.05 %	3.38 %
5	mp Emakhazeni Local Municipality	8.05 %	5.08 %	5	mp Thembisile Hani Local Municipality	19.35 %	14.16 %
4	mp Thembisile Hani Local Municipality	8.46 %	18.13 %	4	mp Dr JS Moroka Local Municipality	20.49 %	10.26 %
3	mp Victor Khanye Local Municipality	11.20 %	6.72 %	3	mp Emakhazeni Local Municipality	23.74 %	6.14 %
2	mp Steve Tshwete Local Municipality	11.28 %	16.74 %	2	mp Emalahleni Local Municipality	26.75 %	45.28 %
1	mp Emalahleni Local Municipality	12.38 %	39.44 %	1	mp Steve Tshwete Local Municipality	28.71 %	20.78 %
2016 : Delivery Rate (< 18 years)				2016 : TB (Tested Positive)			
MP NKANGALA DISTRICT MUNICIPALITY: 6.1 %				MP NKANGALA DISTRICT MUNICIPALITY: 6.9 %			
	District	Delivery Rate (< 18 years)	NUM %		District	TB (Tested Positive)	NUM %
6	mp Steve Tshwete Local Municipality	5.02 %	12.68 %	6	mp Emakhazeni Local Municipality	3.97 %	4.08 %
5	mp Dr JS Moroka Local Municipality	5.58 %	16.22 %	5	mp Dr JS Moroka Local Municipality	4.51 %	23.37 %
4	mp Emalahleni Local Municipality	6.01 %	33.22 %	4	mp Emalahleni Local Municipality	7.07 %	26.39 %
3	mp Thembisile Hani Local Municipality	6.26 %	24.94 %	3	mp Thembisile Hani Local Municipality	9.27 %	24.54 %
2	mp Victor Khanye Local Municipality	7.82 %	7.59 %	2	mp Victor Khanye Local Municipality	9.89 %	3.87 %
1	mp Emakhazeni Local Municipality	12.20 %	5.35 %	1	mp Steve Tshwete Local Municipality	11.26 %	17.75 %

4.9.2.4 The negative impact of HIV/AIDS on the mining Sector

The growing mining activities taking place in the district, mining sector makes extensive use of migrant labour with many mine workers accommodated in single-sex hostels and only paying occasional visits to their families

- The Districts is experiencing migration of people from outside looking for job opportunities.
- 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.

4.9.2.5 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 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.

4.9.2.6 Rural sites

Other parts of the district are rural sites: **VKLM, THLM, DRJS LM, and EMAK**

- 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)

4.9.2.7 BORDERS

The District has three key borders with Limpopo, Gert Sibande District and Gauteng Province: **VKLM, EMAK, DRJSLM and THLM**

- 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.

Critical Enablers

- Awareness and Education for Communities
- Capacity Building for Structures
- Training on basic HIV Issues
- Increase number of Tracers
- WBOTS (Ward Based Outreach Teams) to be incorporate into the War Rooms
- Mobiles to be deployed in isolated areas
- Implementing Partners to service even most rural unreached areas

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

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.
- Development of NDM Transversal Strategy;
- Intensification of HIV awareness campaign for the targeted groups (such as sex workers, truck drivers, neighboring minds and tertiary institutions; LAC & DAC Capacity Building Programme

The District Aids Council having been launched and Institutionalized as early as 2006 in Nkangala District has in collaboration with the local municipalities, private and business sector and International Implementing partners such as GIZ and more recently Broad Reach have made decisiveness inputs to tackle HIV and AIDS, TB and STI's. The implementing partners' role has been mainly of Technical Support strengthening necessary coordinating structures to ensure functionality of District (DAC) and Local Municipality (LAC) levels also the development of Implementation Plans at local and district level which guide the response to ensure HIV and AIDS prevention, care and support.

4.10 Issue 7: Education

4.10.1 Background and Problem Statement

Higher education and Technical and Vocational Education Training and basic Education

Nkangala District currently have 1 TVET College with 5 campuses located in the following local municipalities, namely, Steve Tshwete (Middelburg campus), Emalahleni (Mpondozankomo and Witbank), Dr. J. S Moroka (CN Mahlangu) and Emakhazeni (Watervalboven) with Delmas campus in finalization stages. The district municipality is also having campuses of higher learning namely University of Mpumalanga Siyabuswa Campus and Tshwane University of Technology Emalahleni Campus. Furthermore, in order to ensure that the TVETs and universities 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;
- Establishment of additional Nkangala TVET college campus and Skills centre in Thembisile Hani Local Municipality
- In addition, curriculum development and improve programme to respond to the skills needed by youth and industries within the region.

4.10.2 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 and KwaMhlanga area in Thembisile Hani Local Municipality;

- Emalahleni area in Klarinet and Kwaguqa Exts;
- Parts of Steve Tshwete in Ext 24 & 18 and Rockdale;
- Overcrowding at Botleng Ext 3, 4 & 5. Note that the Department has managed to operationalize two schools with mobile classrooms.
- Insufficient ablution facilities in other schools within the region.

4.10.3 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 places a huge demand for provision of new facilities in growth points and also results in facilities not being utilized 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; The department of education in Mpumalanga has placed interim long term measures to construct the new Emakhazeni Boarding Schools and Steve Tshwete Boarding school to permanently eliminate the problem.
- There is a glaring backlog on provision of classrooms, administration blocks, specialized centers in the District and kitchens for NSNP etc.
- overcrowding of learners is still a challenge, though it is partly addressed through mobile classrooms
- Ageing infrastructure that is prone to natural disasters;
- Water supply in schools with municipal bulk water connection in Thembisile and Dr. JS Moroka Local Municipality.

4.10.4 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 2666012. 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 146 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 65: Provincial Performance in descending 2008-2018

Provinces	200-8	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Free State	71,6	69,4	70,7	75,7	81,1	87,4	82,8	81,6	88,2	89,8	
W. Cape	78,7	75,7	76,8	82,9	82,8	85,1	82,2	84,7	85,9	84,4	
Gauteng	76,3	71,8	78,6	81,1	83,9	87	84,7	84,2	85,1	86,0	
N. West	67,9	67,5	75,7	77,8	79,5	87,2	84,6	81,5	82,5	82,1	
N. Cape	72,7	61,3	72,3	68,8	74,6	74,5	76,4	69,4	78,7	77,6	
MPU	51,8	47,9	56,8	64,8	70	77,6	79	78,6	77,1	74,8	79,0
KZN	57,2	61,1	70,7	68,1	73,1	77,4	69,7	60,7	66,4	73,6	
Limpopo	54,7	48,9	57,9	63,9	66,9	71,8	72,9	65,9	62,5	67,4	
E. Cape	50,6	51	58,3	58,1	61,6	64,9	65,4	56,8	59,3	65,8	
National	62,2	60,6	67,8	70,2	73,9	78,2	75,8	70,7	72,5	75,1	

In terms of the above national performance, the country has been masking steady growth with all provinces showing a positive achievement except for Mpumalanga and Limpopo Provinces that has shown some relative decline from 201. Mpumalanga province achieved better results than KwaZulu Natal, Limpopo and the Eastern Cape only.

Table 66: District Performance for Mpumalanga Province: 2013- 2018

YEAR Districts	Wrote 2014	Passed 2014	Pass % 2014	Wrote 2015	Passed 2015	Pass % 2015	Wrote 2016	Passed 2016	Pass % 2016	Wrote 2017	Pass 2017	Pass % 2017	Wrote 2018	Passed 2018	Pass % 2018
Bohlabela	9753	7491	76.8	11341	8700	76.71	12488	9041	72,4	11709	8477	72.4			
Ehlanzeni	13792	11324	82.1	16203	13349	82.39	15859	12607	79,5	133622	10465	76.8			
Gert Sibande	10376	8005	77.1	13555	9844	72.62	11888	9017	75,8	10736	8211	76.5			
Nkangala	11160	8795	78.8	13881	11336	81.67	14048	11167	79,5	12416	9120	73.5	11384	8963	78,7
Province	45081	35615	79.0	54980	43229	78.63	54283	41832	77,1	48483	36273	74.8	44612	35225	79,0

Data source: Department of Basic Education, Report on the National Senior Certificate Examination Results (2018).

According to the 2017 examination results Nkangala obtained the third highest performance as compared to Gert Sibande and Ehlanzeni region, for 2017 Gert Sibande districts registered the highest performance rate in the Mpumalanga Province at 76.5 % and Nkangala with 73.5% which is below the average provincial performance at 74.8%. in 2018 Nkangala obtained 78,7 % which is an improvement on the 2017 results but is still below the provincial average.

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 67: Performance of schools per local municipalities under Nkangala District Municipality: 2013- 2018

Municipality	Entered 2014	Wrote 2014	Achieved 2014	Pass % 2014	Entered 2015	Wrote 2015	Achieved 2015	Pass % 2015	Entered 2016	Wrote 2016	Achieved 2016	Pass % 2016	Entered 2017	Wrote 2017	Achieved 2017	Pass % 2017	Entered 2018	Wrote 2018	Achieved 2018	Pass % 2018
Emalahleni	2405	2380	1950	81,9	2629	2595	2195	84,6	3283	2834	2495	88	3583	2775	2244	80.9	3701	2944	2330	79,1
Emakhazeni	310	307	263	85,7	524	515	448	87	514	496	419	84,5	462	435	355	81.6	507	438	360	82.2
Victor Khanye	648	631	471	74,6	649	630	538	85,4	629	569	467	82,1	601	531	438	82.5	672	530	432	81.5
Steve Tshwete	1911	1881	1611	85,6	2239	2210	1907	86,3	2411	2313	1874	81	2503	2288	1782	77.9	2216	1953	1647	84,3
Thembisile Hani	3036	3013	2324	77,1	4293	4243	3299	77,8	4921	3974	3071	77,3	4262	3284	2218	67.5	3775	2793	2092	74,9
Dr. JS Moroka	2977	2948	2176	73,8	3717	3688	2949	80	4345	3863	2841	73,5	4054	3103	2083	67.1	3854	2726	2102	77,1

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 in the areas that that are not covered by the boarding schools;
- 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 (should also be in line with the outreach report of the district)

- 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 and also the inclusion of the district Science expo
- 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

Nkangala Education Capital Projects: New Construction

- Areorand Primary School;
- Marapyane Circuit Office;
- New Dooringkop School;
- New Klarinet Primary School (Mogaletswa);

4.11 Issue 8: Welfare

4.11.1 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, and orphans, children living on the streets, the vulnerable groups, and pension-pay-points are generally adequate 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.

4.11.1.1 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 the children Council on the 27 June 2018. 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 council 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
- Problem of abandoned children.
- Children Council
- Take a child at Work
- Awareness Campaigns for children to stand against the rape of children
- 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.
- Girls and Boys Coaching and mentoring programme;
- Patriotism development
- Children reading contest
- Children and environment

4.11.1.2 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 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.

Based on the 2016 Stats SA Community Survey it indicates that there are 143,514 persons aged 60 years and above within Nkangala district. The table below shows the disaggregated data on the number of older person per municipality and the different age brackets.

Table 68: Age Categories of Older Persons in NDM

Municipalities	Age categories of Older Persons					
	60-65	66-70	71-75	76-80	81-85	86-90
Victor Khanye Local Municipality	2850	1270	863	374	139	45
Emalahleni Local Municipality	11907	5549	3757	1699	968	207
Steve Tshwete Local Municipality	7868	3714	2664	1416	915	457
Emakhazeni Local Municipality	1387	902	597	328	106	54
Thembisile Hani Local Municipality	12143	4857	3466	1310	838	651
Dr JS Moroka Local Municipality	10074	5593	4006	2173	1274	874
Subtotal	46229	21885	15353	7300	4230	2288
Grand total	143,514					

(Source: Community Survey 2016)

Refers to the table above it clearly shows that rural municipalities such as Thembisile Hani and Dr JS Moroka have a slightly higher proportion of older persons than the more urban municipalities.

The Community Survey further indicates that more than half of older persons live in extended households. Sex variations show that the proportion of elderly women living in extended households is higher compared to that of their male counterparts. However, there is an upward trend in the prevalence of elderly single-member households from 16.3% in 2011 to 26.7% in 2016.

NDM in collaboration with Local Municipalities hosted the older person dialogue with the Executive Mayor during Older Person’s Month (October) on annually basis

Challenge eliminating from the dialogue:

- Provision of sport equipment
- To assist them with income generating programme
- To support them in their local initiatives programmes to remain active and live healthier lives
- Provide equipped health and fitness facilities for older person
- Need support on deductions for micro loans and airtime that are affected on their social grants

Issues that were raised during the NDM Community Outreach 2018:

- 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
- Billing system for older persons (wrong reading of the meters)
- Awareness campaign aimed at senior citizens
- Golden Games for Senior Citizens;
- Incorrect Identity documents should be fixed
- the provincial government would attend to their problems
 - Especial Human Settlement
 - Home Affairs
 - SASSA

4.11.1.3 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 69: Access to Services

NUMBER OF ACTIVE GRANTS PER LOCAL MUNICIPALITY PER GRANT TYPE							
Grant Type	Emalahleni	Emakhazeni	Steve Tshwete	Dr J S Moroka	Thembisile	Victor Khanye	Total
Old Age	15 967	3 501	10 508	27 748	25 070	3 693	86 487
War Veteran	5444554	0	0	1	0	0	1
Disability	5 944	1 665	2 701	4391	5 349	1 111	21 161
Foster Child	2 382	511	1 388	1986	2 164	418	8 849
Care Dependency	932	228	437	587	851	148	3 183
Child Support	65 968	12 352	36 408	77 480	93 699	16 940	30 2849
Grant in Aid	650	109	160	2 641	1 497	110	5 167
Total	91 843	18 366	52 602	11 4834	128 629	22 420	427 695

(Source: SASSA 2018)

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.
- The District established a Forum Chaired by the Municipal Manager dealing specifically with the accessibility of Identity Documents.

4.11.1.4 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 **table 70**. Overall 6.2% of the population in Nkangala (63 000) indicated some form of disability in 2016.

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.

Identified disability categories within the District is articulated as follows:

Table 70: Identified disability categories in NDM

Type of Disability	Number of Patients attended
Physical Disabilities	30 912
Visual Impairment	35 327
Hearing impairment/Deaf	20 220
Intellectual Disability	Data to be obtained from DoE
Communication Disability	18 208
Multiple Disabilities	Data not available
Total:	104 667

(Source: Department of Health August 2017)

The statistical information received from Department of Health Nkangala District provide information of all different types of disabilities as described by the WHO. The numbers indicate patients that visited the clinics and the hospitals in Nkangala district. The figures are far less by half of the statistical analysis of the community survey by Stats SA. This shows that the community survey statistical results are relatively consistent.

The district has launched the District Disability Forum after it hosted the Disability Assembly on Supply Chain Procedure Processes during Disability Month (November)

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 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;
- Where can medical assessments be done to confirm disability
- Late birth registration that are still prevalent in farm areas;
- Economic Empowerment
- Challenges of identifying persons with physical disability (Children and the elderly);
- Mainstreaming of issues of gender and people with disability
- Unemployment (workshop on job readiness);
- Telecommunication workshop for people with disability;
- Implement programmes aimed at integrating people with disabilities.
- To advocate 2% on the Organogram for people with disability in respect with Local Municipalities
- 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 People with Disability
- To ensure implementation of the 30 % of procurement for people with disability within the due restriction of NDM
- Unit ensures that data base forms are available in all disability centres, to advance fair access to available business opportunity

4.12 Issue 9: Culture, Sport and Recreation

4.12.1 Background and Problem Statement

During its 2017, Strategic Lekgotla the NDM Council confirmed this Developmental Issue and the challenges therein to be detrimental to the realisations of the Vision of the District. One major challenge in the District is the lack of sporting and recreation facilities that are to a large extent as a result of municipalities not allocation of 5% MIG Funding.

Furthermore, South African Local Government Association (SALGA) has some time back established what was then called SALGA Games, which were games of various sporting codes wherein all Municipalities within South Africa would affiliate and participate. The said games have been renamed as South African Municipal Sports and Recreation Association (SAMSRA).

1) Sports, Arts, Culture and Recreation

Additionally, the following were the key challenges identified within the District as follows:

- Shortage of libraries in the district;
- Shortage of multi-sports complexes including indoor gyms and indoor sports facilities
- 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 dilapidation;
- 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.

4.12.2 Regional Sports and Recreation Master Plan

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

Guiding parameters of the functionality of the sub-unit: Sport and recreational

- 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.
- Resurfacing keis taaljaard Netball court
- Additional Netball courts and toilets Thembe Sinamela Stadium

Development of Sports and Recreation Master Plan

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

- Tourism precinct like S S Skhosana and Zithabiseni Holiday Resort in Thembisile, Mkhombo Nature Reserves need urgent upgrading;
- Shortage of playing fields, availability of other sporting codes and maintenance thereof;
- Shortage of sport grounds;
- Maintenance and upgrading of the existing sport grounds;
- There is a need for resuscitation of Sport Councils;
- Lack of recreation facilities and other sport codes in most areas including townships and rural areas.

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, hence the development of the NDM Sports and Recreation Master Plan is indispensable to the improvement of sports and recreation in the district

4.12.3 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 on the formalisation of Historic and Heritage Sites with the objective of identifying all sites that have a historical and cultural significance. The study recommended that Council should prioritise, preserve and develop sites of importance. The study recommended a three (3) stage implementation plan

• **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 initiative 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

Proposed Heritage sites

1. House for people who had leprosy (Beyer's Naude Street, next to Mhluzi)
2. The Epstein House (SADC Street opposite the Department of Home Affairs)
3. Old Magistrate court building (opposite the white church, next to Midmed Hospital)

4. Roman Catholic Church (Mhluzi, Riverside at Vusi Mnisi street)
5. Old Correctional Services Building (at the vicinity of Correctional Services)
6. King Dingizulu's Grave (next to Uitkuik, Samora Machel Street)
7. Old Dutch Reformed Church (Gogo Church, Mhluzi next Tshwenyane Combined School)
8. Sefoloshe's House in Mathayleni (the first house in Mhluzi)
9. 3 Anglo Boer war Concentration Camp Cemeteries
10. War Monument at 4SAI (monument situated at 4TH Infantry Battalion Camp)
11. Anglo Boer War Memorial Church
12. 2 x Anglo Boer War Forts
13. Memorial Monuments for Anglo Boer War casualties (at Heroes graves in Beyers Naude Street)
14. Voortrekker ox wagon tracks (1938 and 1958)
15. Anglo Boer War Memorial Church
16. English Bridge (at Beyers Naude Street)
17. White Church (next to Wimpy and Magistrate Court)
18. Old Middelburg Railway Station (situated next to Cowen Ntuli street)
19. Tree Lane (at hospital road in Clubville)

- 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 kilometre length in the region. The significance therefore was further elevated by the cenotaph precincts which has made it a potential hub for urban renewal.

Development of the Delmas Magistrate Court Treason Trials 1985-1989

In 2012, the District Municipality resolved to implement a memorial monument in Delmas in recognition of the Delmas Treason Trials 1985-1989. To that extent, research on the Delmas Treason Trials 1985-1989, was conducted, the plan of the Delmas Treason Trials Commemoration Plaque was developed, designed and erected within the premises of the Delmas Magistrate Court. This site is significant in the legal history of South Africa. The court was the scene of the longest court case after the Rivonia Trial in South African legal History (3 years) – the Delmas Treason Trial where 22 Black political leaders were charged when trial started in 1985 and the four (4) who were tried during the “Trial of Delmas Four” in 1989. The trial tested the apartheid legal machinery to the limit and marks a turning point in the history of the struggle for democracy. It is valued as a site of an important event in that it stands against injustice.

Objectives of the project were:

- To preserve the 1985 and 1989 political struggle trials in a form of memorial structure;
- To declare the Delmas Magistrate Court as an historical heritage site following its role as a host to above political

trials;

- To conduct research and preserve the archival record of the struggle trials in a form of legal materials and documents, including the auditory and pictorial records of the trial;
- Parallel to the above carries out the necessary applications to declare the Delmas Magistrate Court as a National Heritage Site.

The memorial plaque inspired by Mandela's call from Robben 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 38: The memorial plaque 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.

- During the study all the six local municipalities also contested to host the Regional Freedom Park and the best possible site was identified at Dr JS Moroka at Vaaalbank Crossing next to the NDM Fire Station new building;

- The NDM Regional Freedom Park concept was developed with the view to emulate the National Freedom Park in Pretoria, to that extend a visit was undertaken to the national monument to under study.
- The NDM continued and procured a service provider for the development of the concept designs that were completed in July 2016;
- The NDM further appointed a service provider to undertake a Social Study with the view to investigate and facilitate community participation in partnership with all the local municipalities, communities, political parties, traditional, religious and other community leaders and relevant stakeholders;

National Calendar Days

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.

Performance, Cultural and Creative Art

One of the eminent challenges confronting the District is that of positioning the region in terms of the short film production and performance and creative 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.

Department of Sports, Culture and Recreation Sporting Projects and Programmes

The Department is involved in projects including 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

4.12.1 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

- Zithabiseni;
- Thubelihle;
- Masobea;
- Verena and
- Mhluzi (Chromeville).

Objectives

Culture, Sports and Recreation Priority Projects and Programmes

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 Dr JS Moroka, 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 Dr JS Moroka, 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 prioritize 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 when held) 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;
- Conduct NDM Regional Freedom Park Social Study and other environmental studies;
- Facilitate the provision of bulk services at the Vaalbank Crossing NDM Regional Freedom Park Site at Dr JS Moroka local Municipality.
- Engage with the private sector, Department of Corporative Governance and Traditional Affairs, DCSR international and local NGO's on the funding of traditional, cultural, heritage and activities including the NDM Regional Freedom Park development 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.
- Registration and participation of Nkangala District Municipality in the SAMSRA Games
- Awareness campaigns on Mix Migration
- To support Community Sports Development

4.12.2 NDM SOUTH AFRICAN MUNICIPAL SPORTS AND RECREATION ASSOCIATION (SAMSRA)

4.12.2.1 Background and Problem Statement

The National Sports and Recreation Act No 110 of 1998, provide for the promotion and development of Sport and recreation and the co-ordination of the relationships between the Sport commission, National and Recreation federations aimed at correcting imbalances in Sport and Recreation to promote equity and democracy in sport and recreation, to provide for dispute resolution mechanism in sport and recreation, to empower the Minister to make regulations, and to provide for matters connected therewith. To this Nkangala District Municipality through Council resolved as per Council Resolution **DM296/03/2017**.

The South African Municipal Sports and Recreation Association (SAMSRA) have since been formalised and an association to deal with sport matters within SALGA was established and named SAMSRA, which is composed of by both Councillors and Officials of Municipalities within South Africa and elects its Executive Committee every three (3) years. The object of SAMSRA is to afford municipal employees and Councillors structured and organised way in terms of which they participate in various sporting codes at certain marked time periods on a calendar year.

Challenges

Nkangala District Municipality has not been an affiliate and participating in SAMSRA Games and it is the intention of this report to seek Council approval for Nkangala District Municipality participation in the SAMSRA Games.

Further to the above it is required in accordance with the attached SAMSRA Constitution that each municipality should establish and launch a SAMSRA Local Committee which would represent the municipality in the meetings and committees of SAMSRA.

The Constitution provides that the Local Executive Committee must have the following executive positions:

- Chairperson;
- Deputy Chairperson;
- Secretary General;
- Deputy Secretary General;
- Treasurer General; and
- Additional members.

It is further recommended by the SAMSRA Constitution that Council be represented by at least two (2) Councillors who shall be members of the above mentioned Local Committee Ex Officio.

Objectives

Sport is the significant part of any Nation's culture, leisure time health, economy and education. This directly involve benefit from a significantly enhanced quality of life, the physical activities engaged in, how they are integrated to community life, the value expressed through the and how they are celebrated, help define individuals, groups, communities and a Nation. The sum of this activities makes up a Nation's physical culture play, fitness, and sport dance and so on. When integrated into broader framework of development goals, sports constitute an additional vehicle, mechanism or tool for advancing sustainable development in different sectors of the South African society.

The following sporting codes are available at each SAMSRA Games and all municipal teams are encouraged to participate in:

- Volleyball, Pool, Netball, Soccer, Tug of War, Marathon, Darts and Tennis;

Priorities

To encouraged Councilors and Employees to take part in all sporting activities, since it is part of Employee Health Wellness.

4.12.3 MORAL GENERATION

4.12.3.1 Background and Problem Statement

The Moral Regeneration Movement (MRM) is a networking platform that facilitates and coordinates all processes and initiatives aimed at combating moral degeneration. As a civil society-driven initiative that is supported by the government, the MRM provides the opportunity to redouble our efforts as a full partnership of the people, and pay special attention to the issues of development, social cohesion, and nation building. The MRM also supports traditional and cultural programmes.

- **Current status district-wide**

Nkangala District Municipality was able to conduct six (6) Plenary meetings in preparation of launching Moral Regeneration Movement, the plenary meetings were conducted with the following Municipalities during the month of January 2018 Strictures, Steve Tshwete, eMakhazeni, eMalahleni, Dr JS Moroka, Thembisile Hani and Victor Khanye LM's. NDM has managed to launched and Inducted MRM structures in all LM's and NDM Structure.

- **challenges**

The lack of support became the major reason why these structures were not functional. In addition, the composition of the structures was not inclusive as they were mainly constituted by Pastors and Religious people. Furthermore, not all religions were included. The other civil society formations and structures were overlooked. The Structures also felt that they were not involved in the programmes, activities and events of the Municipalities. For instance, there were not involved in the year end of MRM event.

Some reported infighting amongst members of the MRM Structures. The other factors that contributed to the demise of the structures include the following;

- MRM programme is neglected by the Political Principals and Municipal Officials.
- Lack of commitment by members
- General lack of understanding of the Mandate of MRM,
- Confusion between MRM the interfaith structures
- Poor dissemination of information.
- Change of Political leadership at Local Government level

- Communication breakdown.
- No dedicated budget for the structure's operations.
- Conflict between MRM structure and Municipal Officials.

- **Objective**

To facilitate a process of ensuring that Moral Regeneration is part of awareness campaigns the most at schools and at community levels

Aim to discuss the following, as per the principles from the charter of positive values:

- Respect Human dignity and equality
- Promote responsible freedom, the rule of law and democracy
- Improve material well-being and economic justice
- Enhance sound family and community values
- Uphold honesty, integrity and loyalty
- Ensure harmony in Culture, belief and conscience
- Show respect and concern for all people
- Strive for justice, fairness and peaceful co-existence
- Protecting the environment
- And spiritual transformation.
- Uphold honesty, integrity and loyalty
- Ensure harmony in Culture, belief and conscience
- Show respect and concern for all people
- Strive for justice, fairness and peaceful co-existence
- Protecting the environment
- And spiritual transformation.

Such a programme should focus on crime prevention, drugs and alcohol abuse, vandalism, illegal connections, to municipal services and land uses that are inconsistent with the municipal by-laws.

- **Priorities**

Mission and vision of MRM must be achieved, through the establishment of the District structure, local structures be supported and follow moral ethics to develop communities and have good moral values. Moral Regeneration Movement structures are established and inducted to all LM's including NDM Municipalities hence they need to be strengthened.

4.12.4 COMMUNITY SPORTS DEVELOPMENT

4.12.4.1 Background and Problem Statement

The Constitution of the Republic of South Africa, 1996, in its preamble, schedule 5 part A and part B, places the fundamental obligation on Government to facilitate sports and recreation. The White Paper on Sport and Recreation (1995) provided the policy framework upon which key legislation contained in the Sport and Recreation Act, Act No 110 of 1998 was developed. The aim of sport and recreation in South Africa is to improve the quality of life of all South Africans. Government can achieve this by promoting participation in sport and recreation in the country and through the participation of South African sportsperson and teams in international sporting events.

Challenges

- Lack of support to Community Sports Development
- lack of promotion of sports activities for the community
- Insufficient sports facilities within the District.

Objectives

Community Sports Development is the promotion of sports activities for the community. Successful sports development depends largely on effective partnership and networking with a wide range of community groups, service providers, facility operators, national governing bodies, local authorities and voluntary groups to develop and promote sport and leisure opportunities for local residents and workforce from foundation to excellence. Removing barriers to participation, promotion personal, and social community development.

Priorities

To support Community Sports Development

4.12.5 MIX MIGRATION

4.12.5.1 Background and Problem Statement

Migration across the world has become increasingly more complicated, (migration is here to stay). The traditional flow of people from one country to another, whether voluntary or forceful in search of safety or a better life is a cause for this movement. In 2010 there were an estimated 15.4 million refugees or people who fled their home countries because of war or persecution, based on a 2012 survey, an estimated 640 million adults would migrate to another country if they could.

Challenges

- Globalization of poverty (National Issue)
- Lack of employment opportunities
- Social and political conflict
- Social and cultural practice
- Gender discrimination
- Lack of information

Objectives

- Awareness campaigns on human trafficking
- Sensitizing participants on mixed migration concepts including Trafficking in Person (TiP) and smuggling
- Guide participants on how to identify cases of trafficking and mechanism for accessing justice through the South African legislation and structures
- To promote campaigns to raise awareness in communities on human trafficking
- To support first line officials in their effort to understand and manage mixed migration flows and assist vulnerable migrants
- Refugees and asylum seekers through proper identification and referral

Priorities

- More awareness campaigns on human trafficking
- Sensitizing participants on mixed migration concepts including Trafficking in Person (TiP) and smuggling

4.12.6 CULTURAL JAZZ FESTIVAL

4.12.6.1 Background and Problem Statement

key background of promoting social cohesion, nation-building, tourism and economic development will be the major highlight in the arts and entertainment calendar of the country.

Challenges

- The District is face with triple challenges which is: Unemployment, Inequality and poverty

Objectives

- Job creation and economic upliftment remains some of the cornerstones of the staging of this festival. Through various services that will be rendered at the festival, ranging from festival infrastructure to cultural programmes activations, several job opportunities are created during the period of the festival. Efforts to ensure full participation of SMMEs (Hawkers and commercial photographers etc) generate visitors, to gauge the tourism, job creation as well as visitor's expenditure patterns will continue to be undertaken in partnership with independent research institutions, an important tool in boosting the local economy in the District.

Prioritise

- District to annually host Jazz Cultural Festival in partnership with the Local Municipality's and different Stakeholder's.

4.13 ISSUE 10: SAFETY AND SECURITY

4.13.1 Background and Problem Statement

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

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

There is a need for improvement in community policing through a functional Community Policing Programme (CPP). Such a programme should focus on crime prevention, drugs and alcohol abuse, vandalism, illegal connections, to municipal services and land uses that are inconsistent with the municipal by-laws.

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

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

Objectives

- To develop and implement District Community safety strategy and municipal safety plans
- To ensure the establishment of Community Safety Forums in all local municipalities and the District in line the community safety forum policy.
- To participation in the implementation of National Crime Prevention Strategy.
- To ensure effective implementation of the District Community safety strategy and municipal safety plans
- To ensure the establishment and continuous monitoring of Community Safety Forums in all local municipalities and the District in line the community safety forum policy.
- To facilitate the installation of high-mast lights in high crime areas.
- To develop strategies to fight crime in farm areas

Strategies

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

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

Table 71: Safety and security Projects 2018/19 and 19/20 financial year

Project	Description	Project Location	Funding Source	Budget 18/19	Budget 19/20	Responsibility
Social Crime Prevention Programme	Implementation of the approved district community safety strategy	NDM	NDM	OPEX	OPEX	General Manager: Social Services
Social Crime Prévention Programme	Continuous monitoring of Community Safety Forums	NDM and DCSSL	NDM and DCSSL	OPEX	OPEX	General Manager: Social Services
	Develop Crime Prevention Programmes	NDM and DCSSL	NDM and DCSSL	OPEX	OPEX	General Manager: Social Services
Moral Regenerations	Develop moral Regenerations Programmes	NDM	NDM	R340 000	R350 000	General Manager: Social Services

4.14 Issue 11: Emergency Services

4.14.1 Background and Problem Statement

NDM Disaster Management Centre is established in compliance with Section 43 (1-2) of the Disaster Management Act no. 57 of 2002.

The act states that: "Each District Municipality must establish in its administration a disaster management centre for its municipal area.

- (1) A district municipality-
 - (a) Must establish its disaster management centre after consultation with the local municipalities within its area;
 - (b) May operate such centre in partnership with those local municipalities".

The District Disaster Management Centre is currently located within the NDM Office building with its physical address as follows: NDM Disaster Management Centre, Nkangala District Municipality, 02 A Walter Sisulu Street. Middelburg, 1050, Emergency Contact number: 013 249 2800

The Disaster Management Centre is composed of the Joint Operational Centre [JOC] and 24-hour communication centre.

NDM has established a district Disaster Management Advisory forum which meets quarterly.

Section 45. (1) of the Disaster Management Act states that "A municipal council must, subject to the applicable provisions of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), appoint a person as head of its municipal disaster management centre".

The head of the Municipal Disaster Management Centre is responsible for the exercise by the centre of its powers and the performance of its duties; and in accordance with the directions of the council, takes all decisions of the centre in the exercise of its powers and the performance of its duties. Except decisions taken by another person in consequence of a delegation by the head of the centre.

The head of a municipal disaster management centre performs the functions of this office subject to section 44(3) of the Disaster management act. NDM council has appointed the Divisional Manager: Disaster Management as a head of its municipal disaster management centre.

Objectives

To provide for-

- an integrated and co-ordinated disaster management policy that focuses
- on preventing or reducing the risk of disasters, mitigating the severity of
- disasters, emergency preparedness, rapid and effective response to
- disasters and post-disaster recovery;

- the establishment of national, provincial and municipal disaster management centres;
- disaster management volunteers;

The legislative responsibilities of Municipal Disaster Management are:

- To specialise in issues concerning disasters and disaster management in the municipal area;
- To promote an integrated and co-ordinated approach to disaster management in the municipal area, with special emphasis on prevention and Mitigation, by-
 - departments and other internal units within the administration of the municipality, and, in the case of a district municipality, also by departments and other internal units within the administration of the local municipalities in the area of the district municipality;
 - all municipal entities operating in the municipal area; and
 - other role-players involved in disaster management in the municipal area;
- To act as a repository of, and conduit for, information concerning disasters, impending disasters and disaster management in the municipal area;
- making recommendations regarding the funding of disaster management in the municipal area, and initiate and facilitate efforts to make such funding available;
- To promote the recruitment, training and participation of volunteers in disaster management in the municipal area;
- To promote disaster management capacity building, training and education, including in schools, in the municipal area.

i) 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.

Table 72: Disaster Priority Harzards

	DR JS MOROKA	EMALAHLENI	EMAKHAZENI	STEVE TSHWETE	THEMBISILE HANI	VICTOR KHANYE
Air pollution		X	X	X	X	X
Deforestation	X	X	X		X	X
Ground Water pollution	X	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	X
Veld fires	X	X	X	X	X	X
Water pollution	X	X	X	X	X	X
Sinkholes		X		X		X
Cable theft	X	X	X	X	X	X
Drought	X	X	X	X	X	X
Stock theft	X	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 suffered 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 at areas of Emalahleni Local Municipality and threaten public safety. The district has since established a Forum that is tasked to develop an integrated approach towards sinkhole management.

The Nkangala District Municipality (NDM), Municipal Disaster Management Plan was developed and approved by Council. .

ii) **NDM 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 Management Centre serves as a central communication and information management and dissemination hub within Nkangala district where calls are received and despatched throughout the district. Equally, the centre aims to promote effective and integrated call taking and despatching of emergencies services on a 24-hour basis.

District has appointed eight Control Room Operators to enable the control room to operate on a 24 hours' basis; which was effected in July 2014. NDM has appointed Timmut connect to manage the ICT system in the Disaster Management center.

The district has identified land in Thembisile Hani Local Municipality for the building of a stand-alone Disaster Management Centre. A budget for the building construction will be set aside in the 2019/2020 financial year.

Provision for disaster relief funding to repair damages caused by disasters has been made. Only incidents that were properly assessed and classified accordingly by the Disaster Management Centre will be funded.

The functions of the Disaster Management Centre as captured in the approved Disaster Management Framework are as follows:

The District Disaster Management Centre must:

- Establish and maintain institutional arrangements that will enable the implementation of the Act.
- Implement measures to develop progressive risk profiles to inform the IDP processes of municipalities for the purposes of disaster risk reduction and to determine the effectiveness of specific disaster risk reduction programmes and projects undertaken.
- Facilitate the development, implementation and maintenance of disaster risk reduction strategies that will result in result in resilient areas, communities, households and individuals.
- Monitor the integration of disaster risk reduction initiatives with development plans.
- Develop and implement a comprehensive information management and communication system that is consistent with arrangements established by the NDMC and PDMCs.
- Facilitate the development of response and recovery plans to ensure rapid and effective response to disasters that are occurring or are threatening to occur and to mitigate the effects of those disasters that could not have been prevented or predicted.
- Submit copies of its disaster risk management plans to the NDMC, the PDMC, neighbouring disaster management centres.
- Develop and implement mechanisms for creating public awareness to include a culture of risk avoidance

- Facilitate and promote disaster risk management education, training and research in the municipality.
- Implement and maintain dynamic disaster risk management monitoring, evaluation and improvement programmes.
- Make recommendations regarding funding of disaster risk management in the municipal area.

PROJECTS AND PROGRAMMES

In the period of 2018/19 NDM implemented the following projects and programmes: Table 74: Implemented projects

Municipality	Item Description	Committed amount	Available Amount
NDM	Construction of NDM Disaster Management Centre [detached from the main building]	R0.00	R1200'000.00
NDM	Repair and Maintenance of Disaster Management Centre Systems [Timmutconnect]- 3 year contract	R1'020'000.00	R1'020'000.00
NDM	Rental of two way radio communications	R1'174'000.00	R1'174'000.00
NDM	Emergency Open Days	R850 000	R900 000
NDM	Disaster Risk Reduction Awareness Campaign	R326 668	R326 668
NDM	Disaster Relief Materials	R800 000	R800 000
NDM	District Crime Prevention Summit		R200 000

Table 75: Priority Projects for 2019/2020

Municipality	Item Description	Committed amount	Available Amount
NDM	Acquisition and Construction of NDM Disaster Management Centre [detached from the main building]		R10 000 000
NDM	Radio Communications rental		R1 170 230
NDM	Disaster Management Staff uniform		R500'000
NDM	Emergency Open Days		R1000 000
NDM	Disaster Risk Reduction Awareness Campaign		R360 000
NDM	Disaster Relief Materials		R1000 000
NDM	Provision for Disaster Response and recovery		R1000 000

Achievements:

- District Community Safety strategy approved by council
- Disaster Management Centre is now operational on 24-hour basis;
- Continuous support to local municipalities on supplying equipment for fire and rescue services;
- Secured Drought relief funding for four local municipalities namely: Steve Tshwete, Emakhazeni, Thembisile and Dr JS Moroka.

Challenges emanating:

- Disaster Management Centre attached to the main building, a stand-alone DMC is required
- Lack of disaster management capacity in local municipalities
- Shortage of fire fighting vehicles and equipment especially at Emakhazeni Local Municipality

Priority Projects and Programmes

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:

- Convene district Disaster Management advisory forums
- Convene District Community Safety Forums
- Construction of District Disaster Management Centre
- Standardization and acquisition of disaster, fire and rescue equipment and vehicles throughout the NDM in terms of Local Government Structure Act 1998;
- Building firefighting and rescue capacity at local municipalities;
- Capacitating the Fire Protection Associations;
- Diversify the procurement of relief materials;
- Develop programs and policies to recruit and sustain volunteers;
- Conducting of Disaster Risk reduction awareness campaigns;
- Conducting Emergency Open day
- Conduct NDM Disaster Management Summit/Indaba
- 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

4.15 FIRE AND RESCUE SERVICES

In accordance with the then MEC's determination of 2003, Nkangala district is responsible for firefighting and rescue services in Thembisile Hani and Dr. J. S Moroka municipalities. The district therefore took over the function together with staff (72 firemen and 2 secretaries) that was attached to this function. The district has commenced the construction of a Fire Station in Dr JS Moroka Local Municipality on a land that was availed in Mbibane by the local authority. The District appointed seventy-four (74) fire and rescue personnel, including two (2) Chief Fire Officers, two (2) Divisional Officers, eight (8) Leading Fire Officers, sixteen (16) Senior Fire Fighters, twenty (20) Fire Fighters, twenty-six (26) Junior Fire Fighters and two (2) Fire Station Administrators manning both fire stations.

The function is regulated by the **Fire Brigade Services Act no. 99 of 1987** as amended, with the following objectives:

- To provide for the establishment, maintenance, employment, co-ordination and standardization of fire brigade services; and for matters connected Therewith.

The responsibility of the Fire and Rescue Services as per the act:

- preventing the outbreak or spread of a fire;
- fighting or extinguishing a fire;
- the protection of life or property against a fire or other threatening danger;
- the rescue of life or property from a fire or other danger;
- subject to the provisions of the Health Act, 1977 (Act No. 63 of 1977),
- the rendering of an ambulance service as an integral part of the fire brigade service;

1. 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:

- Firefighting services serving the area of the district municipality as a whole which includes:
- planning, co-ordination and regulation of fire services;
- specialized firefighting 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. The Fire and Rescue Services By-Laws were approved and gazette in 12 June 2016

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 firefighting 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 strategy highlights the need to construct additional 02 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. The Dr JS Moroka fire station was officially opened on the 15 of June 2017.

2. Fire Protection Associations:

The District has established Fire Protection Associations (FPA) in Dr JS Moroka and Thembisile Hani and registered them accordingly. 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:

- 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;
- Fire Prevention and Response Strategy is approved by Council;
- Fire Services By-Laws completed and approved by Council.

Challenges emanating:

- Shortage of fire stations and/or satellite offices nearer to communities;
- Shortage of fire fighting vehicles and equipment;
- Response time of vehicles very slow

Priority Projects and Programmes

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:

- Procure office furniture and associated office and fire and rescue equipment;
- Building firefighting and rescue capacity at local municipalities;
- Establishment of a satellite fire station;
- Capacitating the Fire Protection Associations;
- Development of the Fire and Rescue Standard Operation Procedures;
- Develop programs and policies to recruit and sustain volunteers;
- 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;
- Conducting of fire awareness campaign will be done continuously.
- Evacuation drill and fire extinguisher training
- Holding fire protection association per quarter

iii) Procurement of Fire Fighting Vehicles & Equipment's:

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.

Challenges have been encountered relating to difficulties for Dr. JS Moroka (Nokaneng, Pankop, Mamethlake, and Marapjane) to access the same level of service as THLM until the satellite fire station is completed and travelling time, visibility of personnel, knowledge and awareness about the service

In the period of 2017/18 NDM provided the following equipment and material in support of local municipalities:

The following equipment and material was procured in 2016/2017

Municipality	Item Description	Committed amount	Available Amount
NDM	Staff Uniform	R574' 000.00	R650' 000.00
NDM	Skid Units	R269' 088.00	R300' 000.00
TOTAL		R2'743'088.00	R3'000'000.00

Priority Projects for 2017/2018 (Fire and Disaster)

Municipality	Item Description	Committed amount	Available Amount
NDM	Repairs and Maintenance of Emergency Services Vehicles and Equipment's: project no. 474/17	Three year Three year contract	
NDM	Staff uniform	Three year contract	R680 000
NDM	Skid units		R900 000
NDM Fire	Three Complete sets of rescue tools	Waiting for the delivery	R2550 000

Priority Projects for 2018/2019

Municipality	Item Description	Committed amount	Available Amount
NDM	Supply & deliver of the veld fire vehicles	R2,699	R2,699
Dr JS Moroka fire station	Supply and delivery of furniture and equipment of Dr JS Moroka Fire Station classrooms(forty (40) tables; forty 40) chairs), 2 sets of 20 seater boardroom furniture by 30 June 2019	R858	R 858
Thembisile Hani fire station	Supply & delivery of fuel for fire & rescue generators and skid units as and when required (Thirty Six [36] Months Contract)	R60 000	R60 000
Thembisile Hani fire station	Supply & deliver of fire & rescue materials (consumables) as and when required (Thirty Six [36] Months Contract)	R540 000	R540 000
total		R4 157	R4 157

Priority Projects for 2019/2020

Municipality	Item Description	Committed amount	Available Amount
Dr JS Moroka fire station	Establishment of the Nokaneng Satellite Fire Station with the Identified savings. That should cover implementation of the first phase for the renovating the old municipal buildings that were handed over to NDM	R4,500, 000	R4,500, 000
Thembisile Hani fire station	Implementation of the Fire reservists programme through completion of the benchmarking and the development of the NDM Fire and Emergency Reservist Policy	OPEX	OPEX
Thembisile Hani fire station	Establishment of Verena Fire Station which should entail Identification of land in the Verena high	R10,000,000	R10,000,000

Municipality	Item Description	Committed amount	Available Amount
	accident zone, Develop Funding Proposal, Identify social Partners		
total			

4.16 ISSUE 21: TRANSVERSAL

4.16.1 Background and Problem Statement

The Constitution is the supreme law of the country, entrenching specific rights, responsibilities and an ethos that everyone must uphold. In the Bill of Rights, specific human rights are guaranteed and these rights and responsibilities guide the inherent rights and responsibilities of everyone, including children, women, the elderly, young people, People with Disability and People Living with HIV and AIDS.

Transversal services unit is within the Social Services Department in Nkangala District Municipality (NDM). The unit is comprised with the following functions transversal issues (Children, HIV/AIDS, and Persons with Disability, Older Persons and Gender), HIV/AIDS and disability, gender and elderly

Objectives of the Transversal Strategic planning process of NDM

The Nkangala District Municipality through its Integrated Development Plan (IDP) seeks to:

- Improve the quality of life for vulnerable groups
- Tackle conditions facing the marginalised and vulnerable
- Assess the implication of transversal issues on planned and proactive interventions in the municipality
- Promote intergovernmental coordination through the transversal desks

4.16.2 Gender Development:

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

The objectives of this Gender Policy for Local Government are:

- To facilitate and enable gender mainstreaming wherein gender-inclusive policy formulation, planning, budgeting, programming, monitoring and evaluation in local government can take place;
- To outline the priority development areas for women's empowerment in local government;
- To outline specific gender inclusive and sensitive indicators for monitoring and evaluation;
- To develop institutional capacity and knowledge for gender mainstreaming through the reinvigoration of gender focal points;
- To promote the development of municipal gender-responsive initiatives at local level and

The District host men summit whereby they have identified some challenges that are faced by both sexes on a daily basis are outlined as follows:

- **Local Municipalities:** Local municipalities do not have enough budget to implement their transversal programmes. The district finds itself in a situation whereby part of its budget is allocated to support local municipalities.
- They do not have enough human resources, in a sense that one official in a municipality deals with all transversal programmes.
- **Stakeholder mobilization:** Nkangala District Municipality has a huge challenge on stakeholder mobilization. Sector departments do not properly attend the district municipality meetings, such as social cluster meetings and other coordinated meetings. This has resulted to the district being unable to have a working relationship with sector

departments and unable to implement its coordination functions. Nkangala District Municipality need to strengthen their stakeholder relation to improve collaboration and interface with sector departments and civil society.

4.16.2.1 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 indicates 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 indicates 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 75: 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
Emalahleni	23333	46.2	48287	63	27109	53.7	28441	37.07
Emakhazeni	4051	56.8	5188	66	3085	43.2	2687	34.12
Steve Tshwete	14490	50.8	31558	72.2	14028	49.2	12124	27.76

Source: Statistics South Africa – Census 2011

4.16.2.2 Women Empowerment

Following the successful hosting 2017/18 NDM Women assembly, this affirms NDM position in seeking to elevate women's issues to the fore. The primary focus of the assembly 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 resolution of the strategic NDM Women assembly held in 2018 August, 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
- Sexual abuse
- Improvement of quality of life and status of women in rural and urban communities
- Women development and empowerment implementation plan

Emanating from the 2018 NDM Women assembly, under the theme: **“A woman of fortitude: Women united in moving South Africa forward”**., the delegates took the following progressive resolutions. Table 76: Women empowerment issues

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 Special Programme 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 -Corporative Incentive Schemes (CIS) targets the youth and women- there must be a market for products -Adopt and strengthen the use of Cooperatives when acquiring goods and services -EPWP programme targeting women -To launch women Caucus in respect of Local Municipalities - Municipal Councils to ensure that the full Gender Desk are established in their Councils 	MEGA DEDET DTI NDM PED
Community Participation	<ul style="list-style-type: none"> -Women Coordinating Sector forum on quarterly basis. Increased allocation of budget by Municipalities for the implementation of various community based programmes targeting women including those in rural areas. 	NDM Social Service NDM Special Programme Unit Public Participation Unit
Gender Mainstreaming	<ul style="list-style-type: none"> -Municipalities should mainstream gender within all the directorates -Representation of women in management positions within the Local Municipalities in good progress, though we still need to do more -Career development 	NDM Departments Local Municipalities Private Sector Government Sector
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"> ▪ Anti-rape campaign ▪ Human Trafficking campaign ▪ Domestic Violence ▪ Increase in substance abuse campaign especially in Emalahleni, Thembisile and Victor Khanye Local Municipalities. 	Local Municipalities NDM Special Programme Unit SAPS DCSSL
Poverty alleviation	<ul style="list-style-type: none"> -Cooperatives must be involved cleaning projects. -Food security and rural development programmes 	NDM DARDLA

4.16.3 YOUTH DEVELOPMENT

4.16.3.1 Introduction

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 mentioned below, e.g. youth in rural areas.

4.16.3.2 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. In terms of community survey, the employment statistics stays at See **Tabled 78** below.

Table 77: Youth Employment Rate within the District

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

Source: Statsa-Census 2011

4.16.3.3 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.

4.16.3.4 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.

4.16.3.5 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.

4.16.3.6 Objectives and Key Priority Issues for Youth Development

In addressing the challenges outlined in the National Youth Strategy and the Nkangala District Integrated Youth Strategy has developed the following programs in addressing social challenges in the region.

1. 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 and currently the youth entrepreneurial workshop held in the 2017/2018 financial year.
- The Municipality is intending to hold yet another youth skill summit to establish the progress made in skilling the youth also to identify and align the available opportunity in the industry versus the skills the youth is possessing.

2. Mayoral Bursary Fund

Nkangala District municipality has identified as part of its social responsibility within its communities to establishment the District Mayoral Bursary with the aim to uplift the previously disadvantaged communities and provide financial support to the students who want to pursue the career in the opportunities identified as the scarce skills in the district.

The objective of the bursary policy includes the follows:

- To contribute to the achievement of the objectives of the skills development act.
- To address the employment equity targets in the relevant regulations and legislations by including the previously disadvantaged group in the relevant scarce skills.
- To fight poverty and enhancing development by giving the financial support to the needy students/learners to pursue the career in the rare skills within the district. etc.

3. Education Indaba/Summit

The municipality has is intending to hold the education indaba with the aim of aligning the opportunities and skills for the youth in the municipal area of jurisdiction. The education summit will work in aligning the opportunities in the industries around the district Municipality and the skills provided to the youth the education facilities. The above mentioned summit has the following objectives.

- 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.

4. Skills Audit

The municipality has in the previous financial year conducted the skills audit amongst the youth within Nkangala District area of jurisdiction. The skills audit was intended to achieve the following.

- 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.

5. Career Expo

The municipality is annually holding the career expo in the local municipality within Nkangala District with the aim to educate and create the awareness to the youth on available career opportunities to the industries across all professional fields. The municipality in the 2017/2018 financial years conducted the career expo's Emalahleni, Victor Khanye, Emakhazeni, Dr JS Moroka and Thembisile Hani Local Municipalities. The expo has the following objectives

- 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;
- To provide professional career guidance to the children in the disadvantaged communities.

6. Mayoral Academic Awards

The Nkangala district municipality in partnership with Department of Education hosted their sixth Mayoral academic awards ceremony. The Mayoral academic awards ceremony took place on 12 January 2017 at Dr JS Moroka Local Municipality (Maphanga Community hall).

The Nkangala district municipality staged this august event of awarding learners who did exceptionally well in the 2017 academic year in response to the national clarion call of prioritizing education.

The Mayoral academic award ceremony was attended by delegation from the following sectors: department of education, other sector department the media house, religious and traditional leaders, Mayors from local municipalities, future leader's foundation, Standard bank, Eskom, Glencore, official of NDM and local municipalities, NDM councillors, learners and parents. They have the following objectives.

- 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.
- To develop an academic supporting program for both learners and teachers to make sure that learning and teaching is effective at classroom level to produce quality results for the district

7. Young Entrepreneur Seminar

- To create young entrepreneurs who will compete for business within the District's mainstream 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.

8. Teenage Pregnancy

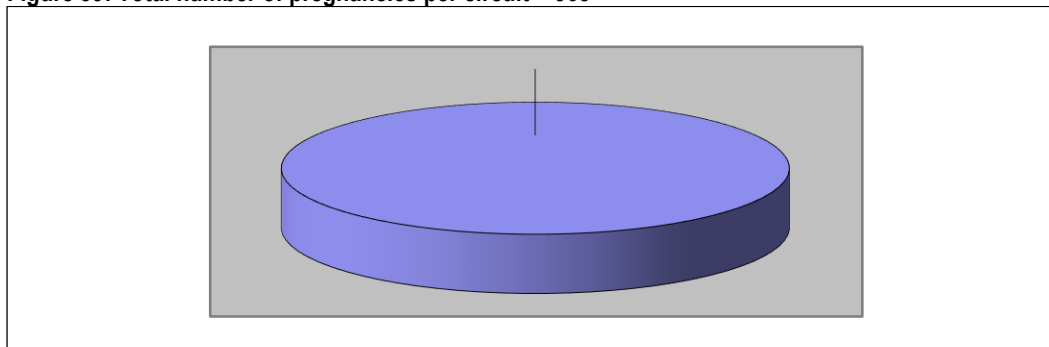
The campaign of teenage pregnancy is driven by a whole range of factors which have a negative if not dangerous impact on a life of an ordinary teenage, hence the initiative of collecting learner pregnancy statistics on quarterly basis which informs the teenage pregnancy awareness or campaign if not dialogue to mitigate and educate teenagers about dangers of engaging into unprotected sexually activities at an early age.

The shocking statistics revealed that at in Nkangala District Municipality area of jurisdiction, there are a total number of 1068 teenage learners has been reported pregnant from January 2017 to December 2017. The statistics further reveals that a high volume of pregnant learners in the third quarter occurred between Grade 9(35), Grade 10(54) grade 11 (62) and grade 12 (60). The age of pregnant learners varies between the age of 13 and 24 years. The department of education in the district receives different statistics as far as teenage pregnancy is concern, and the teenage pregnancy dialogue come one of the critical mitigation measures to the teenage pregnancy predicament to raise an awareness about dangers of been sexually active and engage in unprotected sex at an early age with the view to manage and control the rate of teenage pregnancy. Currently the district has obtained the decline of 13% in the first quarter of 2018 as compering to the quarter 1 of 2017.

The Municipality has come up with the following initiatives in order to fight the above mentioned challenge of the teenage pregnancy in the schools

- 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 target the learners in the lower grades who have not started with the involvement of the in the sexual activities with the theme " Ligoŋjwa Lisesemanzi"
- To involve community through local structures to be aware of the existence such campaigns and to actively participate.

Figure 39: Total number of pregnancies per circuit = 368



9. Drugs and substance abuse

The cost and consequences of alcoholism and drug dependence place an enormous burden on our society. As the nation's number one health problem, addiction strains the economy, the health care system, the criminal justice system, and threatens job security, public safety, marital and family life.

The drugs and substance addiction is across all societal boundaries, affects however society has increasingly recognized the addiction as a disease, a disease that can be treated and cured through awareness and educational campaigned with the aim of empowering our communities with information related to drugs and substance abuse. Every ethnic groups, both genders, and people in every tax bracket.

Emalahleni municipality is one of the South African cities with relatively high percentages of people with illegal drug trading and addictions. One of the main reasons for this high statistics is because of the two major national roads going through

Emalahleni, connecting Johannesburg (N12) and Pretoria (N4) on the way to Mozambique via Nelspruit. These routes have made an entry point for service users to access drugs and easier for drug lords to sell and distribute drugs to our youth of Emalahleni. Currently Thembisile and Victor Khanye Local Municipalities has inclined in terms of number of youth involved in the drugs. This incline is informed by being closer to the neighbouring to Gauteng borders together with the inter-provincial routes passing the above mentioned town and townships.

The Municipality is continuously holding the drugs and substance abuse awareness campaigns in the areas identified as the drugs hot spots in the district area of jurisdiction. Currently the municipality has held the drugs and substance awareness campaign at Victor Khanye Local Municipality at Botleng and also Moloto at Thembisile Hani Local Municipality and Dr JS Moroka in vaalbank hall. The campaigns have the following objectives

- Educating the community about of the services available to help those with the problem of substance abuse and drug users about possible cure and help to recover from substance usage.
- Provides with opportunities to reinforce our commitment in addressing and responding to the challenges of substance abuse
- Comprehend why trust is important and how decision about use of controlled and non-controlled substances impact on trust.
- Educated the community on how to avoid risks that exist in their environment as far as drugs abuse in concern.
- A dialogue on the solution to reduce the abuse of alcohol, drugs and substance was attended by many users, which so many of them (young users) indicating the willingness of quite drugs.

10. 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.

11. Integrated youth development strategy

The Integrated Youth Development Strategy commences with a statement of intent which states that the first Integrated Youth Development Strategy of the Nkangala District, is to serve as a guiding tool with which to ensure that youth development occurs in a sustainable manner, as envisioned by the Youth Development Framework for Local Government (2008).

Nkangala District municipality has also developed the integrated youth development strategies for Victor Khanye Local Municipality and Emakhazeni Local Municipality with the aim of supporting the youth development in the municipalities in their area of jurisdiction. The Strategy has the following objectives:

- The integrated youth development strategy assists and shapes the youth The integrated youth development strategy assists and shapes the youth development priorities and emanates from various consultative youth forums
- Development priorities and emanates 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

12. Mayoral cup/games

The Nkangala District Municipality hosted its annual Mayoral sports tournament on the at the rotational basis in the six local municipalities within its area of jurisdiction. The Games aspires to promote sound inter-municipal relations and Social Cohesion within the District by using sports as a vehicle to forge sustainable partnerships and further strengthening existing relationships with sports federation, sports council and sports academy. The Games also helped in unearthing, identifying and nurturing hidden sporting talents within Nkangala District Area of Jurisdiction. The Mayoral sports tournament is aimed at creating an enabling environment for young people in the district to thrive and explore in founding their sports talent. The district mayoral games have the following objectives

- 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

13. 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.

14. Poor Performing Schools Support Programs

Nkangala district Municipality has identified that the high unemployment rate is caused by couple of the issues as identified in the strategy which includes the Low skills base, lack of proper career choices in the industry. The main contribution factor is the low standards education systems in the rural areas. The district is intending to address this by establishing the schools support program with the following objectives:

- To get more youth to obtain the quality basic education which will ensure that they get a fair opportunity to be in the labour market.;
- To ensure there is no schools obtaining below 55% pass rate to reduce the number of the disgruntled youth without matric which will enable them to obtain necessary skills.
- To ensure unemployment graduates are given an opportunity to use their skills acquired at the institution of higher learning to assist youth in rural schools to obtain better quality education through volunteerism.

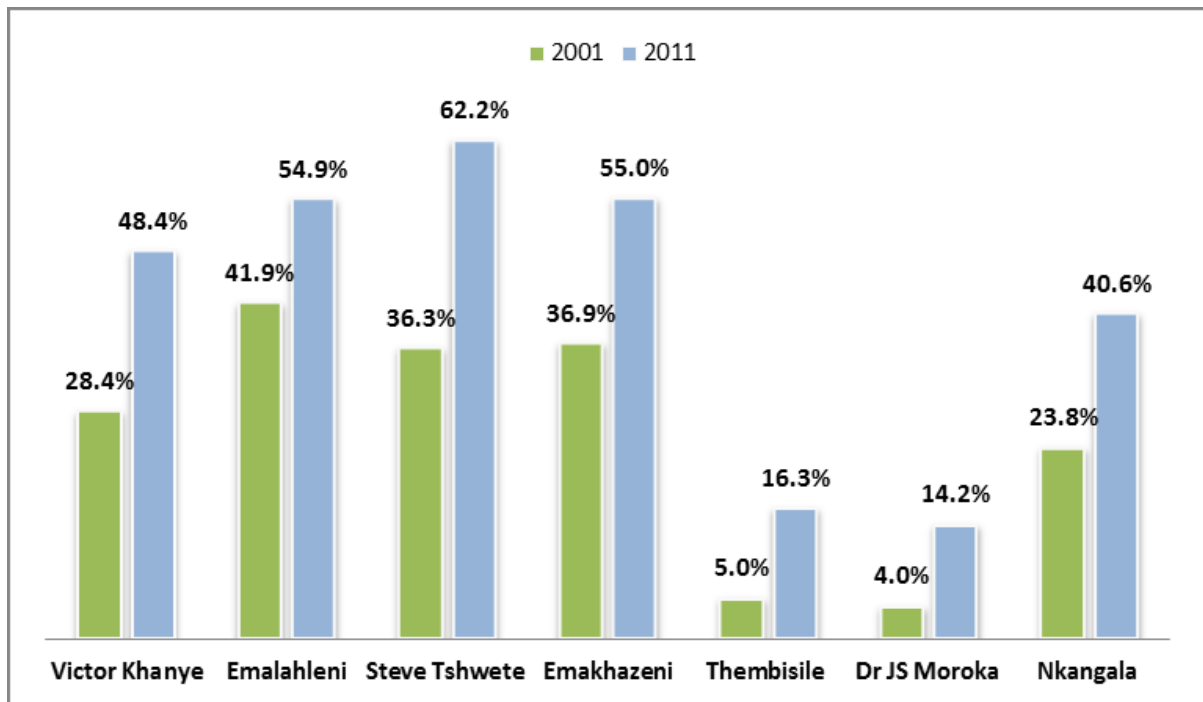
4.17 Issue 12: Water and Sanitation

4.17.1 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.

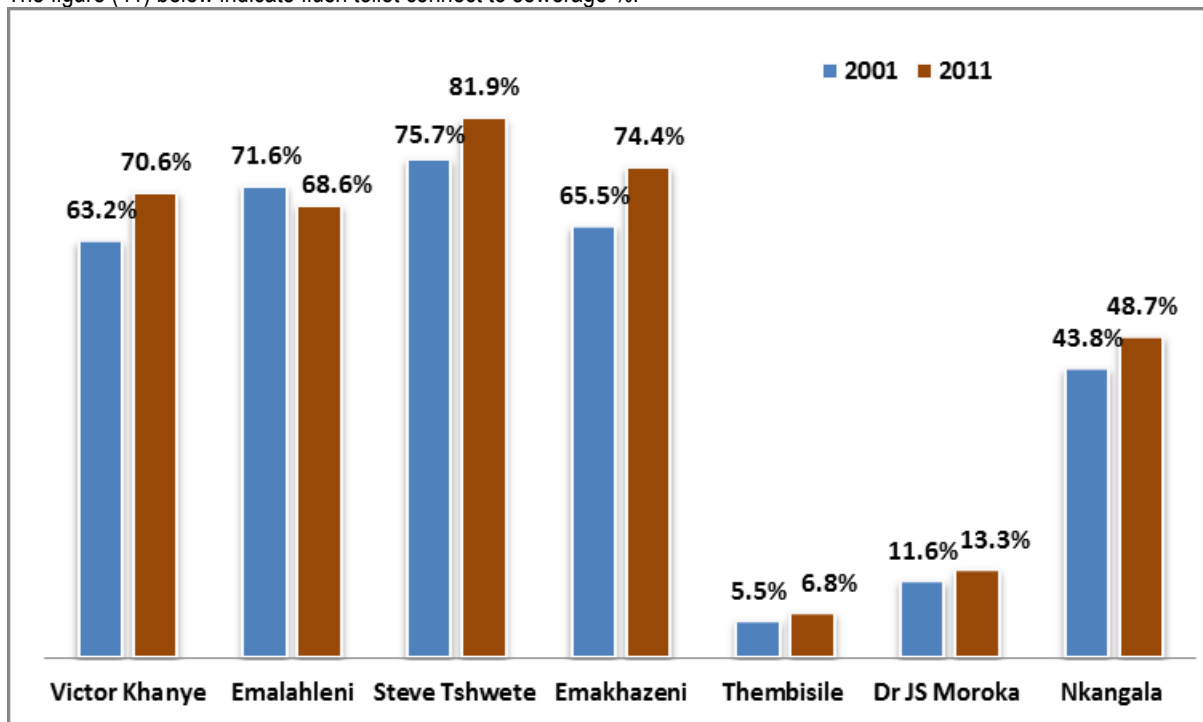
The delivery of basic Services is essential in improving the quality of life and sustainable development for communities. In order for a household to be considered having adequate access to sanitation, the household should have a proper sanitation, affordable, hygienic, and accessible. However, a decision 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. 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.

The Figure (40) below indicate piped water inside dwelling in percentage:



Source: SALGA-Local Government Brief, January 2015

The figure (41) below indicate flush toilet connect to sewerage %:



Source: SALGA-Local Government Brief, January 2015

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.

Basic services there is still a need to strive towards 100% access to services by households especially water and sanitation in order to achieve the Provincial mandate of access to water by everyone in the Province. Blue Drop status of the District is poor with only two Municipalities with good status (STLM and DRJSMLM) and worst being EMKLM. Thorough analysis needs to be made on the Water Treatment Works (WTW) where there are still challenges on compliance with Blue Drop. Green drop status in the District is extremely poor with only STLM performing on average and all other 5 local municipalities performing badly. The possible challenge is the final effluent which is not compliant with the Water Services Act and might affect the ground water source and the downstream users of the stream or river. NDM needs to capacitate the LMs to improve the current condition.

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 Waste Water Effluent.

4.17.2 Collaboration

The identified challenges are resolved 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.

4.17.3 Institutional Arrangements

This section presents a summary of the main aspects of the institutional capacity of all the six LMs within the 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.

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 Thembeisile and Dr JS Moroka LMs.

4.17.4 Support activities include 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;
- Upgrading of bulk service (Water and Sanitation)
- Revenue enhancement
- Augmentation on the existing infrastructure and supply
- 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.

4.17.5 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.

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.

4.17.6 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.

4.17.7 Recycling of Waste Water Effluent:

The waste water 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 waste water 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 process controllers.

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.

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

- Emalahleni LM – Ferrobank, Riverview, Klipspruit and Kriel WWTWs.
- Thembisile LM – Tweefontein K WWTW.

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.

The O&M budget should be 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 adequate 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:

- Lack of water in informal settlements within NDM.
- Inadequate bulk infrastructure to meet the Demands.
- Dilapidated of existing bulk Infrastructure.
- Unavailability of fully accredited Laboratory facilities.
- Process controllers not registered with Department of Water and Sanitation.
- Lack of operation and maintenance plan.
- Lack of access to water and waterborne sanitation in farm areas.
- Unaccounted water loss
- Ageing of bulk infrastructure
- Lack of maintenance budgets
- Poor water quality
- High water losses (UAW)
- Improve revenue enhancement in LMs

4.18 Issue 13: Electricity Supply

4.18.1 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 state of Electrical Infrastructure in the District. **Table 78: Status of Electricity License**

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 Electricity have been achieved by Municipalities in the District to address the eradication of electricity backlogs as detailed in the following Table.

Table 79: Status of High mast lights and transmission lines

Local Municipality	High mast Lights	Transmission Lines
Thembisile Hani	20	0
Dr JS Moroka	41	0
Emalahleni	0	0
Emakhazeni	0	2

The District 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 Municipal Support Unit in the District 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 Power Station Project is valued at about R 118.5 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.

Nkangala District Municipality had a total number of 45 000 (11.61%) households with electricity for lighting only, a total of 296 000 (76.34%) households had electricity for lighting and other purposes and a total number of 46 800 (12.06%) households did not use electricity.

TABLE 80: HOUSEHOLDS BY TYPE OF ELECTRICAL CONNECTION - VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, EMAKHAZENI, THEMBISILE HANI AND DR JS MOROKA LOCAL MUNICIPALITIES, 2015 [NUMBER]

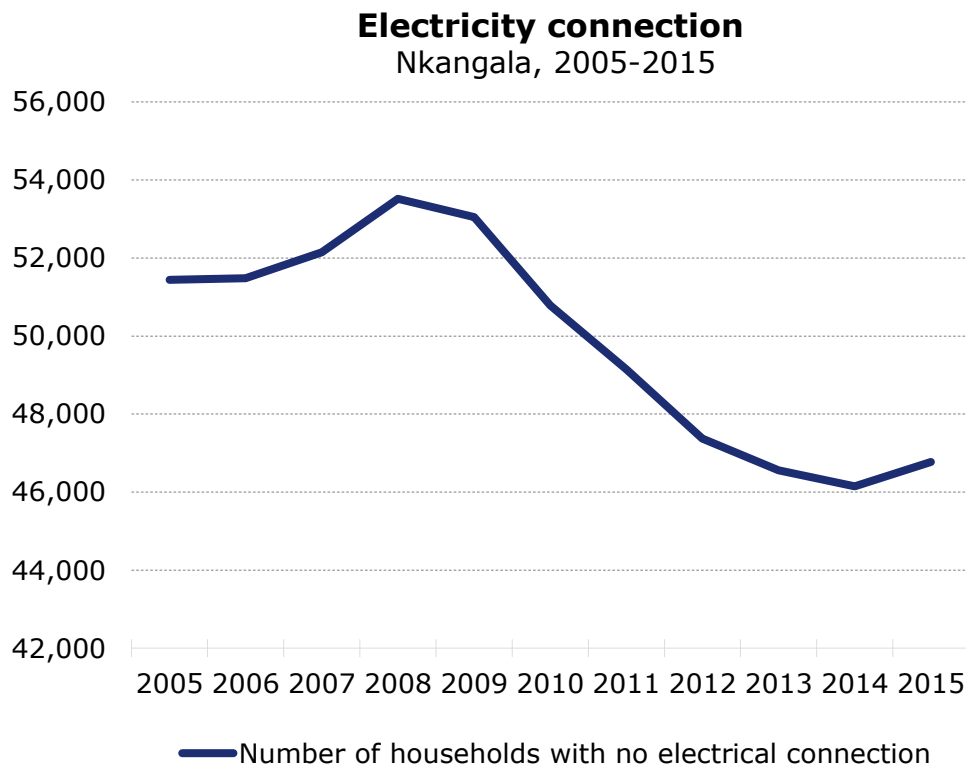
	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
Victor Khanye	5,440	14,100	3,050	22,600
Emalahleni	2,660	104,000	27,700	134,000
Steve Tshwete	8,330	62,600	5,040	75,900
Emakhazeni	2,320	9,280	2,470	14,100
Thembisile Hani	17,400	56,200	6,360	80,000
Dr JS Moroka	8,880	49,900	2,180	61,000
Total	45,038	296,162	46,774	387,973
Nkangala				

Source: IHS Global Insight Regional eXplorer version 1029

The region within Nkangala with the highest number of households with electricity for lighting and other purposes is Emalahleni local municipality with 104 000 or a share of 35.14% of the households with electricity for lighting and other purposes within

Nkangala District Municipality. The Region with the lowest number of households with electricity for lighting and other purposes is Emakhazeni local municipality with a total of 9 280 or a share of 3.13% of the total households with electricity for lighting and other purposes within Nkangala District Municipality.

Figure 42: Electricity connection



Source: IHS Global Insight Regional eXplorer version 1029

When looking at the number of households with no electrical connection over time, it can be seen that in 2005 the households without an electrical connection in Nkangala District Municipality was 51 400, this decreased annually at -0.95% per annum to 46 800 in 2015.

The region within Nkangala with the highest number of households with electricity for lighting and other purposes is Emalaheni local municipality with 104 000 or a share of 35.14% of the households with electricity for lighting and other purposes within Nkangala District Municipality. The Region with the lowest number of households with electricity for lighting and other purposes is Emakhazeni local municipality with a total of 9 280 or a share of 3.13% of the total households with electricity for lighting and other purposes within Nkangala District Municipality.

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.

- Partially licenced municipalities to provide electricity.
- Municipalities exceeding its notified maximum demand.
- None payment of bulk electricity
- Ageing of bulk electricity Infrastructure
- Inadequate bulk electricity infrastructure to meet the demand.
- Lack of operation and maintenance plan.
- Theft of solar panels from the borehole pump station.

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 2018 IDP Indaba held at Nkangala District Municipality, the plenary made the following recommendations:

Table 81: Indaba recommendations on electricity

Objective	Strategies	Recommendations/Resolution
Improve access to electricity & community lightning	<ul style="list-style-type: none"> Municipalities to construct their own substations to be able to store energy and minimise the charges/penalties; and purchase electricity in bulk. Revenue enhancement projects (Installation of electricity prepaid meters). <ul style="list-style-type: none"> Alternative ways/method to secure solar panels. <ul style="list-style-type: none"> Investigation of renewable energy All street light in local municipalities to be energised with solar energy. <p>Introduction of energy savings technology in municipal building.</p>	Engage with National Energy Regulation of South Africa (NERSA) on alternative energy sources and licencing of Municipalities to provide power

Municipalities should develop recovery plans and enhance revenue collection for services rendered.

4.19 Issue 14: Roads and Storm Water

4.19.1 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.

Table 82: Storm water and roads status quo

LOCAL MUNICIPALITY	ROADS	STORMWATER	BRIDGES	WALK-WAYS
Dr JS Moroka	2.7 km	1.5km	0	0
Victor Khanye Local Municipality	2 km Road Rehabilitation(RRM)	0	0	0
Steve Tshwete Local Municipality	1.7km	0	0	0
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	0	0	0
Thembisile Hani Local Municipality	11.099km	8.499 km	141m	0

4.19.2 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 2018/19 financial year.

Table 83: PRAM Grant

2016/17	2017/18	2018/19
2 076 000.00	2 180 000.00	2 321 000.00

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.

Table 84: Municipal Access roads

Local Municipality	Municipal & Access Road length (km)				
	Paved	Unpaved	Concrete	Block Paved	Total
Steve Tshwete	763.34	137.02	0	15.31	915.670
Emalaheni	750.69	469.15	0	33.38	1253.225
Victor Khanye	176.1	297.2	0	10.24	483.549
Thembisile Hani	217.36	1904.02	0	7.30	2028.68
Dr JS Moroka	278.77	2928.86	0	7.182	3214.81
Emakhazeni	86.7	99.09	0	33.66	219.44
Total Assessed	2272.96	5835.34	0	107.07	8215.37
TOTAL	2272.96	5835.34	0	107.07	8215.37
Percentage	100%	100%	0%	100%	100.00%

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.

A Service provider has been appointed by 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: Table 85: Functions for PRAM Grant

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 ▪ 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 cash flows
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

4.20 KPA 6: SPATIAL DEVELOPMENT ANALYSIS AND RATIONAL

In March 2015, the Nkangala District Spatial Development Framework (NDSDF) was approved as part of the IDP in terms of section 34 of the Municipal System Act, No 32 of 2000. The spatial development analysis seeks to guide, overall spatial distribution of the existing and future desired land use and development within the District in order to give effect to the vision, goals and objectives of the District IDP. The focus of a Spatial Development Framework is on promote sustainable functional and integrated human settlements, maximize resource efficiency, and enhance regional identity and unique character of a place. The NDSDF provides both a short and long term development path of the District. It is of paramount important to note, that the NDSDF must guide national, provincial and municipal spheres, and private sector in taking any decision or exercising any discretion in relation to spatial planning and land use management system.

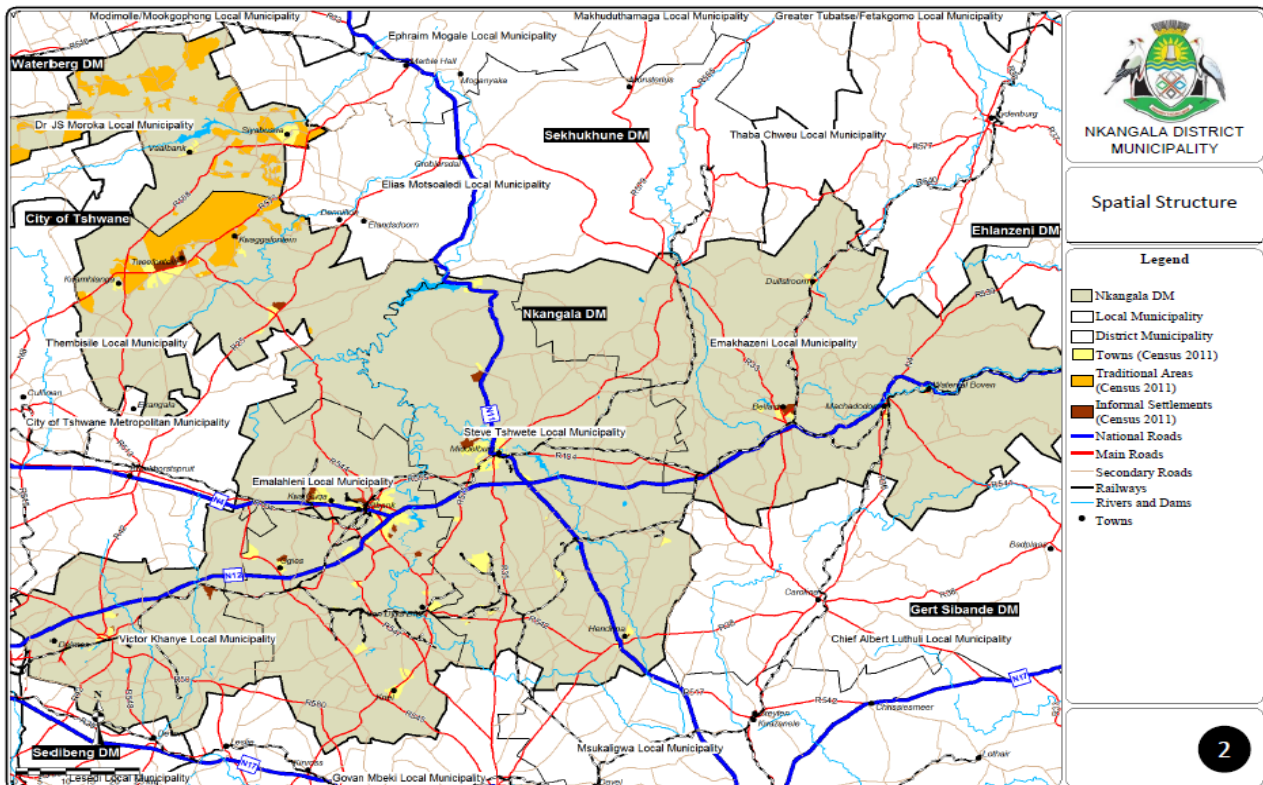
The land use management system, is the system of regulating and managing land use through the confirming of land use rights by using zoning schemes, development parameters and land development procedures.

4.20.1 REGIONAL OVERVIEW

As shown on **Figure 44** the NDM is bounded by the Limpopo Province to the north (Sekhukhune and Waterberg District Municipalities) and Gauteng Province to the west (the City of Tshwane and Sedibeng District Municipality). To the south lies the Gert Sibande District Municipality and to the east the Ehlanzeni District. The NDM is situated relatively close to the hub of economic activity of South Africa (i.e. Gauteng Province), and is traversed by three major national roads namely the N12, N4 and N11. The N4 forms part of the Maputo-Walvis Bay Sub Continental Development Corridor. The District is predominantly a rural area, comprising extensive farming, 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) in the Thembisile Hani and Dr JS Moroka areas, and settlements associated with mining or electricity activities (collieries) in the southern parts of Emalahleni and Steve Tshwete municipalities. Witbank and Middelburg are the two main towns in the District, both in terms of location and function. Kwaggafontein, KwaMhlanga, Siyabuswa, Victor Khanye (Delmas) and eMakhazeni are secondary service centres serving as central places to the surrounding farming communities. The tourism potential associated with the eastern regions of the District has resulted in the regeneration and growth of Dullstroom and Emgwenya (Waterval- Boven) in the Emakhazeni Municipality.

Figure 43: Regional Map



The six Local Municipalities within the Nkangala District as depicted on Figure 42. The extent of the six local municipalities is noted below:

Table 86: Area of Local Municipality

MUNICIPALITY	EXTENT (KM) ²	% OF NDM
Dr JS Moroka LM	1416.49	8.45%
Emakhazeni LM	4737.11	28.26%
Emalahleni LM	2677.63	15.98%
Steve Tshwete LM	3976.78	23.73%
Thembisile Hani LM	2384.39	14.23%
Victor Khanye LM	1567.8	9.35%
Nkangala DM	16 760.2	100%

4.20.2 Issue 5: Spatial Restructuring and Service Provision

- In regard to service provision according to the constitution, 'everyone has the right to adequate Housing, healthcare, food and water, social security and to an environment that is not harmful to their health or well-being. Nkangala District municipality is at its level best taking reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of each of these rights.' The National Development Plan contains a similar endorsement of public investment in infrastructure: 'Basic services enhance the quality of life of

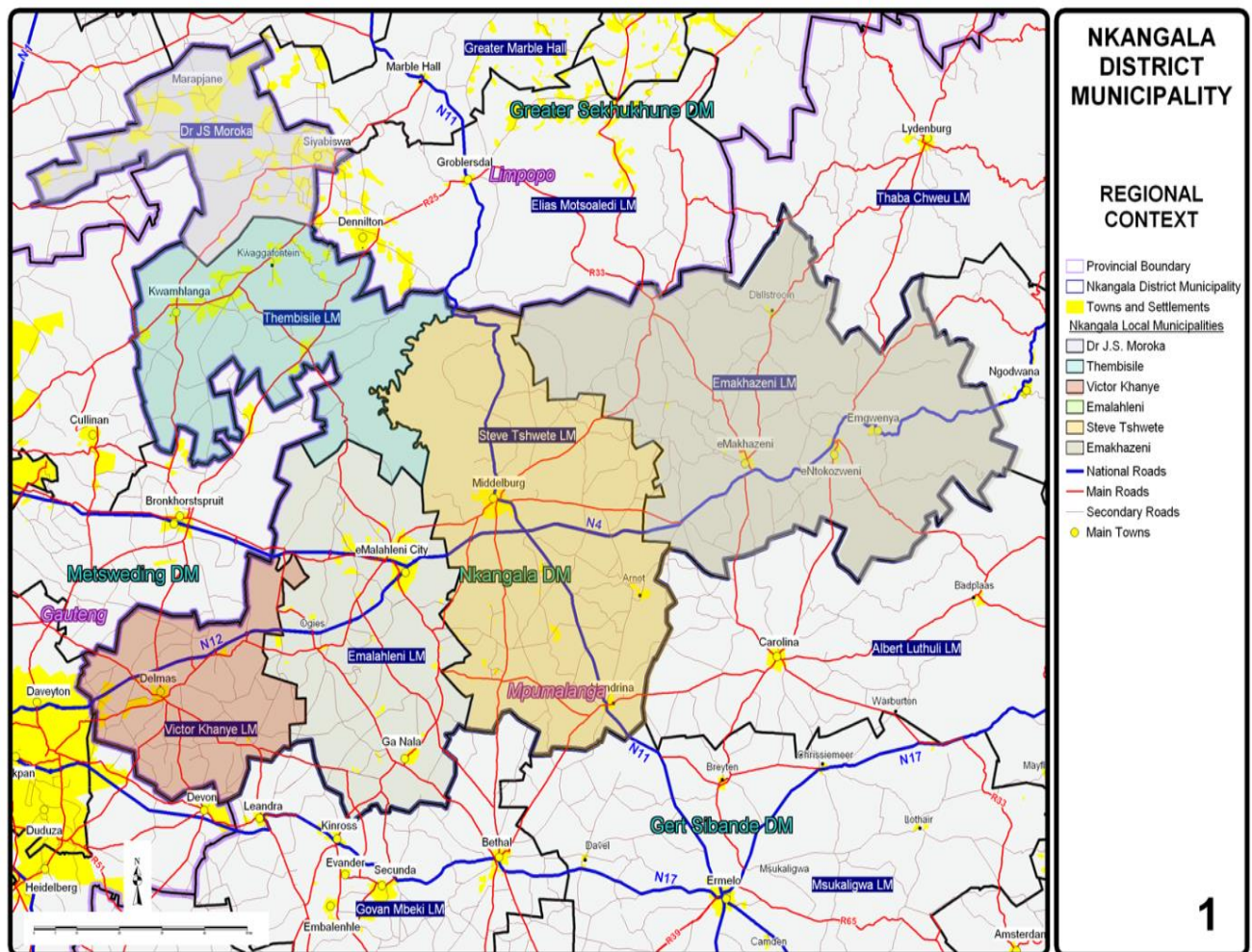
citizens, and increase their social and economic opportunities by promoting health and safety, facilitating access (to work, to education, to recreation) and stimulating new productive activities’

- As Nkangala District in spatial restructuring we intend to pursue restructuring of the 6 local municipalities, its importance is about integration of economic, racial and social activities. Restructuring is thus intimately linked to interventions in the land market: either to protect lower income people from displacement or to bring lower income into areas of economic and other forms of opportunity from which they would otherwise be excluded. Nkangala District Municipality is working at its level best to be in line with the National Development Plan 2030. Currently the district is embarking on driving the development of Nkangala District Municipality vision 2040 and development strategy which intends to address the following:
 - To interrogate and validate the current Vision and Mission Statements of the Nkangala District;
 - To provide a strategic indicative on how this long term vision will be realised;
 - To identify and coordinate IDP project priorities that are aimed at achieving this Vision;
 - To provide a set of policies, principles and directives for implementation phases of the Vision and Development Strategy that are linked and aligned to the NDM IDP and budget processes;
 - To provide a clear and logical framework for private and public sector investment in the Nkangala District;
 - To promote sustainable development in terms of the natural and built environment;
 - To facilitate social, economic and environmental sustainability in the Nkangala District;
 - To provide a framework for dealing with key issues such as natural resource management, land reform and land use management;
 - To facilitate the development of aesthetic urban form and landscape;
 - In continuation of alleviating inequality, poverty and unemployment the Departments of Rural Development and Land Reform has taken an initiative of formulating the Rural Development Plan for the three district municipalities within the Mpumalanga province. The main key feature that the plan is to address are as follows:
 - Improving the living standards of the subsistence population. This involves mobilisation and allocation of resources so as to reach a sustainable balance overtime between the welfare and productive services available to the subsistence rural sector.
 - Mass participation which ensures that rural people take control of their environment and destiny.
 - Development of the appropriate skills and capacity of the communities involved.
 - Integrated/ comprehensive approach involving economic, social, institutional and physical development.
 - The presence of institutions at the local, regional and national levels to ensure the effective use of existing resources and to foster the mobilisation of additional financial and human resources.

4.20.3 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 44: NDN Regional Context



4.20.4 Synthesis Critical Issues and Constraints

The following is a Key Issues identified in the Nkangala District SDF are deemed to be relevant

4.20.4.1 Fragmented Settlement Structure

The Nkangala District has a **dispersed spatial structure** comprising 165 towns and villages. This could mainly be ascribed to the following:

- The distribution of natural resources (e.g. coal) which determined the location of many settlements; and
- The former homeland areas to the north which are under Traditional Authority and which were established under the Apartheid system.

This distorted spatial structure makes the **provision of 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 characterising these areas.

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 provision of public transport costly and unsustainable.

4.20.4.2 Poverty Footprint

The spatial distribution of people reflects that there are three distinguishable groups of people affected by **poverty**, namely:

- **Tribal Authority Areas:** 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.
- These areas have limited local economies, due to the fact that expenditure until recently mainly occurred closer to employment centres which represents a significant leakage of income out of the area.
- **Informal Settlements:** The second concentration of poor people is communities residing in informal settlements on the periphery of towns, specifically the informal settlements situated around Witbank and Middelburg. 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.
- **Farms and Mining Villages:** The third category of poor people resides in the rural areas on small mining 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.

4.20.4.3 Demographic Features

- **Population densities** vary from very high in some of the urban areas, such as the settlements in Thembisile Hani and Dr JS Moroka 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.
- 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. Approximately 86.1% of all households earn less than the Minimum Living Level of R4000 per month.
- Thembisile Hani (37%) and Dr JS Moroka (46.6%) are characterised by excessively high unemployment levels.
- 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.

4.20.4.4 Accommodation

- An estimated 41 502 households live in informal settlements excluding those living in backyards and overcrowded households (23 336 units) while about 8645 households live in informal structures in Traditional Areas. The total informal backlog hence stands at 73 490 units.
- The poor management of the mushrooming of informal settlements and the non-enforcement of the by-laws by Municipalities exacerbates current informal settlement trends.
- There is also a significant need for housing in farm areas for far workers.

4.20.4.5 Land Reform

There is substantial need for upgrading of tenure – especially in the tribal areas in order to provide tenure security to residents. Nkangala District Municipality is faced with backlogs of incomplete land tenure upgrading applications and opening of township registers in the Traditional Authority Areas. 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.
- In Dr JS Moroka and Thembisile Hani municipalities, most of the settlements are not formalised, not registered with the Surveyor General and there are no Title Deeds on individual properties.
- Similarly, the speedy processing of land claims in terms of the Land Restitution Act in the Nkangala District remains a priority issue. According to the Land Claims Report, there are 721 land claims registered in the Nkangala District (NDM IDP 2013/14). 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).
- The long process of finalizing land tenure projects on State Owned Land and the limited capacity within the relevant Department to approve such applications has also been identified as a major challenge. However, the District has conducted a Land Tenure Strategy in order to address the challenges pertaining to the long process of upgrading of land tenure.
- Little support is provided to beneficiaries with regard to developing sustainable livelihoods by those involved in land reform processes.

4.20.4.6 Movement Network

- 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 centers in South Africa. The inherent potential to this initiative is however not optimally utilized at this stage.
- 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) which should be protected and further enhanced in future.
- The road network in southern parts of the district is frequently damaged due to high volumes of coal haulage.
- The City of Tshwane is the main employment centre for communities residing in the Thembisile Hani and Dr JS Moroka areas, necessitating daily commuting of approximately 35 000 people via the Moloto bus route.
- The introduction of a rail system along this corridor is long awaited by the communities.

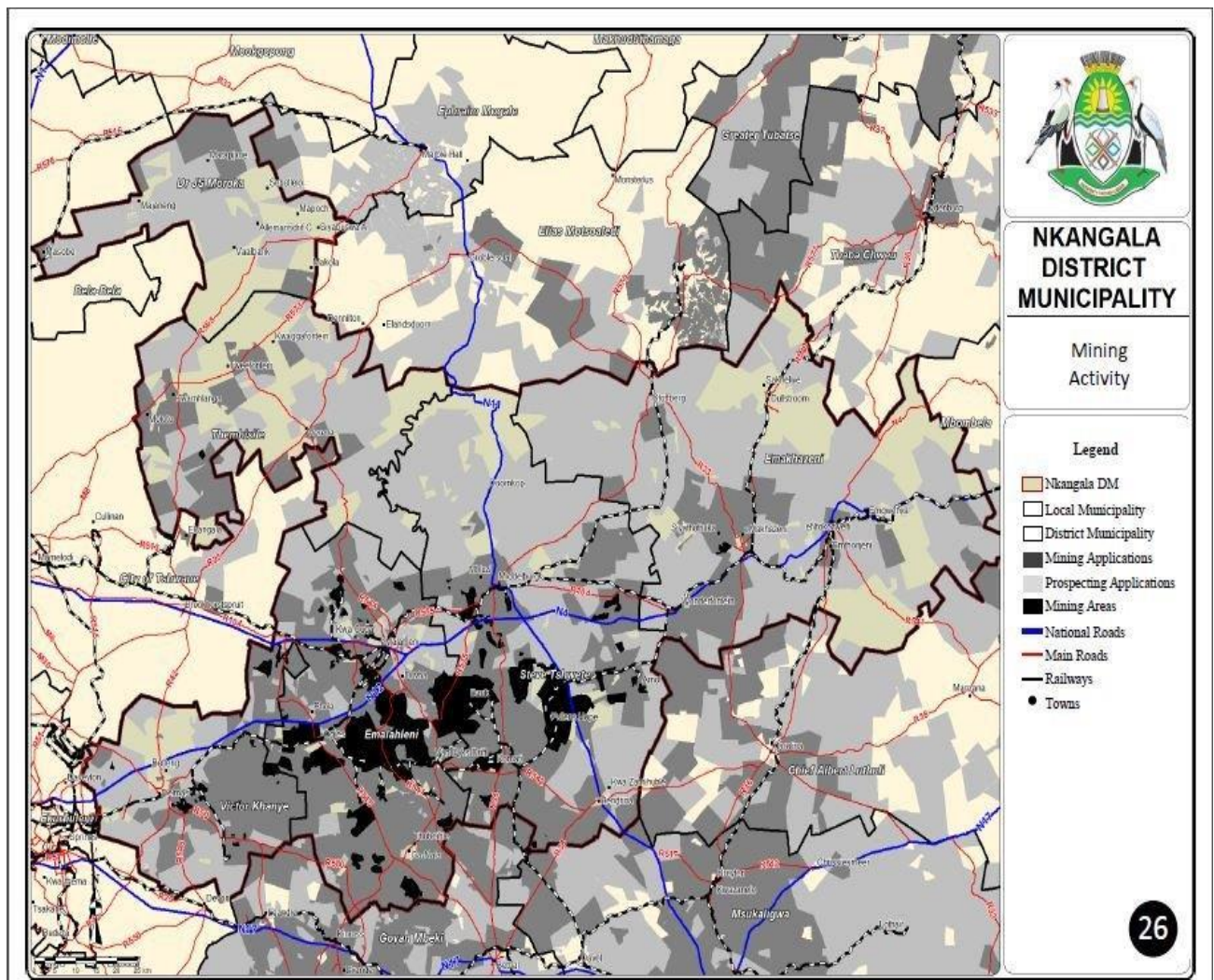
4.20.4.7 Environment

- 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; and 33% of the river types are critically endangered. This is mainly due to poor environmental management in mining areas which leads to excessive levels of water and air pollution.
- There is a growing urgency to establish equitable and realistic trade-off that maximize the provincial benefits from the mining and energy sectors while mitigating any environmental impacts – especially with regards to agricultural production.

4.20.4.8 Economic Development

- Figure 26 illustrates the spatial distribution of applications for mining and prospecting licenses in the NDM area. From this the following needs to be noted:
 - The entire area between Delmas, GaNala/Kriel, Hendrina, Middelburg and Witbank is covered by mining license applications;
 - A second cluster starts developing in the area between Middelburg and eMakhazeni;
 - Applications to the north of eMakhazeni towards Dullstroom and Emgwenya are a major concern as these intrude into the tourism triangle of the NDM.
 - Also shown on Figure 44 is the footprint of existing mining activity in the District. It is clear that the spatial extent of mining activity is significantly less than the area covered by the license applications

Figure 45: Mining Activity



- 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 via coal deposits;
 - 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 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 mainly based on the steel industry with high reliance on the manufacturing sector which makes the region vulnerable to economic cycles.
- 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.
- The mining, petrochemicals and steel sectors are dominated by a few global-level companies, with relatively few job opportunities being created due to their capital intensive nature.
- The NDM Industrial Development Strategy identified significant potential for manufacturing in the District in other centres like Victor Khanye, Emakhazeni, KwaMhlanga, Kwaggafontein and Siyabuswa but most of this potential is latent at this stage.
- 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 in view of the linkages to two harbours are not fully utilised while agricultural activity in Thembisile Hani and Dr JS Moroka is at a very low (mainly subsistence) level.
- 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 north western areas of the District also offer opportunities for tourism, through the consolidation of the various nature reserves and open spaces in Dr JS Moroka and Thembisile Hani, but this potential is unexploited at this stage.
- The agriculture and tourism sectors have the potential to employ large numbers of relatively unskilled workers. Hence, these sectors should be targeted in order to use indigenous resources to create jobs. These opportunities are, however, not recognized at present, possibly due to lack of skills, knowledge and buy-in by local municipalities.

4.20.4.9 Engineering Services

- The greatest challenge that the NDM faces is in terms of the availability of water resources, as well as the distribution and management of water services in the former homeland areas.
- Extremely high water losses are experienced in the region, especially in the jurisdiction of Dr JS Moroka, Emalahleni and Thembisile Hani LMs due to inadequate operation and maintenance.
- Thembisile and Dr JS Moroka have the lowest number of households that have access to piped water inside their dwelling/ institution (16.3% and 14.2% respectively) and the highest percentage of households with no access to piped water within their yard (72.1% and 55.7% respectively). Compared with the other local municipalities, Dr JS Moroka has the highest number of households with no access to piped water (22.1%).
- The rural nature of Thembisile and Dr JS Moroka LMs is confirmed by their having the lowest number of households with access to a flush toilet connected to a sewerage system (6.9% and 13.3% respectively) and the highest number of households with access to a pit latrine without ventilation (65.3% and 56.8% respectively).
- Thembisile Hani and Dr JS Moroka LM have very poor refuse removal services, with the majority of households in both local municipalities utilizing their own refuse dump (77.0% and 75.3% respectively).

4.20.4.10 District Housing Demand

Table 85 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 (human settlement Table Insert

4.20.5 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).

Table 87 : 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 88: 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

Table 89: Informal Settlements

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	
Emalaheni 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 90 below:

SDA per LM	SIZE HA	PONTETIAL average units
Dr JS Moroka LM	3 032	45 481
Emakhazeni LM	1 107	16 603
Emalaheni LM	7 029	105 437
Thembisile LM	6 542	98 137
Victor Khanye LM	2 833	42 490
Steve Tswete	1 576	23 639

4.20.6 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 uses policies and other related matters. The reviewal 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 capacited.

4.20.7 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.

4.20.8 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 has embarked on the implementation of GIS through a three-year project that commenced in the 2016/ 2017 financial year (October 2016) and will conclude in the 2019/ 2020 financial year (October 2019). Through this project, a centralised, portal-based GIS will be established, whereby the software of all local municipalities within the district will be linked to the main GIS Server, which will be based at the district. This will enhance data integrity, improve communication between GIS practitioners across the district, ensure transparency of issues across the district, and ensure a comprehensively and efficiently maintained district spatial database.

4.20.9 Spatial Development Framework:

The 2010 stats, National Development Plan and other sector plans influenced the reviewal of the District Spatial Development Frameworks (SDF's) and the five Local Municipalities for next five financial year periods. 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;

4.21 Issue 15: Transportation

4.21.1 Background and Problem Statement

The Nkangala District Municipality does not own any rail infrastructure. The only commuter rail services operating in the NDM are being operated by Shosholozza Meyl, these services are long distance and travels from Johannesburg to Komatipoort traversing the Nkangala District stopping in Witbank. There are no regular short distance commuter services, which are generally operated by MetroRail or the PRASA, operating in the NDM. Moloto Rail corridor still remain the key public transport solution for the western region of the NDM as the majority of the commuters only rely on the bus services which is its service is towards Gauteng.

Minibus taxi operation remain the dominant mode of choice for commuters in the NDM with limited aging formal public transport Facilities (Taxi Ranks). The NDM and Local Municipalities have budgetary constraints to adequately address the public transport facilities upgrades.

The travel times for work trips range from one minute to 61 minutes and more the majority of people (41%) travel between 1 and 30 minutes to get to work, this is closely followed by 29% travelling between 31 and 60 minutes to get to their place of employment. The NDM and Local Municipalities have budgetary constraints to adequately address the public transport facilities upgrades.

4.21.2 Transport Goals

The district transport goals include the following:

- Support and promote economic and social development in urban and rural areas.
- Improve mobility levels, service quality and with a wider modal choice, within budget limits for all communities but especially those that are dependent on public transport.
- Reflect an integrated system in all respects, with an effective mix of various public transport modes, ensuring that each mode is utilized where it is economically and technically the most suitable and a healthy balance between private and public transport.
- The system should be managed to ensure that each mode is utilized where it is economically and technically the most suitable and a healthy balance between private and public transport.
- Create a regulated, safe, secure and reliable transport environment.
- Ensure a sustainable and affordable system to both the transport users and authorities that is equitable in terms of financial support and level of service distributed on a geographic basis amongst all communities
- Create accessibility and availability of services to the communities at large, with minimum walking distances to and from transfer facilities, termini and stops.
- Develop high density corridors and public transport links between residential areas and the places of employment and other destinations.
- The competitive environment within the transport industry should be healthy with fair competition among different modes and operators within modes.

Challenges

Several policies and strategies have identified the following challenges in the NDM.

- The modal choice is limited to bus and taxi services, as there are no commuter rail services in this region
- Public transport is a captive mode of transport for many commuters as, private vehicle ownership is generally low
- Heavy vehicles traveling along routes that are not designed to accommodate heavy vehicles
- Poorly maintained rail infrastructure
- Budgetary constraints on the council fiscus for funding of provision of the public transport facilities.

4.21.3 Public Transport Services in NDM

Figure 46: BUS PASSENGER DISSATISFACTION PERCENTAGE

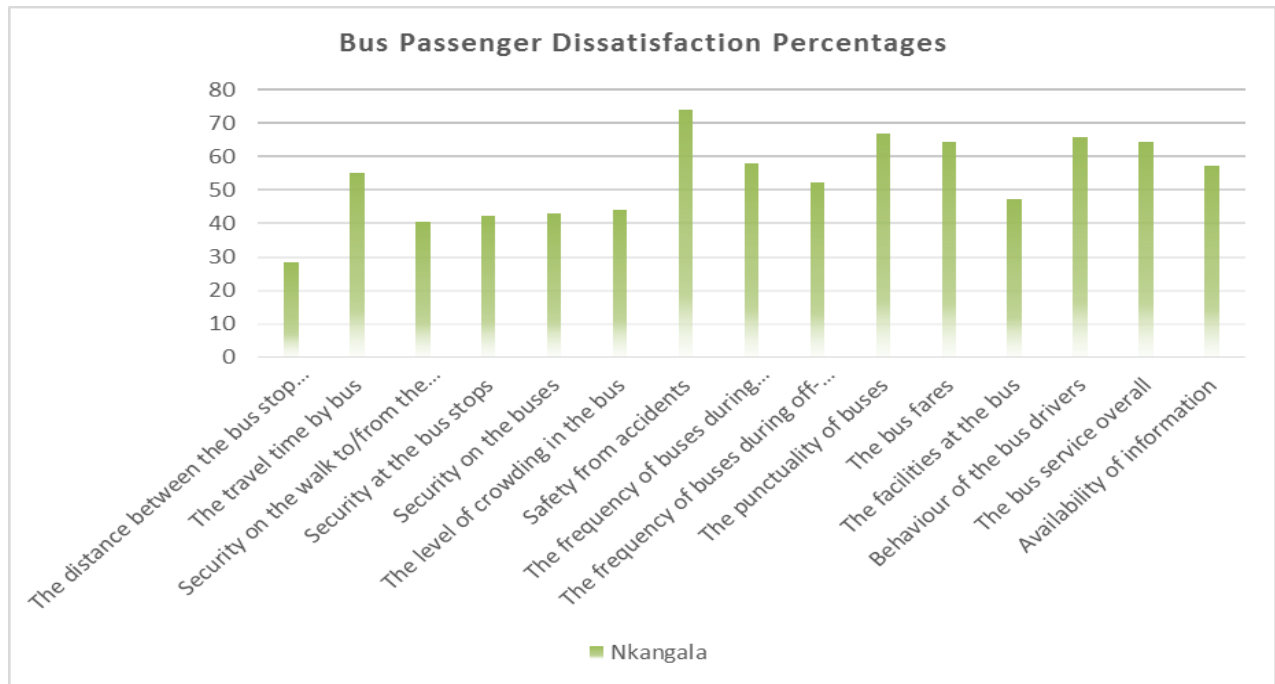
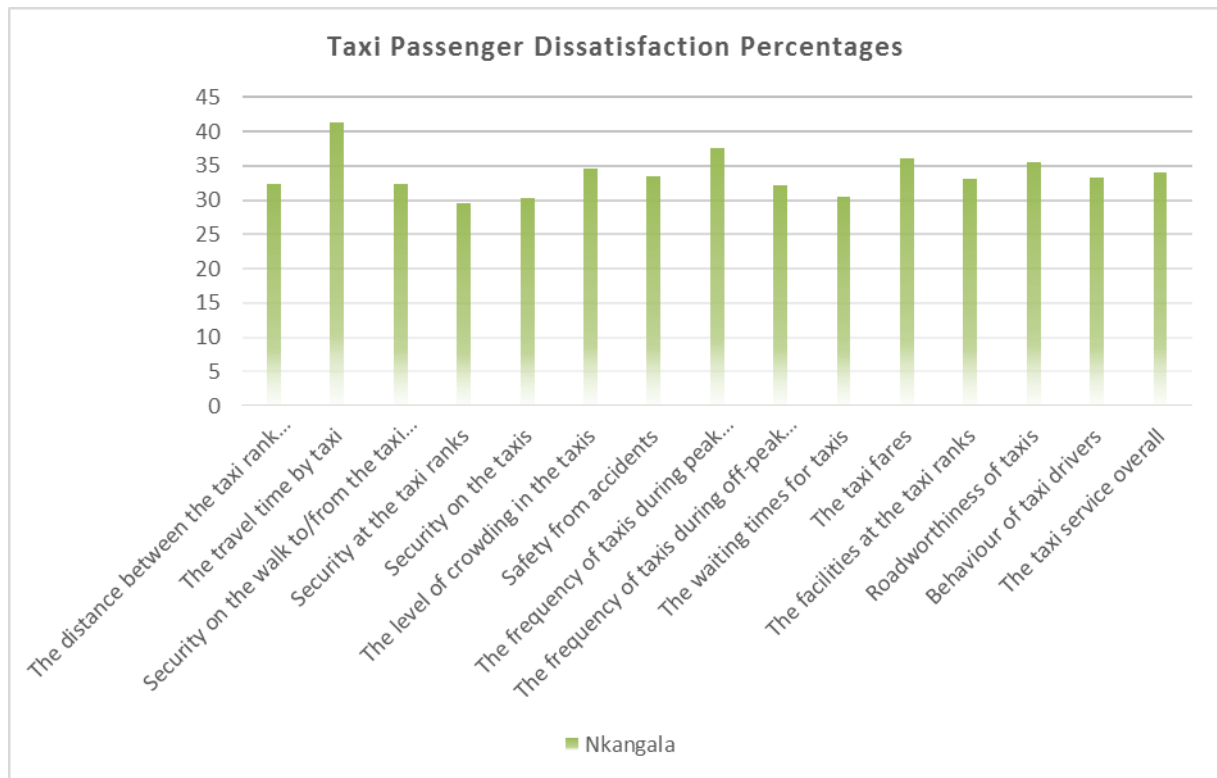


Figure 47: TAXI PASSENGER DISSATISFACTION PERCENTAGE



4.21.3 Transit Orientated Development

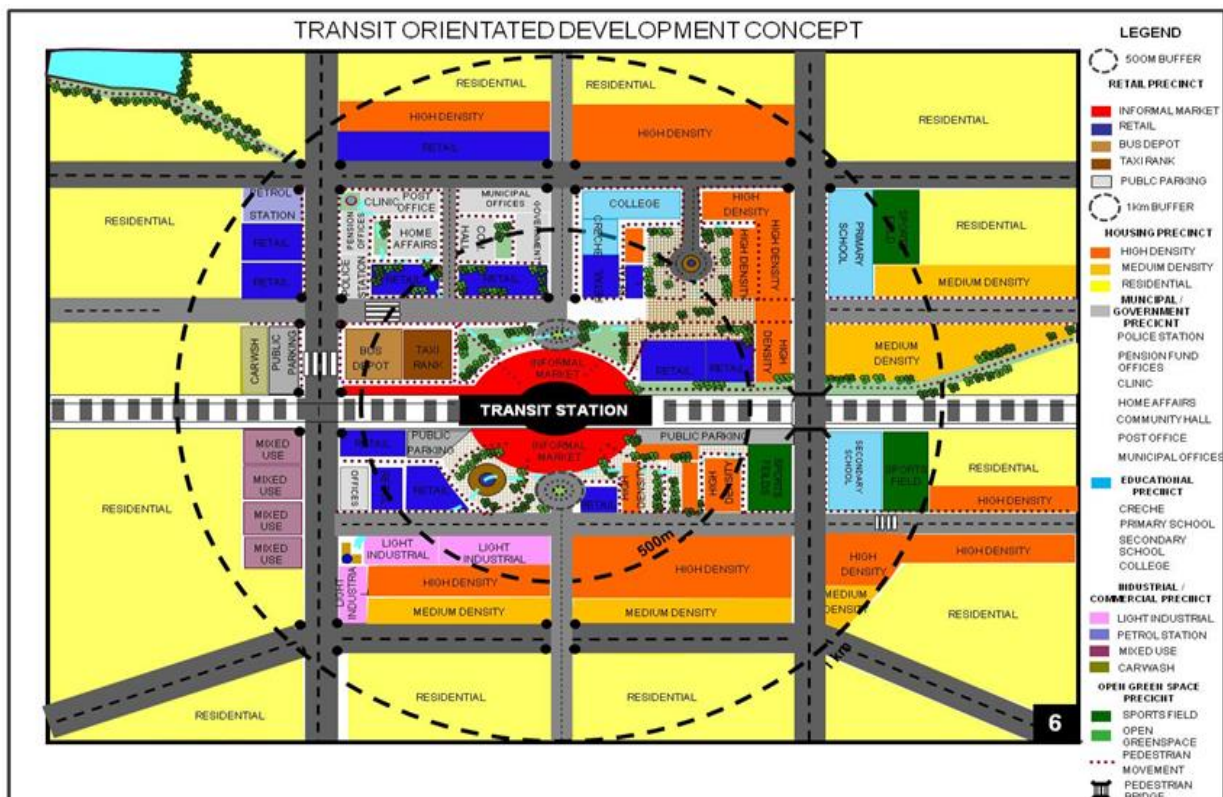
Transit Orientated Development (TOD) is defined as a unique mix of land uses located at a high density within a predetermined walking radius of a railway station (refer **Figure 49**). TODs are purposely designed to facilitate access to the railway stations and so increase the use of the public transportation 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 47 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 48: Transit Orientated Development Concept



4.21 Issue 16: Land Reform and Land Administration

4.21.1 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.

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).

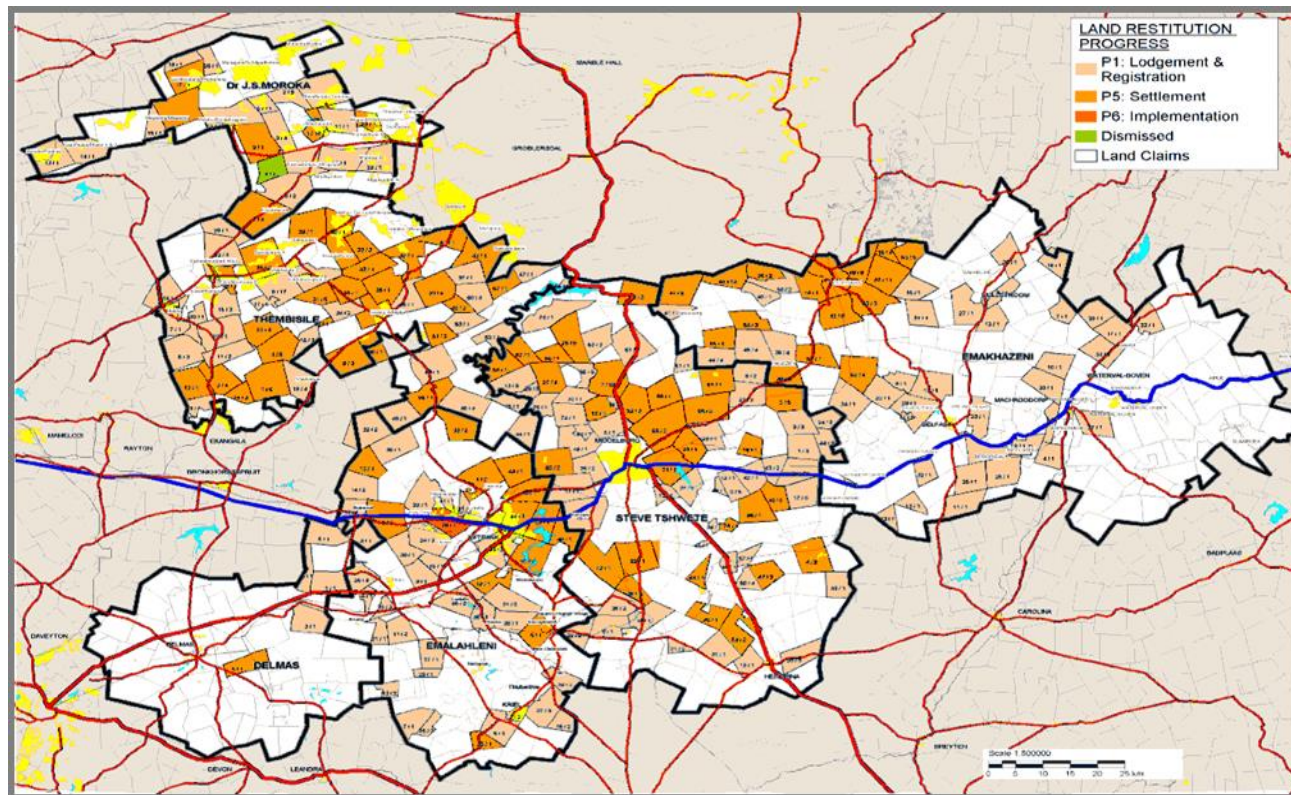
NDM has compiled a Land Audit Report (LAR), which starts to point to development patterns, trends, and land reform issues within the region. The LAR depicts several issues relating to land in the District. Some of the aspects could have a negative contribution towards the growth of the region's economy 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 92**. 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 91: 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

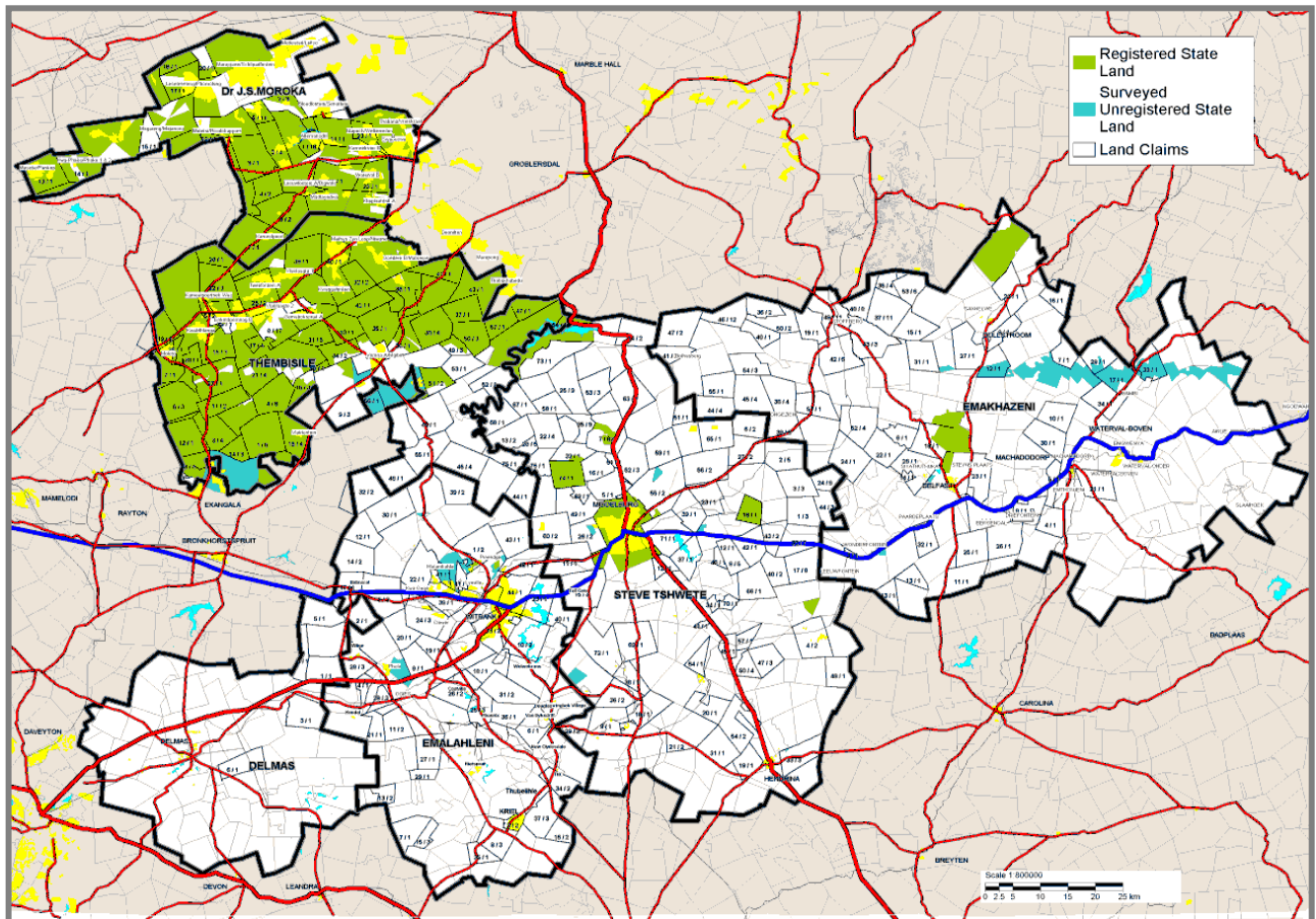
Figure 48 illustrates the Land Ownership pertaining to land on which claims have been lodged reflected on the map represent registered and unregistered state owned land in the Nkangala District. A major concentration of state owned land is located in the Thembisile and Dr JS Moroka municipal areas with 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 49** most of the land claims lodged in the Thembisile and Dr JS Maroka areas are on state owned land.



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 49 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 50: State Land and Land Claims



In the Emakhaseni 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.

4.21.2 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 Thembsisile 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 Thembsisile Hani Municipalities.

4.21.3 Land tenure reform

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 92** 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 92: 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.

4.22 Issue 17: Human Settlements

4.22.1 Background and Problem Statement

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

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

The apartheid legacy of spatially and economically marginalizing 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 93** below. According to the depiction in the table, Dr JS Moroka, Emalahleni and Thembisile Hani Local Municipalities have the highest number of nformal dwelling in the District, and the peculiarity of these informal settlements vary as per Municipality.

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

Table 93: 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 Stats-SA 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 is 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.
- Erven sizes of the settlements are small

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.

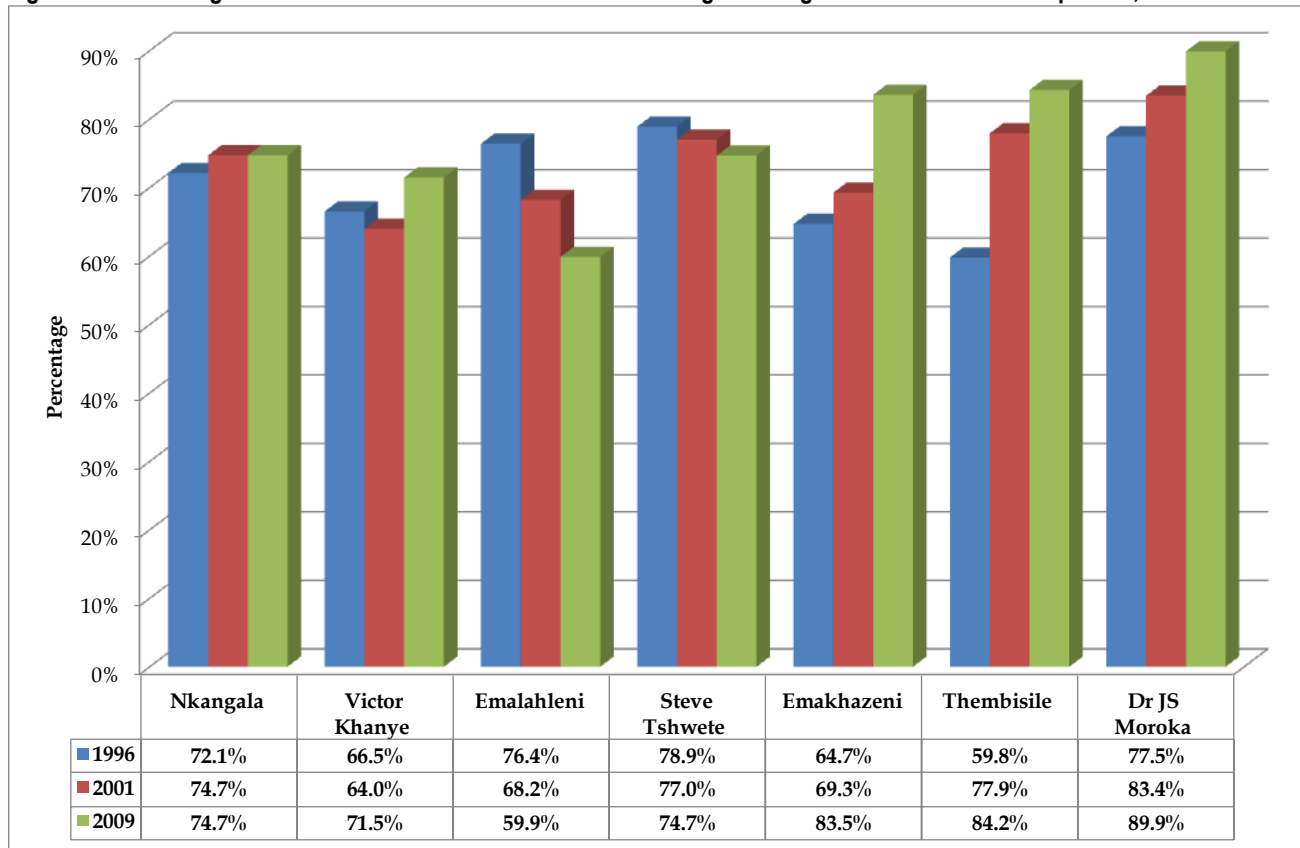
The provision of housing is one of the key mechanisms through which the rate of service delivery can be fast-tracked. The NDM is cognisant that phrase 'housing' is much broader than a 'house'. Housing encapsulates the physical structure, which is the house, as well as the Services that go with it, water and sanitation infrastructure, electricity, roads and storm water. Thus, accelerated provision and facilitation of access to housing can potentially alleviate the service delivery backlog that is still a dominant feature in some of our Municipalities. It must be taken into account that any housing programme has both a social and economic imperative. With that realisation, creation of sustainable human settlements will be achieved.

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

Figure 50 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 51: 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
- 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.

4.22.2 Nkangala District Spatial Development Framework

Figure 52 represents 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-N3-Durban); 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

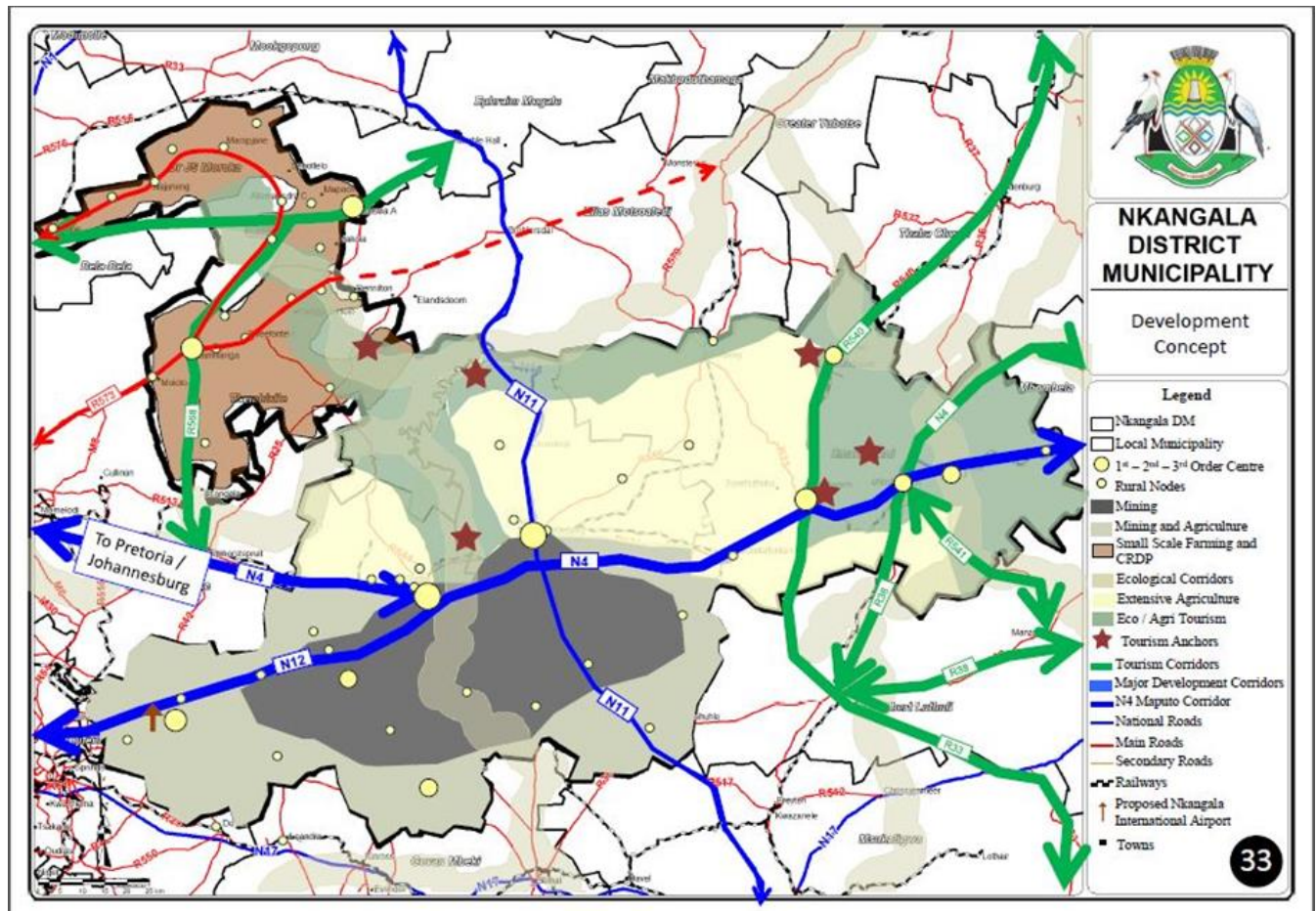


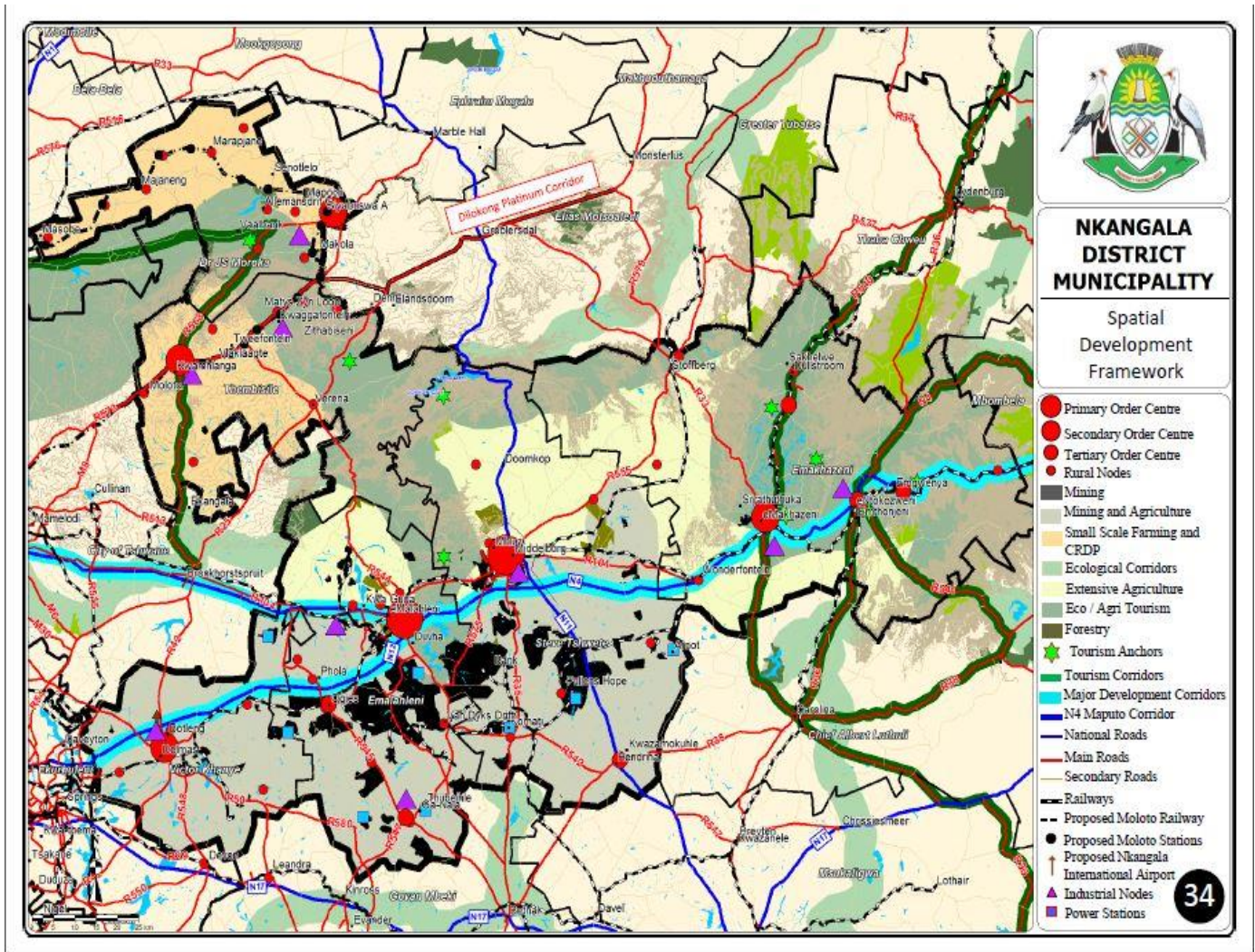
Figure 52: above graphically depicts the proposed Spatial Development Framework for the Nkangala District Municipality.

This Plan 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 utilize 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.

Figure 53: SDF



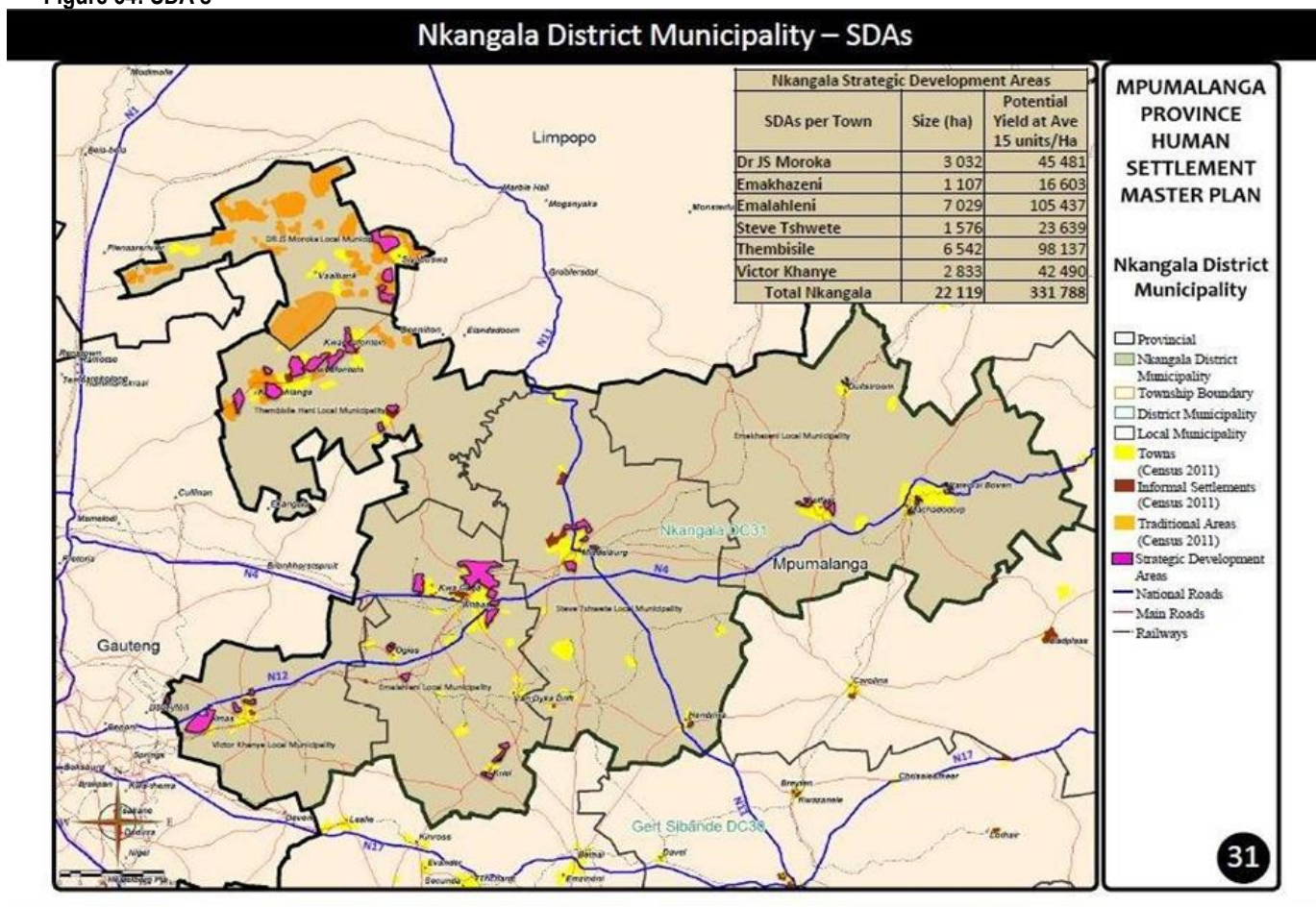
4.22.3 Strategic Development Areas

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.

The results for the Nkangala District are summarized on **Figure 53**. 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 subsidized units and 172 868 bonded units).

Figure 54: SDA's



4.22.4 Capital investment framework

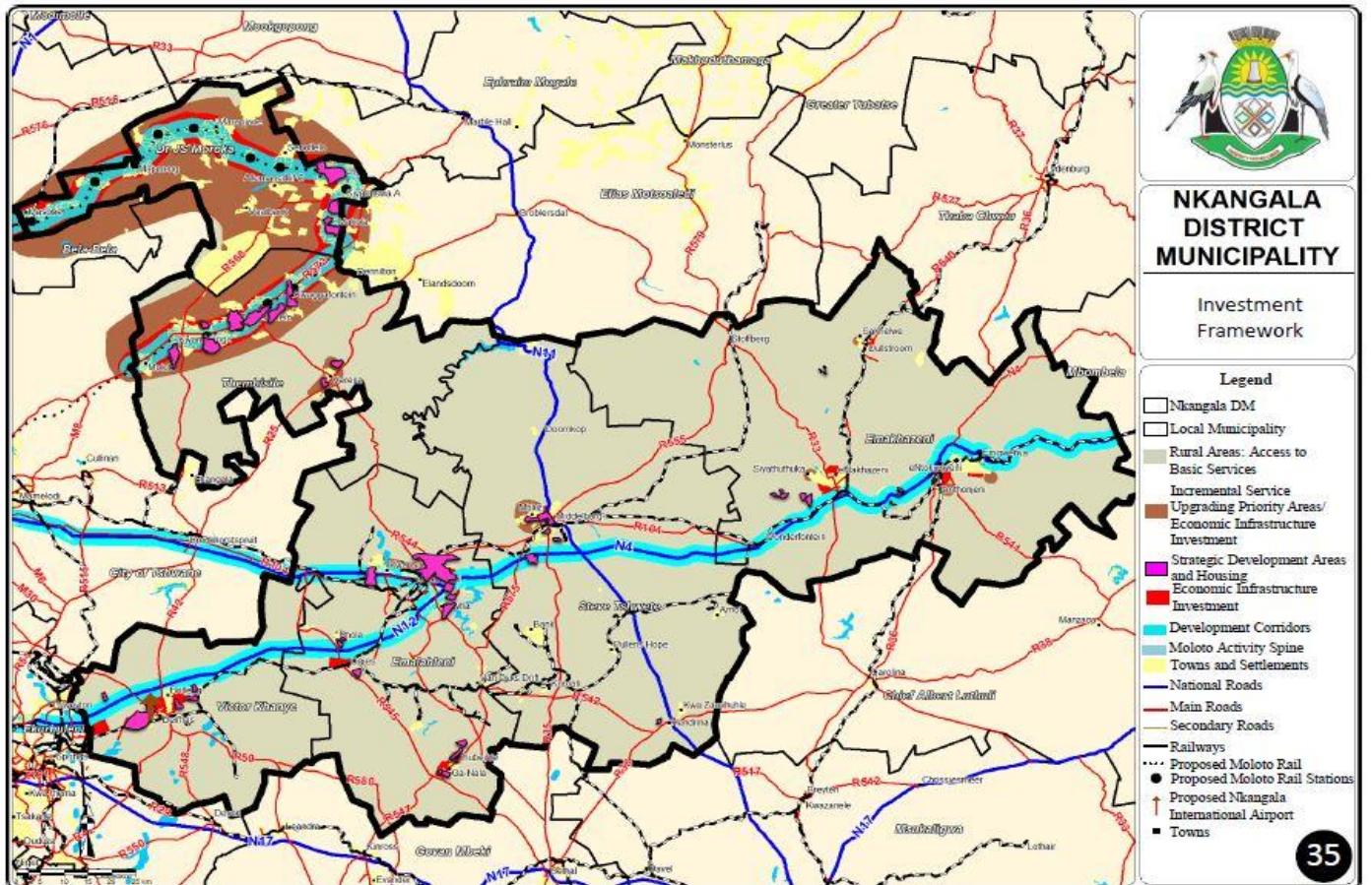
Figure 54 depicts the Capital Investment Framework and Implementation Priority Areas in terms of the Spatial Development Framework of the NDM. These priority areas must be differentiated in Incremental Service Upgrading Priority Areas and Strategic Development Areas as are expounded below:

- As a priority, the majority of informal settlements in the District should be formalized and upgraded to ensure that communities have security of tenure and access to basic services in a safe and sustainable living environment
- Continued tenure reform and establishment of security of tenure are essential to protect rural communities.
- The Incremental Service Upgrading Priority Areas are:
 - The conglomerations of settlements in the Dr. JS Moroka Municipality, especially those in the Siyabuswa area in support of the development of a node in this area.
 - The conglomeration of settlements in the Thembisile Municipality, especially those in the KwaMhlanga area in support of the development of a node in this area;
 - The informal settlements situated west of eMalaheni;
 - The informal settlements situated west of Middelburg;
 - The informal settlements situated around Delmas town; and
 - The informal settlements around eMakhazeni, eNtokozweni, Dullstroom and Emgwenya.

➤ As shown in Figure 55 the following Strategic Development Areas were identified in the Nkangala District:

- Middelburg Central Business District and industrial areas;
- Emalaheni 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;

Figure 55: Investment Framework



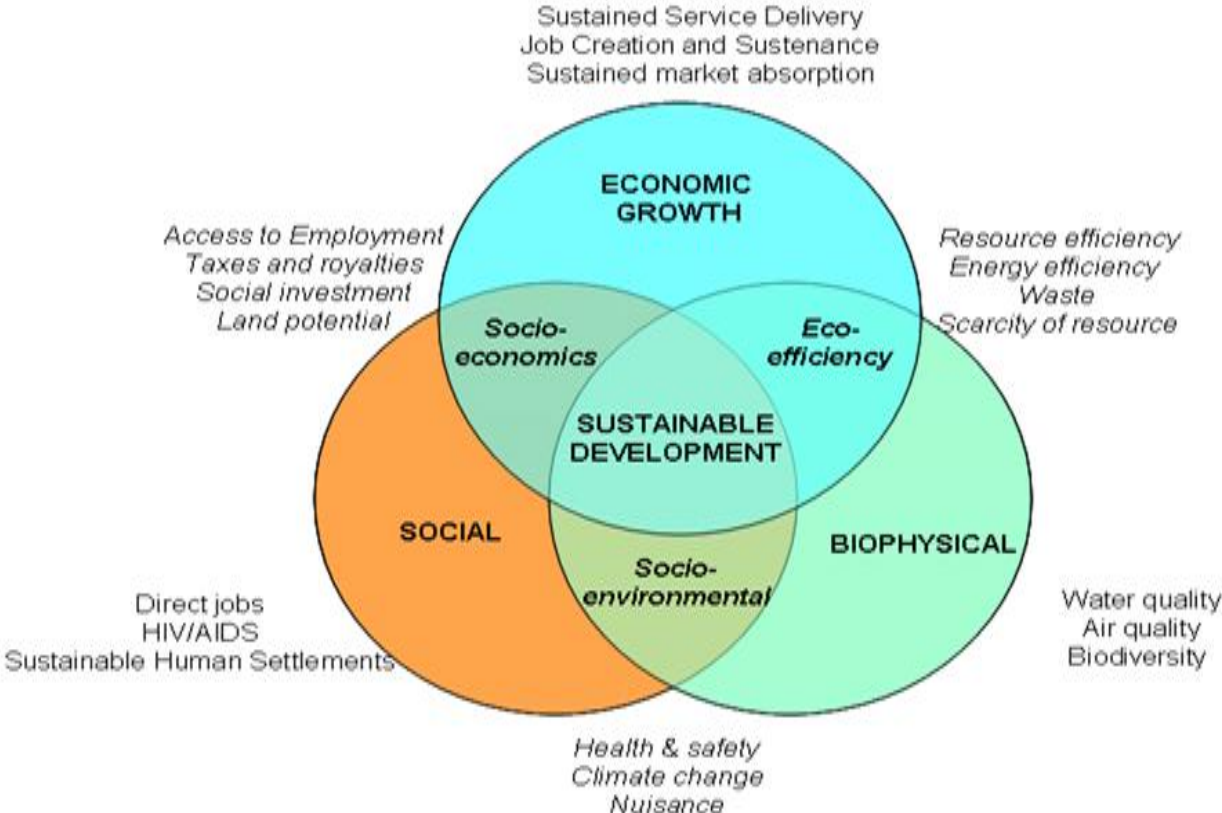
4.23 Issue 18: Environmental Management

4.23.1 Background and Problem Statement

Nkangala District Municipality has 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 56** outlining Sustainable Development Dimension below.

Figure 56: 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 which was 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 topography, Vegetation, Fauna and Flora and pollution are briefly outlined below.

Topography

The overall topography of the Nkangala District can be described as an undulating landscape, with the occurrence of revealed rock outcrops along the Olifants and Wilge River and the mountainous areas in the northwest. The rocky outcrops stretch further in an east west direction along the northern boundary of the District (Dikwale/Dithaba mountain range), separating the Dr JS Moroka and Thembisile local municipalities from one another.

A second significant topographical landform is the Bothasberg to the north of the Steve Tshwete LM. The Steenkamp Plateau comprises a large component of the eastern part of the NDM. From the plateau the landscape slopes downward to the escarpment formed by the Drakensberg Mountains, towards the Lowveld and the Mozambique Coast. Finally, the northern part of Thembisile Hani local municipality comprises a mountainous area.

Vegetation

The field types occurring within Nkangala can be divided into three categories, namely Bushveld (Tropical Bush and Savannah types), pure grassveld types (Turf Highveld), and false grassveld types (Bankenveld).

Approximately 40% of the Nkangala District is covered with Bankenveld, which is categorised as the only false grassveld type in the area. Bankenveld covers the largest part of the Delmas, Emalaheni and Steve Tshwete municipal area, with intrusions of Veld or Turf Highveld in the south. In the north west of Nkangala, Mixed Bushveld and Sourish Mixed Bushveld are the dominant veld types, with Springbok Flats Turf Thornveld occurring exclusively in the north of Dr JS Moroka municipal area. In the Emakhazeni LM the Bankenveld and North eastern Sandy Highveld types are predominant.

Fauna and Flora

Emakhazeni local municipality has more “important areas” than any of the other municipalities. It also has the most “irreplaceable” sites at 4.8%. The most critical areas within the Emakhazeni LM are namely:

- The high altitude grasslands and wetlands of the Steenkampsberg Mountains between Verlon Valei Nature Reserve and Belfast (flora, mammals, birds);
- The Mistbelt grasslands of the mountains between eNtokozweni and the southern boundary of the LM (flora, mammals, birds);
- The headwaters of the Elands and Crocodile Rivers (fishes); and
- The Montane grasslands south west of Stoffberg

After Emakhazeni LM, the next most important local municipalities for threatened species are Steve Tshwete and Thembisile LM's. The most critical areas within the LM are:

- The Loskop Dam Nature Reserve (mammal, birds, reptiles); and
- The Grasslands between Middelburg and Loskop Dam Nature Reserve (flora)

With regards to threatened fish species, it is of critical importance that the integrity of especially the upper catchments and headwaters of the Crocodile and Elands Rivers are restored and maintained.

4.23.2 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.

4.23.2.1 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 an “ Air Pollution Hotspot” hosting eight (8) out of thirteen (13) ESKOM Coal Fired Power Generation Stations in the Mpumalanga Province (i.e Komati, Arnot, Hendrina, Kriel, Matla, Duvha,

Kendal and Kusile}.

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 Licencing (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 (Assistant Manager, Pollution Control) as per the legal requirement has been appointed and also designated Grade 2 Environmental Management Inspector (EMI),
- Two (2) officials were appointed, (Atmospheric Emission Licensing Officer, and Environmental compliance and enforcement officer, respectively);
- One (1) official deployed by DEA as Assistant Director local government support.
- Furthermore, the AEL Calculator is being developed by the Department of Environmental Affairs for all the Atmospheric Emission Licensing Authorities;
- Continuous training and workshops in various AQM skills including Environmental Management Inspector (EMI) Course, Dust Regulations, Stack Monitoring and Compliance Monitoring Inspection, SAAELIP and NAES Training.

As of 1 July 2013, Nkangala District Municipality assumed responsibility of performing the Atmospheric Emission Licencing Function. Furthermore, the National Departments together with the provincial departments of Environmental Affairs and the District municipalities have completed the development of the Highveld Priority Area (HPA) Air Quality Management Plan (AQMP). Nkangala

District Municipality has developed its own District Air Quality Management Plan and the air quality by-laws. The NDM is currently in a process of developing the Air quality by-law implementation fine list.

To-date the following AEL's have been issued as illustrated in the following Table 94.

Project Name	Project description	Status of the project	Local Municipality	Locality
Kusile Power Station	Power Generation	Renewal AEL Issued	Victor Khanye Local Municipality	Farm Hartbeesfontein 537 – Portion 4, Remainder Portion 1, Portion 7 and Farm Klipfontein Portion 3, Portion 26 and Portion 58
Elkem Ferro Veld	Calcining	Renewal AEL Issued	Emalahleni Local Municipality	Farm Driefontein 297 JS 9
Infrabuild Cement	Cement manufacturing	AEL with outstanding information from the Applicant	Steve tshwete Local Municipality	Industrial site on Middelburg Ferrocrome grounds and Columbus stainless steel
Eagle Creek	Animal Processing	Section 22A AEL Issued	Victor khanye Local Municipality	Portion 207 Hek-Poort Delmas
Much Asphalt Plant	Asphalt Plant Production	AEL Issued	Emalahleni Local Municipality	70 Newton Road Ferrobank x1 Witbank
Vanchem SAJV&FEV	Ferro-alloy production	AEL Renewal Issued	Emalahleni Local Municipality	SAJV: Portions 4 & 33 of the farm Elandsfontein 309 JS (Fev and SAJV) FeV: Portion 92 of the farm Nooitgedach
Engen Petroleum Limited	Petroleum Storage	AEL Renewal Issued	Emalahleni Local Municipality	Situated at 18 Moses Kotane Street
Vanchem	Vanadium Products	Outstanding Information from the facility the AEL is on the Draft Stage	Emalahleni Local Municipality	Moses Kotane Street
Columbus Stainless Steel	Briqueting Plant	Outstanding Information from the facility the AEL is on the Draft Stage	Steve Tshwete Local Municipality	Hendrina Road Middelburg
Afgri /Southern proteins	Animal Processing	Section 22A Application issued	Victor khanye Local Municipality	Remaining extent of portion 33 of the farm weltevreden 227 IR
ACWA Power	Power Generation	AEL Transfer Issued	Emalahleni Local Municipality	Anglocoal Mining Operations
Emalahleni Crematoria	Crematoria	AEL Issued	Emalahleni Local Municipality	Portion 66 of Witbank Farm 307/JS,Emalahleni
Middelbur Ferro Cromme	Ferrocrome Production	AEL Variation Issued	Steve Tshwete Local Municipality	Portion 280 of portion 155 Middelburg town and townlands No287 JSSteve Tshwete Local Municipality
Minerals 2 Metals	Ferrocrome Production	AEL Issued	Emalahleni Local Municipality	No 1 Ferrobank, Emalahleni

4.23.2 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 enforcement actions in terms of NEMA, AQA and other appropriate environmental legislation.

4.23.3 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
Inadequate capacity on compliance monitoring inspection and enforcement of AEL issued and controlled emitter.	Appoint more AQM and compliance monitoring officials to conduct compliance monitoring and enforcement inspection to industries Purchasing of Mobile Air quality monitoring stations

Inadequate capacity on NDM legal capacity pertaining to environmental management issues	NDM legal unit and pollution to undergo continuous training on environmental legislations e.g. Environmental Management Inspectorate (EMI) training.
Insufficient working tools and protective clothing (PPE) for employees	To purchase investigative cameras and protective Clothing (PEE)
Lack of implementation of the Climate change strategy	NDM to Budget and implement the strategy
AQMP valid for 5 years, due for reviewal	2020/ 2021 Financial year NDM to budget for review of the Air Quality Management Plan (AQMP).
Enforcement of the NDM air quality By-laws	Review the existing air quality by-laws and the implementation plan in accordance with the recommendations by the magistrate courts/council.
Lack of cooperation between AQM authorities and the environmental regulated community Organisations	Improve cooperation between the AQM Authorities and the environmental regulated community organisations.

4.23.4 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 aluminium 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.

4.24 Issue 22: Climate and climate change

According to the IPCC report, Climate change is a change in the state of the climate that can be identified (e.g., by using statistical tests) by changes in the mean and/or the variability of its properties and that persists for an extended period, typically decades or longer. The United Nations Framework Convention on Climate Change (UNFCCC) defines climate change as 'a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods'. It is imperative for one to note that both definitions concur with each other, however the second further clarifies the causes of climate change. It there necessary for one to understand climate change not only as a change in the state of the climate but rather understand the causes, process and the time scale.

This rise in the average temperature is due mainly, 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 this 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. In addition, and support to this, the District developed a Climate Change Mitigation and Response Strategy that sought to:

- 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.

4.24.1 Environmental Education and Awareness

Section 24 of the Republic of South Africa constitution states that everyone has the right to an environment that is not harmful to their health or wellbeing. It is against this background that NDM embarks on environmental awareness campaigns to build capacity of community members and raise community awareness and promote community action on environmental issues. The issues identified during the campaigns are in line with the NDM's State of the Environment Report, the Environmental Management Plan & Policy, the NDM Integrated Waste Management Plan, the NDM Climate Change, Mitigation and Response Strategy and the Municipal Health Services Section 78 Assessment Report and the Implementation Plan. The Awareness Campaigns are held in all the six (6) local municipalities in order to raise the awareness to different stakeholders so as to promote sustainability of the environment and the people's health.

The protection of environment is a pressing issue. Every person, organisation and institution has an obligation and duty to protect it. Environmental protection encompasses not only pollution but also sustainable development and conservation of natural resources and the ecosystem. Our nation's future relies on a well-educated public to be wise stewards of the very environment that sustains us, our communities, and future generations. It is environmental education which can best help us as individuals make the complex, conceptual connections between economic prosperity, benefits to society, environmental health, and our own wellbeing. Ultimately, the collective wisdom of our citizens, gained through education, will be the most compelling and most successful strategy for environmental management. The current annual target for the environmental education and awareness is seventeen according to the SDBIP.

The awareness campaigns are therefore aimed at the following:

- Creating a general awareness among people as far as the environmental issues are concerned;
- Motivating people towards conservation of resources, protection of environment and sound management of waste in accordance with the waste Hierarchy priorities.
- Promoting understanding and cooperation among public to help in facing various ecological issues; and
- Conserving indigenous knowledge, traditions and culture that favour environment protection,
- Cooperation with communities in promoting awareness in Environmental Health Issues that has a bearing in the public health such as education and awareness in:
 - Food poisoning and food hygiene control;
 - Pesticide Control
 - Prevention and Control of Communicable Diseases
 - Waste Management and Pollution Control

4.25 Issue 19: Waste Management

4.25.1 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 95**, 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 93** 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 95: 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

Status of Landfill Permitting/Licensing In Nkangala Municipality	
Doornkop transfer station (proposed)	Planning stage, permit application submitted
Bankfontein transfer station (proposed)	Planning stage, permit application submitted
Middelburg landfill site	Permitted on 16 July 2002 by DWAF
Local Municipality: Emalaheni	Permit Status
Emalaheni Leeuwpoot landfill	Permitted on 22 September 1994 by DWAF
Phola Ogies landfill	Not permitted/licensed, application was submitted for closure

For that reason, Nkangala District Municipality developed a District Wide Integrated Waste Management Plan. When an initial assessment was done it was discovered that Victor Khanye, Thembisile Hani and Emakhazeni local municipalities also needed the Integrated Waste Management Plans. Hence the IWMPs for these local municipalities were simultaneously developed.

All the Municipalities, in various extent, have insufficient equipment to deliver an effective service, and are currently facing challenges as some of the current waste collection vehicles are old and in bad condition. These equipments need to be repaired or replaced in the near future and an active capitalisation programme is being actively pursued by both the District and Local Municipalities.

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.

4.25.2 Integrated Waste Management Plan

For that reason, Nkangala District Municipality developed a District Wide Integrated Waste Management Plan (2009) which was reviewed on 2018/19 FY for an amount of R504 500. The NDM IWMP incorporated all the LM's waste management challenges and identified the gaps and address the LM's objectives and goals from short term to long term.

4.25.3 Waste Management Equipment

All the six 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.

In order to address the refuse removal backlog, NDM has procured waste collection equipment as part of the capital projects in the financial year 2018/19 to assist the two local municipalities:

Waste Management Equipment Procured

Waste Management Equipment	Beneficiary	Period	Budget
Supply, delivery and Registration of Two(2) 19 M ³ Refuse Compactor Truck	Emakhazeni and Victor Khanye Local Municipality	Feb 2019	R4 280 000.00
Supply, delivery and Registration of Two(2) 12 M ³ Refuse Compactor Truck	Emkahzeni local municipality	Dec 2016	R3,294 144.00

Procurement of waste collection equipment/s is per the request of the Local Municipalities in capital projects or on availability of NDM own Budget. NDM for the coming financial years will assist local municipality as follows:

Waste Management Equipment	Beneficiary	Period	Budget
Supply, delivery and Registration of Two(2) 19 M ³ Refuse Compactor Truck	As per request	2019/20	R5 600.00
Other waste related equipment (containers, tractors and trailers)	As per request	2019/20	R3 000.00

4.25.4 Establishment of Waste Disposal Sites within the NDM

Thembisile Hani Local Municipality is in the process of upgrading the landfill site in Kwaggafontein approved by Department of Environmental Affairs (DEA) December 2016. Currently the municipality has completed the designs and in the process of upgrading for the landfill site awaiting funding from MIG by 2018/19 FY to complete the landfill site.

4.25.5 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.

4.25.6 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. 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.

4.25.7 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.

4.25.8 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.

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 and well-coordinated recycling programmes and projects which are co-ordinated by the municipalities or other government agencies;
- Old and insufficient waste removal equipment
- LMs need to establish Waste Management Committee;

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;
- Development and implementation of 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 equipments, fencing of landfill sites and development of strategic documents
- Implementation of the Environmental Protection and Infrastructure Programme (EPIP) in collaboration with DEA.

CHAPTER FIVE

5.1 NDM'S DEVELOPMENT PRIORITIES, OBJECTIVES, STRATEGIES, KPI PER KPA AND PROJECTS.

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 programmes.

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 for all”***.

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;
- 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 05-06 April 2018.

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.

CoGTA 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 CoGTA 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 CoGTA Key Performance Area.

COGTA Key Performance Areas	Nkangala Strategic Goals	Priority Issues
KPA 1: Institutional Development and Transformation	Competent, Innovative and Accountable Team	Powers, Duties and Functions
		Organizational 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/Special Programmes
Environmental Management		

COGTA Key Performance Areas	Nkangala Strategic Goals	Priority Issues
		Waste Management
		Climate
	Sustainable Infrastructure and Service Provisioning	Water and Sanitation
		Electricity Supply
		Roads and Storm Water
KPA 6: Spatial Rationale	Integrated Regionalised Planning	Transportation
		Spatial Restructuring and Space Provision
		Land Reform
		Housing and Land Administration

5.2 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.

KPA 1: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

KPA 1: Institutional Development and Transformation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Competent, Innovative and Accountable Team	Organisational restructuring and transformation	M_01	Number of formal performance reviews conducted with Section 56 employees by 31 May 2020	1,8	Opex	2	N/A	1 (annual assessment)	1 (mid-year)	N/A	2	Attendance register and reports
	Powers, Duties and Functions	M_02	Number of new/reviewed policies approved by Council by 30 June 2020 (IA-04; RM -03; PMS -01; LS -01; TS - 01; 18- FS; PED-01; SS -02; CS- 12)	1,4	Opex	39	N/A	N/A	N/A	43	43	Approved Policies Report and council resolutions

KPA 1: Institutional Development and Transformation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Competent, Innovative and Accountable Team	Good governance and communication	M_03	Percentage of KPIs and projects attaining organisational targets by 30 June 2020 (Total Organisation)	1,8	Opex	96%	100%	100%	100%	100%	100%	Quarterly Institutional Performance Report
		M_04	Percentage on number of litigation matter reduced by 30 June 2020		Opex	New	N/A	N/A	N/A	15%	15%	Litigation register and report

		M_05	Average number of days elapsed from date of authorisation of disciplinary processes by the MM to the completion date (90 days)		Opex	New	90 days	90 days	90 days	90 days	90 days	Appointment letter, charge sheet and disciplinary outcome report
		M_06	Number of quarterly Institutional Performance Reports submitted to Council per quarter	1.8	Opex	4	1	1	1	1	4	4 Quarterly institutional Performance Reports and council resolution

KPA 1: Institutional Development and Transformation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual	
Competent, Innovative and Accountable Team	Organisational Restructuring and Transformation	M_07	Percentage of Recruitment processes on approved vacant positions finalized within 3 months of position being advertised	1,2	Opex	100%	95%	95%	95%	100%	100%	Quarterly Vacancy Rate Report
		M_08	Percentage of employees from previously disadvantaged groups appointed in the three highest levels of management (level 0 to 3) as per the approved EE plan (GKPI) by 30 June 2020	1,3	Opex	45%	N/A	N/A	N/A	70%	70%	EE Annual Report
		M_09	Percentage of allocated budget spent implementing the Workplace Skills Plan (GKPI) by 30 June 2020	1,5	Opex	87%	N/A	N/A	N/A	90%	90%	Training report (include budget spending report. The budget is 2 Million)

KPA 1: Institutional Development and Transformation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Competent, Innovative and Accountable Team	Organisational Restructuring and Transformation	M_11	Annual Youth Summit convened by 30th June 2020	1,6	Opex	1	N/A	N/A	N/A	1	1	Annual Youth Summit report, agenda and attendance registers
		M_12	Percentage of findings on health and safety incident implemented by 30 June 2020			New	N/A	N/A	N/A	100%	100%	OHS report

KPA2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual	
Sound Electronic Governance	Good Governance	M_13	Number of Quarterly MPAC Reports submitted to council per quarter	2,1	Opex	4	1	1	1	1	4	4 Quarterly Reports submitted to council resolutions
		M_14	Obtain clean audit opinion in respect of the 2018/19 Audit Report by 30 November 2019	2,4	Opex	1	N/A	1	N/A	N/A	1	AG's Audit Report
		M_15	Action Plan on issues raised by the Auditor General compiled and tabled to Council by December 2019	2,5	Opex	1	N/A	1	N/A	N/A	1	Action Plan and Council resolution
		M_16	Percentage of AG Management Letter findings resolved by 30 June 2020 (Total organization)	2,5	Opex	100%	N/A	N/A	50%	100%	100%	Action Plan progress report

		M_17	Final IDP tabled for approved to Council by the 31st May 2020	2,6	Opex	1	N/A	N/A	N/A	1	1	Approved IDP document & Council resolution
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KPA 2: Good Governance and Public Participation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Sound Electronic Governance	Good governance and communication	M_18	Submission of Final audited Annual Report to Council by 31st December 2019	2.4	Opex	1	N/A	1	N/A	N/A	1	Final audited Annual Report and council resolution
		M_19	Submission of Oversight Report by MPAC to Council by 28 February 2020	2.5	Opex	1	N/A	N/A	1	N/A	1	Oversight Report and council resolution
		M_20	Final 2020/2021 SDBIP approved by Executive Mayor within 28 days after approval of Budget	2.6	Opex	1	N/A	N/A	N/A	1	1	Approved and signed SDBIP
		M_21	Adjusted SDBIP approved by 28 March 2020	2.4	Opex	1	N/A	N/A	1	N/A	1	Approved Adjusted SDBIP and Council Resolution

KPA 2: Good Governance and Public Participation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Sound Electronic Governance	Good governance and communication	M_22	Percentage of action plans implemented to address Strategic Risks Identified per quarter (organisation)	2,3	Opex	99%	100%	100%	100%	100%	100%	Quarterly Strategic Risk report

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
		M_23	Percentage of action plans implemented to address Operational Risks Identified per quarter (Total Organisation)	2,3	Opex	98%	100%	100%	100%	100%	100%	Quarterly Operational Risk report
		M_24	Percentage of action plans implemented to address Fraud and corruption Risks Identified per quarter (Total Organisation)	2,3	Opex	100%	100%	100%	100%	100%	100%	Quarterly Fraud and corruption Risk report
		M_25	Developed and approved 2020/2021 Risk based audit plan by 30 June 2020	2,2	Opex	1	N/A	N/A	N/A	1	1	Approved Risk based audit plan

KPA 2: Good Governance and Public Participation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Sound Electronic Governance	Good governance and communication	M_26	Percentage of internal audit recommendation implemented per quarter (Total organization)	2,2	Opex	New	100%	100%	100%	100%	100%	Quarterly IA report
		M_27	Developed and approved 2020/2021 Strategic Risk Register by 30 June 2020	2,3	Opex	1	N/A	N/A	N/A	1	1	Approved Strategic Risk Register
		M_28	Number of quarterly Audit Committee reports submitted to Council per quarter	2,2	Opex	4	1	0	2	1	4	Quarterly Audit Committee reports and council Resolution

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
		M_29	Number of Council meeting held by 30 June 2020	2,1	Opex	14	2	2	3	3	10	Attendance register and minutes
		M_30	Number of quarterly ICT steering committee meetings held per quarter	2,4	Opex	4	1	1	1	1	4	Minutes and Attendance Register

KPA 2: Good Governance and Public Participation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Sound Electronic Governance	Good governance and communication	M_31	Number of quarterly District Municipal Manager's Forum meetings held per quarter	2,6	Opex	4	1	1	1	1	4	Minutes and Attendance Register
		M_32	Number of quarterly District Mayoral Forum meetings held per quarter	2,6	Opex	4	1	1	1	1	4	Minutes and Attendance Register
		M_33	2020/2021 IDP review Framework Plan approved by 30th June 2020	2,6	Opex	1	N/A	N/A	N/A	1	1	Reviewed Framework Plan and Council resolution
		M_34	Strategic Lekgotla report tabled to Council by 31 January 2020	2,6	Opex	1	N/A	N/A	1	N/A	1	Strategic Lekgotla report and Council resolution
		M_35	Percentage of 2018/2019 strategic lekgotla resolutions implemented by 30 December 2019	2,6	Opex	NEW	N/A	100%	N/A	N/A	100%	Strategic Lekgotla report
		M_36	Percentage on implementation of Council resolutions resolved (Total organization)	2,1	Opex	4	100%	100%	100%	100%	100%	Quarterly report on implementation of Council resolutions

KPA 2: Good Governance and Public Participation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Sound Electronic Governance	Good governance and communication	M_37	Number of Local Labour Forum (LLF) meetings held 30 June 2020	2,1	Opex	9	3	2	2	3	10	Agenda, Minutes and attendance register
	Communication, Liaison and alignment	M_38	Number of Public Participation meetings held (bi-annual)	2,6	Opex	12	5	N/A	5	N/A	10	Copy of Public participation reports and attendance registers

LOCAL ECONOMIC DEVELOPMENT

KPA 3: Local Economic Development

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Inclusive Economic Growth with Sustainable Development	Transport	M_39	Number of Quarterly LED Forum Meeting held per quarter	3,3	Opex	New	1	1	1	1	4	Minutes of LED Forums and attendance register
		M_40	Number of Quarterly Transport Forums meeting held (per quarter)	3,3	Opex	4	1	1	1	1	4	Minutes of Transport Forums and attendance register
		M_41	Hosting of the District Tourism summit Event by 31 January 2020	3,2	Opex	1	N/A	N/A	1	N/A	1	Attendance register and report

KPA 3: Local Economic Development

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual	
Inclusive Economic Growth with Sustainable Development	Economic Development and Job Creation	M_42	Number of EPWP Full Time Equivalent (FTE's) job opportunities provided (GKPI) by 30 June 2020	3,4	Opex	192,01 FTE	50	50	50	50	200 FTE	Employment Contracts, PROGRESS reports and monthly attendance registers
		M_43	Number of EPWP Work Opportunities job created (GKPI) by 30 June 2020	3,4	Opex	361 WO	130	130	150	200	610 WO	Employment Contracts, PROGRESS reports and monthly attendance registers

KPA 3: Local Economic Development

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Inclusive Economic Growth with Sustainable Development	Economic development and job creation	M_44	Number of reports submitted to Council by 30 June 2019 {with respect to the financial / non-financial support provided to SMME's, Coop's and emerging contractors}	3,4	Opex	2	N/A	1	N/A	1	2	Reports and Council resolutions
		M_45	Number of SMME's and cooperatives supported with tools and equipment by 30 June 2020	3,4	Opex	New	N/A	N/A	15	15	30	Award letters, delivery notes and proof of received

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
		M_46	Number of companies owned by people with disabilities benefited from NDM procurement process by 30 June 2020		Opex	New	N/A	N/A	N/A	10	10	Appointment letters

KPA 3: Local Economic Development

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Inclusive Economic Growth with Sustainable Development	Promotion of economic development	M_47	Number of progress report on the implementation of mining and big industries resolutions submitted to council by 30 June 2020	3,4	Opex	New	N/A	N/A	1	1	2	Report and council resolution
		M_48	Number of progress reports on Trade and Investment projects for the district submitted to council by 30 June 2020	3,4	Opex	new	N/A	1	1	1	3	Report and council resolution
		M_49	Number of progress reports on the establishment of the Nkangala Economic Development Agency (NEDA) Submitted	3,4	Opex	New	1	1	1	1	4	Reports and council resolution

KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

KPA 4: Municipal Financial Viability and Management

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Sound Financial Management	Financial Viability	M_50	Percentage of procurement plan implemented per quarter	4,2	Opex	100%	100%	100%	100%	100%	100%	Quarterly Procurement plan
		M_51	Number of quarterly reports on the Implementation of the Procurement Plan submitted to National Treasury per quarter	4,2	Opex	4	1	1	1	1	4	Quarterly Reports Monitoring & Implementation of Plan and proof of submission
		M_52	Submission for approval of MTREF Budget by the 31st May 2020	4,3	Opex	1	N/A	N/A	N/A	1	1	Approved MTREF Budget and council resolution
		M_53	Annual Financial Statements (AFS) submitted on or before the 31st August 2019 to Auditor General	4,4	Opex	1	1	N/A	N/A	N/A	1	Annual Financial Statements (AFS) and acknowledgement of Auditor General's office

KPA 4: Municipal Financial Viability and Management

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual	
Sound Financial Management	Financial Viability	M_54	Number of quarterly section 52(d) MFMA reports submitted to Executive Mayor within legislative timeframes per quarter	4,5	Opex	4	1	1	1	1	4	Quarterly section 52(d) MFMA report and acknowledgement of Executive Mayor's office

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual	
		M_55	Current Ratio expressed as current assets / current liabilities by 30 June 2020(GKPI)	4,2	Opex	13.14	N/A	N/A	N/A	2	2	As Per AFS
		M_56	Number of section 71 MFMA reports submitted to Executive Mayor within legislative timeframes per month	4,6	Opex	12	3	3	3	3	12	Section 71 MFMA reports and acknowledgement of Executive Mayor's office
		M_57	Section 72 (midyear) MFMA report submitted to Executive Mayor within legislative timeframes by 25 January 2020	4,6	Opex	1	N/A	N/A	1	N/A	1	Section 72 (midyear) MFMA report and acknowledgement of Executive Mayor's office

KPA 4: Financial Viability and Finance Management

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Sound Financial Management	Financial Viability	M_58	Percentage of transfer and subsidies budget actually spent on projects by 30 June 2020	4,7	Opex	New	20%	45%	50%	90%	90%	Expenditure progress report
		M_59	Percentage of Capital Budget actually spent on Capital projects (NDM project) by June 2020	4,7	Opex	97%	15%	25%	50%	90%	90%	Expenditure progress report
		M_60	Percentage spend on Rural assets management grant by 30 June 2020	4,3	FMG	100%	N/A	N/A	N/A	100%	100%	Expenditure progress report

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
		M_61	Percentage spend on Financial Management Grant (FMG) by 30 June 2020	4,3	FMG	100%	N/A	N/A	N/A	100%	100%	Expenditure progress report

KPA 4: Financial Viability and Finance Management

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Sound Financial Management	Financial Viability	M_62	Number of quarterly SCM reports submitted to the Executive Mayor per quarter	4,1	Opex	4	1	1	1	1	4	Quarterly SCM report and acknowledgement of Executive Mayor's office

BASIC SERVICE DELIVERY AND INFRASTRUCTURE

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual	
Healthy Social Environment	Emergency Service	M_63	Number of Disaster Risk reduction awareness campaigns conducted with local municipalities per quarter	5,7	Opex	9	2	2	2	3	9	Quarterly Disaster Risk reduction reports (proving Number of DRR awareness campaigns conducted) and attendance register
	Health	M_64	Number of quarterly DAC meetings held per quarter	5,10	Opex	4	1	1	1	1	4	Attendance register, minutes and signed Agenda
	Health	M_65	Number of HIV/AIDS's educational awareness campaigns implemented to capacitate and build	5,9	Opex	18	5	5	5	5	20	Quarterly reports (proving Number of HIV/AIDS's awareness campaigns conducted)and attendance register

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual	
			communities per quarter									

KPA 5 - Basic Service Delivery and Infrastructure

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Healthy Social Environment	Health & Environmental Management	M_66	Number of water samples taken per quarter from the local municipalities, analysed as per the SANS 241 standard (per quarter)	5,8	Opex	7399	850	850	850	850	3400	Quarterly water samples reports and Spread sheets
		M_67	Number of food handling and preparation facility inspections conducted in terms of the Foodstuffs, Cosmetics, Disinfectant Act (FCDA) per quarter	5,8	Opex	4321	1100	1000	1150	1150	4400	Quarterly water samples reports and Spread sheets
		M_68	Number of municipal Health Services and Environmental Management awareness campaigns implemented by 30 June 2020	5,8	Opex	30	7	8	8	7	30	Attendance register and reports

KPA 5 - Basic Service Delivery and Infrastructure

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Healthy Social Environment	Public Safety	M_69	Number of Moral Regeneration Movement Event hosted by 31 December 2019	5,6	Opex	1	N/A	1	N/A	N/A	1	Attendance registers and MRM report
	Health & Environmental Management	M_70	Number of compliance audits conducted with respect to Sec 21 listed activities as per the NEMAQA by 30 June 2020	5,6	Opex	25	6	7	6	6	25	Quarterly reports (proving Number of Compliance Audits conducted), Individual inspection reports & Attendance Registers

KPA 5 - Basic Service Delivery and Infrastructure

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Healthy Social Environment	Welfare	M_71	Number of companies owned by women benefited from NDM 2019/2020 procurement process by 30 June 2020		Opex	New	N/A	N/A	N/A	50	50	Appointment letters
		M_72	Number of companies owned by youth benefited from NDM 2019/2020 procurement process by 30 June 2020		Opex	New	N/A	N/A	N/A	40	40	Appointment letters
	Health	M_73	Number of awareness campaigns on teenage pregnancy undertaken in the District by 30 June 2020	5.1	Opex	6	2	2	2	2	8	Attendance register and reports (proving number of awareness campaigns on teenage pregnancy undertaken)

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
		M_74	Number of campaigns on drug / substance abuse held in partnership with SANCA by March 2020	5.1	Opex	4	1	1	1	1	4	Attendance register and reports (proving number of campaigns on drug / substance abuse held)

KPA 5 - Basic Service Delivery and Infrastructure

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Healthy Social Environment	Education	M_75	Number of Education Career Expos held by 30 June 2020	1,6	Opex	4	N/A	N/A	2	2	4	Attendance register and reports (proving of number of Education Career Expos held)
		M_76	Number of existing qualifying learners provided with financial support (Funded by NDM) by 28 February 2020	1,6	Opex	28	N/A	N/A	30	N/A	30	Applications forms for qualified learners, Appointment letters and Progress report
		M_77	Number of new qualifying learners provided with financial support (Funded by NDM) by 28 February 2020	1,6	Opex	17	N/A	N/A	10	N/A	10	Applications forms for qualified learners, Appointment letters and Progress report
		M_78	Mayoral Academic Awards held by 30 January 2020	1,6	Opex	1	N/A	N/A	1	N/A	1	Attendance register and report

KPA 5 - Basic Service Delivery and Infrastructure

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual	
Sustainable Infrastructure and Service Provisioning	Water and Sanitation	M_79	Number of SANITATION projects (as submitted by the LM's) implemented in terms of their individual quarterly schedules by 30 June 2020	5,1	Opex	7	N/A	N/A	N/A	5	5	Institutional Annual Report with Council resolution
		M_80	Number of WATER projects (as submitted by the LM's) implemented in terms of their individual quarterly schedules by 30 June 2020	5,2	Opex	13	N/A	N/A	N/A	7	7	Institutional Annual Report with Council resolution

KPA 5 - Basic Service Delivery and Infrastructure

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual	
Sustainable Infrastructure and Service Provisioning	Facilities	M_81	Number of SOCIAL AND RECREATIONAL FACILITIES projects (as submitted by the LM's) implemented in terms of their individual quarterly schedules by 30 June 2020	5,3	Opex	3	N/A	N/A	N/A	1	1	Institutional Annual Report with Council resolution
	Roads and Storm water	M_82	Number of ROADS AND STORMWATER Projects (as submitted by the LM's) implemented in terms of their individual quarterly schedules by 30 June 2020	5,4	Opex	8	N/A	N/A	N/A	19	19	Institutional Annual Report with Council resolution

KPA 5 - Basic Service Delivery and Infrastructure

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual	
Sustainable Infrastructure and Service Provisioning	Municipal Properties and Infrastructure	M_83	Number of MUNICIPAL Facilities (NDM) projects implemented in terms of their individual quarterly schedules by 30 June 2020	5,5	Opex	2	N/A	N/A	N/A	2	2	Institutional Annual Report with Council resolution
	Electricity	M_84	Number of ELECTRICITY projects (as submitted by the LM's) implemented in terms of their individual quarterly schedules by 30 June 2020	5,2	Opex	New	N/A	N/A	N/A	1	1	Quarterly progress report and council Resolution
	Project Management	M_85	Number of progress reports on the percentage of households with access to basic levels (Water, Sanitation, Electricity and roads) submitted to Council by 30 June 2020	5,2	Opex	0	n/a	1	n/a	1	2	progress report and council Resolution

KPA 6: SPATIAL DEVELOPMENT

KPA 6: Spatial Development

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Integrated Regionalised Planning	Spatial restructuring and service provision	M_86	Percentage of compliant applications considered by municipal tribunal/ land use committee with respect land use application within 120 days	6,5	Opex	100%	100%	100%	100%	100%	100%	Register of application compliant and minutes of municipal tribunal / land use

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2017/18	2019/2020					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
		M_87	Percentage of applications received and responded with respect to town planning within 21 days	6,5	Opex	New	100%	100%	100%	100%	100%	Register of application received and minutes of municipal tribunal / land use

CHAPTER SIX:

District Approved Sectoral Plans that are guiding the Municipality

6.1 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.

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 KPAs:

Sectoral Strategic and Operational Plans

Sector Plan	Jurisdictional Issue in the IDP	Status	Financial year	Council Resolution
KPA 1: Municipal Transformation and Institutional Development				
Organizational Performance Management Framework	Issue 2: Organizational Restructuring and Transformation	Adopted	2019/20	
Human Resource Development Strategy	Issue 2: Organizational Restructuring and Transformation	Draft		To be approved by council in June 2019
Performance Management System Policy and Procedure	Issue 2: Organizational Restructuring and Transformation	Adopted		DM-ND353/05/2019
Acting Allowance Policy	Issue 2: Organizational Restructuring and Transformation	Adopted		DM-ND353/05/2019
Employment Equity Policy	Issue 2: Organizational Restructuring and Transformation	Adopted		DM-ND353/05/2019
Grievance Policy	Issue 2: Organizational Restructuring and Transformation	Adopted		DM-ND353/05/2019
Sexual Harassment Policy	Issue 2: Organizational Restructuring and Transformation	Adopted		DM-ND353/05/2019
Disability Policy	Issue 2: Organizational Restructuring and Transformation	Adopted		DM-ND353/05/2019
Task Job Evaluation	Issue 2: Organizational Restructuring and Transformation	Adopted		DM-ND353/05/2019
Disciplinary Code	Issue 2: Organizational Restructuring and Transformation	Adopted		DM-ND353/05/2019
Overtime Policy	Issue 2: Organizational Restructuring and Transformation	Adopted		DM-ND353/05/2019
Cellphone Policy	Issue 2: Organizational Restructuring and Transformation	Adopted		DM-ND353/05/2019
Bereavement Policy	Issue 2: Organizational Restructuring and Transformation	Adopted		DM-ND353/05/2019
Retirement Policy	Issue 2: Organizational Restructuring and Transformation	Adopted		DM-ND353/05/2019
Smoking Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2019	DM-ND353/05/2019
Acting Policy	Issue 2: Organizational Restructuring and Transformation	Adopted		DM-

	Transformation			ND353/05/2019
Internship Policy	Issue 2: Organizational Restructuring and Transformation	Adopted		DM-ND353/05/2019
ICT Governance Charter	Issue 2: Organizational Restructuring and Transformation	Adopted	2018	
ICT Policy	Issue 2: Organizational Restructuring and Transformation	Adopted		DM-ND353/05/2019
ICT Security Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2018	
Contract Management Policy	Issue 2: Organizational Restructuring and Transformation	Adopted		DM-ND353/05/2019
Alcohol and Drug Policy	Issue 2: Organizational Restructuring and Transformation	Adopted		DM-ND353/05/2019
Fraud and Corruption Plan and Strategy	Issue 4: Good Governance and Communication	Adopted		DM-ND353/05/2019
Fraud and Corruption Policy	Issue 4: Good Governance and Communication	Adopted		DM-ND353/05/2019
External Bursary Policy		TO BE APPROVED BY COUNCIL IN JUNE	2018	
Batho Pele Policy	Issue 4: Good Governance and Communication	Adopted		DM-ND353/05/2019
Public Participation policy.	Issue 4: Good Governance and Communication	TO BE APPROVED BY COUNCIL IN	2014/15	
NDM Communications Strategy	Issue 4: Good Governance and Communication	Under review	2017/18	DM-ND353/05/2019
KPA 3: Local Economic Development				
Local Economic Development Strategy	Issue 20: Economic Development and Job Creation	Adopted	2017/18	
Investment attraction and promotion strategy	Issue 20: Economic Development and Job Creation	Adopted	2017/18	
Tourism Development & Branding Strategy	Issue 20: Economic Development and Job Creation	Adopted	2017/18	
KPA 4: Municipal Financial Viability and Management				
Supply Chain Management Policy.	Issue 3: Financial Viability	Adopted		DM-ND353/05/2019
Asset Management Policy	Issue 3: Financial Viability	Adopted		DM-ND353/05/2019
Credit Control and Debt Collection Policy	Issue 3: Financial Viability	Adopted		DM-ND353/05/2019
Rental of Council Facilities Policy	Issue 3: Financial Viability	Adopted		DM-ND353/05/2019
Black Listing Policy	Issue 3: Financial Viability	Adopted		DM-ND353/05/2019
Borrowing Policy	Issue 3: Financial Viability	Adopted		DM-ND353/05/2019
Donation Policy	Issue 3: Financial Viability	Adopted		DM-ND353/05/2019
Budget Virement Policy	Issue 3: Financial Viability	Adopted		DM-ND353/05/2019
Travel and Subsistence Policy	Issue 3: Financial Viability	Adopted		DM-ND353/05/2019
Petty Cash Policy	Issue 3: Financial Viability	Adopted		DM-ND353/05/2019
Funding and Reserve Policy	Issue 3: Financial Viability	Adopted		DM-ND353/05/2019
Insurance Policy	Issue 3: Financial Viability	Adopted		DM-ND353/05/2019

Investment of Surplus Cash Policy	Issue 3: Financial Viability	Adopted		DM-ND353/05/2019
Cash Management and Creditors Payment Policy	Issue 3: Financial Viability	Adopted		DM-ND353/05/2019
Budget Policy	Issue 3: Financial Viability	Adopted		DM-ND353/05/2019
SIPDM Model SCM Policy	Issue 3: Financial Viability	Adopted		DM-ND353/05/2019
Catering Policy	Issue 3: Financial Viability	Adopted		DM-ND353/05/2019
Foreign Exchange Policy	Issue 3: Financial Viability	Adopted		DM-ND353/05/2019
Tariff Policy	Issue 3: Financial Viability	Adopted		DM-ND353/05/2019
Provision for Doubtful Debt	Issue 3: Financial Viability	Adopted		DM-ND353/05/2019
Unauthorized Irregular and Fruitless and Wasteful Expenditure	Issue 3: Financial Viability	Adopted		DM-ND353/05/2019
Unsolicited Bid	Issue 3: Financial Viability	Adopted		DM-ND353/05/2019
KPA 5: Service Delivery and Infrastructure Development				
Regional Sport & Recreation Master Plan	Issue 9: Culture, Sports and Recreation	To be developed		
Water master plan study scheme and capacity in Emakhazeni LM.	Issue 12: water and sanitation	Adopted	2016/17	
Environmental management policy	Issue 18: Environment Management	Adopted	2016/17	
Environmental Management Plan	Issue 18: Environment Management	Adopted	2016/17	
Air quality management plan and by-laws	Issue 18: Waste Management	Adopted	2016/17	
Disaster Management Plan	Issue 11: Emergency Services	Adopted	2016/17	
Integrated Waste Management Plan	Issue 18: Waste Management			To be approved by council in June
Disaster Management Framework	Issue 11: Emergency Services	Adopted	2016/17	
KPA 6: Spatial Rationale and Development				
Spatial Development Framework	Issue 5: Spatial Restructuring and Service Delivery	Adopted	2015/16	
Integrated Transport Plan	Issue 15: Transportation	Adopted	2016/17	

CHAPTER SEVEN:

7.1 FINANCIAL PLAN

7.1.1 Background and Problem Statement

The application of sound financial management principles for the compilation of the District's financial plan is essential and critical to ensure that the District remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

The District's business and service delivery priorities were reviewed as part of this year's planning and budget process. Where appropriate, funds were transferred from low- to high-priority programmes so as to maintain sound financial stewardship. A critical review was also undertaken of expenditures on non-core and 'nice to have' items. Key areas where savings were realized were on operational administrative expenditure.

A number of Local Municipalities within the District have experienced cash flow challenges since 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 following key strategies constitute a summary of the key strategies that have been identified for achieving the objectives of the district wide financial viability:

7.1.2 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 maintenance of Municipal Standard Chart of Accounts (mSCOA) for the local municipalities.
- Effective implementation of credit control and debt collection measures.

7.1.3 Medium-term Strategies

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

- Enhancement of the current revenue base 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.

7.2 Operating Revenue Framework

Nkangala District Municipality to continue improving the quality of services provided to its citizens and local municipalities it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the District and continued economic development;
- Efficient revenue management.

7.2.1 Operating Expenditure Framework

The District's expenditure framework for the MTREF is informed by the following:

- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit;
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;

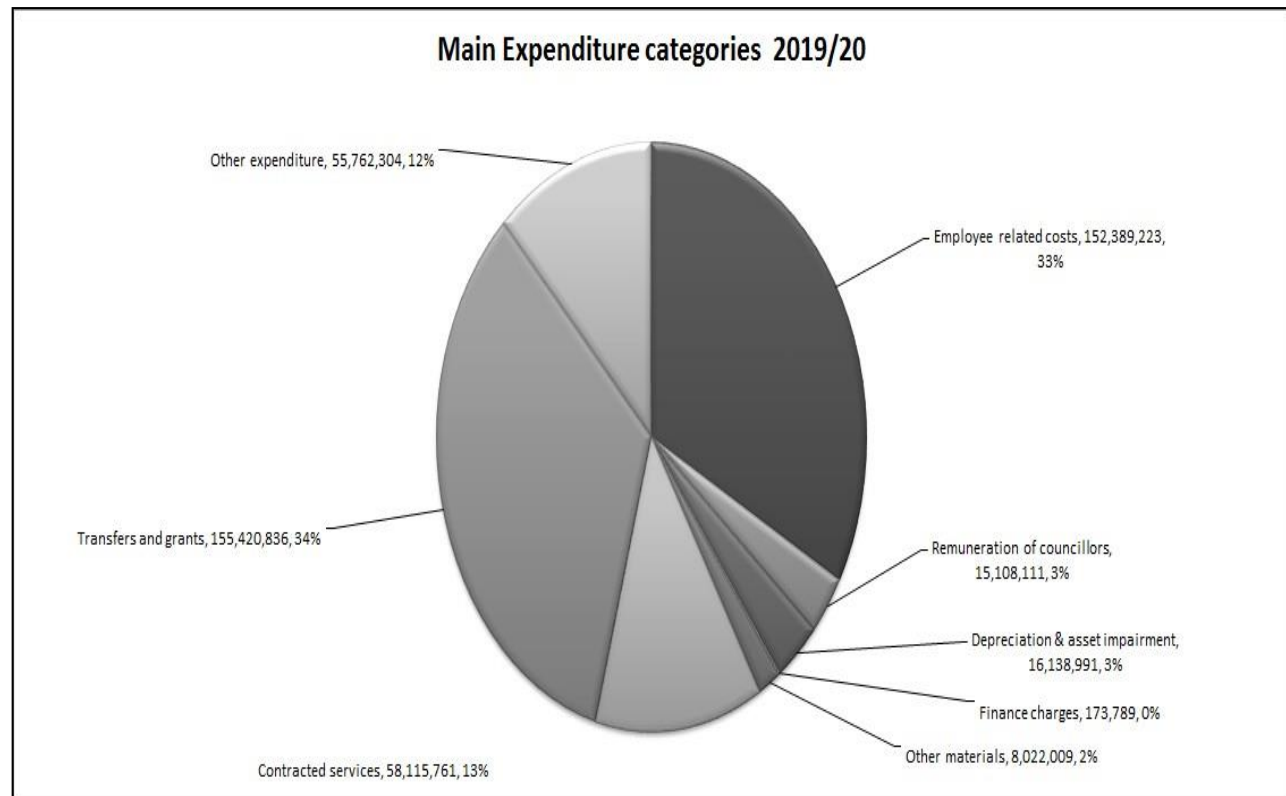
- The contribution to local municipalities is aligned to the asset, IDP and backlog eradication plan;
- Operational gains and efficiencies will be directed to funding the contribution to local municipalities and other core services; and
- Project lists submitted by local municipalities.

7.2.2 Operating Transfers and Grant Receipts

Description	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
				R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget
RSC Levy Replacement Grant and Equitable Share	326 223	333 667	339 056	343 962	343 962	343 962	356 274	367 176	378 869
Finance Management Grant	1 250	1 250	1 250	1 000	1 000	1 000	1 000	1 000	1 000
Municipal Systems Improvement	930	-	-	-	-	-	-	-	-
Expanded Public Works Program	2 280	2 318	4 182	3 626	3 626	3 626	2 131	-	-
Provincial Treasury Data cleansing	3 000	-	-	-	-	-	-	-	-
Donations	-	-	-	-	1 500	1 500	-	-	-
Total Grant Revenue (excluding capital transfers and contributions)	333 683	337 235	344 488	348 588	350 088	350 088	359 405	368 176	379 869

7.2.3 Main operational expenditure categories for the 2019/20 financial year

The following graphical presentation gives a breakdown of the main expenditure categories for the 2019/20 financial year.



7.2.4 Summary of Annual Budget

The following table summarizes the Annual Budget for the district

DC31 Nkangala - Table A1 Budget Summary										
Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousands										
Financial Performance										
Property rates	-	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	-	-	-	-	-	-	-
Investment revenue	38,235	43,921	41,793	22,459	30,591	30,591	11,655	25,450	23,460	21,470
Transfers recognised - operational	338,036	337,235	344,488	348,588	348,588	348,588	261,901	359,405	368,176	379,869
Other own revenue	3,483	4,572	2,932	2,346	4,172	4,172	3,484	2,125	2,161	2,197
Total Revenue (excluding capital transfers and contributions)	379,755	385,728	389,213	373,393	383,351	383,351	277,039	386,980	393,797	403,536
Employee costs	90,060	108,540	123,428	144,287	143,364	143,364	88,996	152,389	156,961	160,100
Remuneration of councillors	12,882	12,587	13,520	13,498	14,730	14,730	9,384	15,108	16,015	16,975
Depreciation & asset impairment	9,566	9,609	10,573	9,380	15,526	15,526	10,405	16,139	14,948	12,925
Finance charges	1,519	1,127	780	968	635	635	360	174	21	-
Materials and bulk purchases	-	-	148	-	7,387	7,387	-	8,022	9,119	9,741
Transfers and grants	177,349	162,301	176,411	167,509	166,623	166,623	62,382	155,421	135,659	97,060
Other expenditure	65,471	69,831	77,130	109,581	104,040	104,040	46,758	113,878	115,824	123,423
Total Expenditure	356,846	363,996	401,989	445,224	452,305	452,305	218,286	461,131	448,547	420,224
Surplus/(Deficit)	22,909	21,732	(12,777)	(71,831)	(68,954)	(68,954)	58,753	(74,151)	(54,750)	(16,688)
Transfers and subsidies - capital (monetary allocations) (Na	2,010	2,076	2,175	2,180	2,180	2,180	-	2,310	2,442	2,577
Contributions recognised - capital & contributed assets	-	-	-	-	1,500	1,500	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	24,919	23,808	(10,602)	(69,651)	(65,274)	(65,274)	58,753	(71,841)	(52,308)	(14,111)
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	24,919	23,808	(10,602)	(69,651)	(65,274)	(65,274)	58,753	(71,841)	(52,308)	(14,111)
Capital expenditure & funds sources										
Capital expenditure	29,181	34,803	21,621	33,248	30,746	30,746	8,159	36,600	30,688	24,590
Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	29,181	34,803	21,621	33,248	30,746	30,746	8,159	36,600	30,688	24,590
Total sources of capital funds	29,181	34,803	21,621	33,248	30,746	30,746	8,159	36,600	30,688	24,590
Financial position										
Total current assets	559,368	573,318	525,276	515,507	516,526	516,526	575,748	443,841	371,998	338,968
Total non current assets	176,863	206,402	221,496	248,865	252,223	252,223	219,208	261,575	280,709	297,807
Total current liabilities	40,872	58,213	39,980	53,202	53,202	53,202	28,303	62,430	56,872	50,648
Total non current liabilities	23,698	24,813	23,405	25,853	25,853	25,853	23,405	25,532	30,688	35,092
Community wealth/Equity	671,662	696,694	683,386	685,318	689,695	689,695	743,248	617,454	565,147	551,035
Cash flows										
Net cash from (used) operating	66,361	34,617	900	35,106	(13,745)	(13,745)	83,274	4,216	(37,103)	(1,993)
Net cash from (used) investing	(33,329)	(38,505)	(25,959)	(37,368)	(34,866)	(34,866)	(8,159)	(41,651)	(36,090)	(30,532)
Net cash from (used) financing	(3,085)	(3,353)	(1,909)	(3,085)	(3,085)	(3,085)	(2,148)	(2,480)	(820)	(750)
Cash/cash equivalents at the year end	465,142	457,901	430,933	372,359	379,237	379,237	481,413	339,322	265,309	232,034
Cash backing/surplus reconciliation										
Cash and investments available	506,005	502,748	480,152	421,325	428,204	428,204	530,632	393,340	324,729	297,396
Application of cash and investments	11,312	(14,139)	20,824	41,772	41,772	41,772	19,002	50,325	47,488	39,433
Balance - surplus (shortfall)	494,692	516,887	459,328	379,553	386,432	386,432	511,631	343,015	277,240	257,963
Asset management										
Asset register summary (WDV)	136,001	161,065	164,388	199,899	203,256	203,256	203,256	207,558	223,298	234,963
Depreciation	9,566	9,609	10,573	9,380	15,526	15,526	15,526	16,139	14,948	12,925
Renewal and Upgrading of Existing Assets	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	6,721	4,844	13,106	21,560	23,762	23,762	23,762	23,771	21,783	21,848

CHAPTER EIGHT:

8.1 PERFORMANCE MANAGEMENT SYSTEM

8.1.1 Background and Introduction

The Municipal Systems Act and the Municipal Finance Management Act require that the PMS be reviewed annually in order to align itself with the reviewed Integrated Development Plan (IDP). In consequence of the reviewed organisational performance management system it then becomes necessary to also amend the scorecards of the Municipal Manager and Section 57 Managers in line with the cascading effect of performance management from the organisational to the departmental and eventually to employee levels.

8.1.2 Objectives of Performance Management

The objectives of institutionalizing performance management are beyond the legislative compliance requirements. The general objectives of managing performance are to:

- facilitate increased accountability;
- facilitate learning and improvement;
- provide early warning signals; and
- facilitate decision-making processes

The objectives are also for the performance management system to serve as a primary mechanism to monitor and improve the implementation of the District IDP. Performance management is viewed as a tool that improves the overall performance of the municipality.

8.2 Performance monitoring flow chart is illustrated as follows:

8.2.1 NDM tools aims at operationalizing Performance management plan

- PMS Framework Plan
- SDBIP
- Reporting template
- Quarterly performance report
- Mid-year performance report
- Annual Performance report
- Electronic performance system
- Performance agreements

8.3 The Performance Management Framework Plan

Nkangala District have developed and Performance management framework plan which was adopted by council 2017/18 financial year is being reviewed on annual basis

8.5 Performance Reporting and review

Departmental reporting performance it is done in two ways which first one is the informal assessment done during November and formal Assessment which are being done during March of every financial

CHAPTER NINE: PROJECTS

9.1 NDM CAPITAL PROJECTS PER DEPARTMENT

The following tables reflect the Capital Projects by department, specific to the Nkangala District Municipality for the 2019/2020 financial year

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

INFORMATION TECHNOLOGY

Strategic Objective	Developmental Issue	IUDF	Project	Location	Service Delivery outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2019/20	2020/21	2021/22	
Sound electronic governance	Issue 4: Good Governance and communication	Governance	Installation of MPLS	DR. JS Moroka LM	Increased communication and operational efficiency of the Nkangala District Municipality	% installation completed	6 000 000	5 000 000	-	Equitable Share
			Establishment of District Wide DRRS	NDM		% completion of the Establishment of District Wide DRRS	5 000 000	5 000 000	5 000 000	Equitable Share
			Implementation of ERP Systems	NDM		% implementation	7 000 000	3 000 000	3 000 000	Equitable Share
	Issue 4: Good Governance and communication	Governance	Development and implementation of DRP/BCP	NDM		% implementation of DRP/BCP	5 000 000	2 000 000	2 000 000	Equitable Share

LEGAL SERVICES

Strategic Objective	Developmental Issue	IUDF	Project	Location	Service Delivery outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2019/20	2020/21	2021/22	
Sustainable Infrastructure and Service Provisioning	Issue 1: Powers duties and functions	Governance	By-Laws: Local Municipalities		Satisfied and participative communities	Number of By Laws gazetted	454 500	600 000	650 000	Equitable Share
			Integrated Public Transport Network: Gazetting of Transport By Laws	NDM			316 500	503 909	-	Equitable Share

SOCIAL SERVICES

Strategic objective	Developmental Issue	IUDF	Project	Location	Service Delivery outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2019/20	2020/21	2021/22	
Healthy social environment	Issue: 7 Education	Inclusion and access	Mayoral Bursary Fund	NDM	Educated, informed and healthy community	Number of bursaries awarded	2,800 000	3,000 000	3,200 000	Equitable Share
	Issue: 7 Education	Inclusion and access	Youth Development Summit	NDM		Number of YDS held	220 000	242 000	242 000	Equitable Share
	Issue: 7 Education	Inclusion and access	Youth Entrepreneur Workshop	NDM		Number of youth entrepreneur workshops held	240 000	264 000	350 000	Equitable Share
	Issue: 7 Education	Inclusion and access	Integrated youth development strategy	Victor Khanye		Number of Youth development strategy developed	-	335 000	-	Equitable Share

FINANCIAL VIABILITY

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2019/20	2020/21	2021/22	
Sound Financial Management	Issue 3 : Financial Viability		AFS Assistance and Review 2019/20 to 2022/23	NDM	Increased efficiency of Finance operations		600 000	625 000	658 750	Equitable Share
Sound Financial Management	Issue 3 : Financial Viability	Governance	SCM/Debtors verification system	Emalahleni LM,STLM, VKLM, EMAKLM, THLM, DRJSMLM AND NDM	Increased efficiency of Finance operations	Payment and 1 report on debtor and SCM verification System (100%)	2 966 000	3 115 000	2 983 000	Equitable Share
Sound Financial Management	Issue 3 : Financial Viability	Governance	Credit Rating	NDM	Increased efficiency of Finance operations	100% spending On the project	161 000	163 976	172 830	Equitable Share

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2019/20	2020/21	2021/22	
			Actuarial valuations	NDM	Increased efficiency of Finance operations	Number of Actuarial valuations conducted	30 000	46 200	48 695	Equitable Share
Sound Financial Management	Issue 3 : Financial Viability	Governance	Assistance to Local Municipalities: Co-Sourced Internal Audit Support	Dr JS Moroka		Number of local municipalities assisted with : Co- Sourced Internal Audit Support	624 281	640 000	640 000	Equitable Share
Sound Financial Management	Issue 3 : Financial Viability	Governance		Emakhazeni		430 000	430 281	640 000	Equitable Share	
Sound Financial Management	Issue 3 : Financial Viability	Governance		Thembisile Hani		430 281	430 281	640 000	Equitable Share	
Sound Financial Management	Issue 3 : Financial Viability	Governance		Victor Khanye		816 562	811 562	880 600	Equitable Share	
Sound Financial Management	Issue 3 : Financial Viability	Governance		Emalaheni		770 000	750 000	780 000	Equitable Share	

SPATIAL RATIONALE

Projects for priority Issue 5: Spatial Restructuring and Service Provision (DPU)

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key performance Indicator	Budget (R)			Source of Funding
							2019/20	2020/21	2021/22	
Integrated Regionalised Planning	Issue 5: Spatial Planning and land Use management	Spatial integration	Spatial Planning: Land surveying Dr JS Moroka	Dr JS Moroka LM	Sustainable Human Settlements and improved quality of Life	% completion	-	500 000	520 000	Equitable Share
			Spatial Planning: State Land release for Integrated Human Settlement In Dr JS Moroka	Dr JS Moroka LM		Hectares of land released for Integrated Human Settlement	527 500	-	-	Equitable Share
Integrated Regionalised Planning	Issue 5: Spatial Planning and land Use management	Spatial integration	Spatial Planning: Township Establishment for Integrated human Settlement in Dr JS Moroka	Dr JS Moroka LM		Number of townships established	-	1 669 537	1 500 000	Equitable Share

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key performance Indicator	Budget (R)			Source of Funding
							2019/20	2020/21	2021/22	
			Spatial Planning: Extension of existing cemeteries Belfast Siyathuthuka Emgwenya	Emakhazeni LM		% completion of extension	1 000 000	1 200 000	-	Equitable Share
Integrated Regionalised Planning	Issue 5: Spatial Planning and land Use management	Spatial integration	Spatial Planning: Land Surveying Emakhazeni	Emakhazeni LM		% completion	-	445 210	-	Equitable Share
			Spatial Planning: Opening of Township Register at Emakhazeni LM	Emakhazeni LM		Number of township registers opened	685 750	-	-	Equitable Share
Integrated Regionalised Planning	Issue 5: Spatial Planning and land Use management	Spatial integration	Spatial Planning: Opening of Township Register at Victor Khanye LM	Victor Khanye LM		Number of township registers opened	650 000	-	-	Equitable Share
			Spatial Planning: Land Surveying Thembisile Hani LM	Thembisile Hani		% completion	-	-	520 000	Equitable Share
Integrated Regionalised Planning	Issue 5: Spatial Planning and land Use management	Spatial integration	Spatial Planning: Land Surveying Victor Khanye LM	Victor Khanye LM		% completion	422 000	-	-	Equitable Share
			Spatial Planning: State Land release Integrated Human Settlement Thembisile Hani	Thembisile Hani		Hectares of land released for Integrated Human Settlement	527 500	556 514	600 000	Equitable Share
Integrated Regionalised Planning	Issue 5: Spatial Planning and land Use management	Spatial integration	Spatial Planning: Township Establishment for Integrated Human settlement Thembisile Hani	Thembisile Hani	Sustainable Human Settlements and improved quality of Life	Number of townships established	1 582 500	1 669 537	1 500 000	Equitable Share

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key performance Indicator	Budget (R)			Source of Funding
							2019/20	2020/21	2021/22	
			Feasibility Study for Integrated Human Settlement Thembisile Hani	Thembisile Hani		Number of feasibility studies for human settlements conducted	633 000	-	-	Equitable Share
			Feasibility Study for Integrated Human Settlement Dr. JS Moroka	Dr. JS Moroka			633 000	-	-	Equitable Share
Integrated Regionalised Planning	Issue 5: Spatial Planning and land Use management	Spatial integration	Feasibility Study for Integrated Human Settlement	Victor Khanye LM	Sustainable Human Settlements and improved quality of Life	Gis Cadastral Data procured	633 000	-	-	Equitable Share
			Geographical Information System (GIS) Project and Support: Procurement Gis Cadastral Data	NDM			700 000	-	500 000	Equitable Share

BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

Projects for priority Issue 8: Health (Social Services): Basic Services Delivery and infrastructure

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget R 000's			Source of Funding
							2019/20	2020/21	2021/22	
Healthy social environment	Issue 6: Health	Inclusion and access	Aids Day: HCT and VMMC campaign	Dr JS Moroka	Improved quality of life, effective and efficient service delivery	Number of awareness campaigns held	117 977	120 000	120 000	Equitable Share
				Thembisile Hani			117 977	120 000	120 000	Equitable Share
				Steve Tshwete			117 977	120 000	120 000	Equitable Share
				Emakhazeni			117 977	120 000	120 000	Equitable Share
				Victor Khanye			117 977	120 000	120 000	Equitable Share
				Emalahleni			117 977	120 000	120 000	Equitable Share
	Issue 6: Health	Assistance to Local Municipalities:	Dr JS Moroka	Improved quality of life, effective and efficient	333 333	200 000	-	Equitable Share		
Healthy social	Issue 6: Health	Inclusion and access	Municipalities:	Thembisile Hani		333 333	200 000	-	Equitable Share	

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget R 000's			Source of Funding
							2019/20	2020/21	2021/22	
			Blue and Green Drop	Steve Tshwete	service delivery		-	200 000	-	Equitable Share
				Emakhazeni			-	200 000	-	Equitable Share
				Victor Khanye			333 333	200 000	-	Equitable Share
				Emalahleni			333 333	200 000	-	Equitable Share

Basic services: social services, priority issue: Health

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget R 000's			Source of Funding
							2019/20	2020/21	2021/22	
Healthy social environment	Issue 6: Health	Inclusion and access	Upgrading of Thembisile hani park home and installation of carports	Thembisile Hani	Improved Service Delivery	% completion of Upgrading of park home and installation of carports	350 000	-	-	Equitable Share
			Installation of carports for MHS Staff	Emalahleni		% completion of carports for MHS Staff	350 000	350 000	850 000	Equitable Share
			Park homes installation/upgrading/ carports	Steve Tshwete and DR JS Moroka		% completion of Project	400 000 + 300 000	400 000	600 000	Equitable Share

Basic services: social services, priority issue: Transversal

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget R 000's			Source of Funding
							2019/20	2020/21	2021/22	
Healthy social Environment	Issue 21: Transversal	Inclusion and access	Inter-Governmental Relations (IGR) Programme: Moral Regeneration	NDM	Improved quality of life, effective and efficient service delivery	Number of Moral Regeneration programmes conducted	90 000	95 000	100 000	Equitable Share

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget R 000's			Source of Funding
							2019/20	2020/21	2021/22	
	Issue 21: Transversal	Inclusion and access	Inter-Governmental Relations (IGR) Programme: Moral Regeneration	Dr JS Moroka		Number of IGR: Moral regeneration campaigns held	75 000	80 000	85 000	
	Issue 21: Transversal	Inclusion and access		Thembisile Hani			75 000	80 000	85 000	
				Steve Tshwete			75 000	80 000	85 000	
				Emakhazeni			75 000	80 000	85 000	
				Victor Khanye			75 000	80 000	85 000	
				Emalahleni			75 000	80 000	85 000	

Projects for priority Issue 11: Emergency Services and Disaster Management (Social Services): Basic Services Delivery and infrastructure

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2019/20	2020/21	2021/22	
Healthy social Environment	Issue 10: safety and security	Inclusion and access	Establishment of the stand-alone District Disaster Management Centre	NDM	A district Disaster Management Centre site identified and the Feasibility Study (with a view of obtaining state land release) conducted	% completion of disaster centre	2 000 000	9 000 000	9 000 000	Equitable Share
			Garage and office extension civic centre	NDM	Increased operational efficiency of NDM	% completion of garage extension	7 600 000	-	-	Equitable Share
			Supply, Delivery and Registration of Hazmat response vehicles for Steve Tshwete LM	Steve Tshwete LM	Number of Hazmart response vehicles purchased	1 800 000	-	-	Equitable Share	
Healthy Environment	Issue 10: safety and security	Inclusion and access	Disaster Management: Emergency Open day needs	Dr JS Moroka	Healthy Environment and safe communities	Number of Disaster open days held per municipality	-	-	550 000	Equitable Share
				Steve Tshwete			-	500 000	-	
				Thembisile Hani			-	500 000	-	
				Victor Khanye			400 000	-	-	

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2019/20	2020/21	2021/22	
	Issue 10: safety and security	Inclusion and access	Disaster Management: awareness campaign	Emalahleni	Healthy Environment and safe communities	-	-	-	550 000	Equitable Share
Dr JS Moroka				Number of awareness campaigns held per municipality		100 000	120 000	132 000		
Emakhazeni				60 000		80 000	88 000			
Steve Tshwete				60 000		80 000	88 000			
Thembisile Hani				100 000		120 000	132 000			
Victor Khanye				60 000		80 000	88 000			
Emalahleni				60 000		80 000	88 000			

(Social Services) and issue 19 waste management

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2019/20	2020/21	2021/22	
	Issue 19: Waste Management	Inclusion and Access	Purchasing of a refuse removal truck	Emakhazeni	Improved Service Delivery	None	-	2,800 000	-	Equitable Share

Projects for priority Issue: Fire and rescue (Social Services): Basic Services Delivery and infrastructure

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget R 000's			Source of Funding
							2019/20	2020/21	2021/22	
	Issue 10: Safety and Security	Inclusion and access	Supply, delivery and Registration of One (1) Veld Fire Vehicles and ten (10) skid units	NDM	Improved Service Delivery	Number of Veld Fire Vehicles and skid units supplied and delivered	1,200 000	-	-	Equitable Share
Sustainable Infrastructure and Service Provisioning		Governance	Additional Infrastructure Nokaneng Fire Station Phase 1	NDM	An efficient, effective and development oriented public service	% construction completed	2,500 000	3,500 000	-	Equitable Share

Environmental Management

Strategic objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2019/20	2020/21	2021/22	
Healthy Environment	Issue 18: Environmental Management	Inclusion and access	Environmental Health: Education & Awareness Campaigns	Dr JS Moroka	Improved quality of life, effective and efficient service delivery	Number of Campaigns Held	45 000	60 000	70 000	Equitable Share
				Thembisile Hani			45 000	60 000	70 000	Equitable Share
				Steve Tshwete			45 000	60 000	70 000	Equitable Share
				Emakhazeni			45 000	60 000	70 000	Equitable Share
				Victor Khanye			45 000	60 000	70 000	Equitable Share
				Emalaheni			45 000	60 000	70 000	Equitable Share
Healthy Environment	Issue 18: Environmental Management	Growth	NEDA development and establishment	NDM	Quarterly report on implementation	527 500	606 512	2,000 000	Equitable Share	
Healthy Environment			Integrated Green Economy Management			800 000	-	-	Equitable Share	

LOCAL ECONOMIC DEVELOPMENT

Projects for priority Issue 20: Economic Development and Job Creation (Local Economic Development)

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2019/20	2020/21	2021/22	
Inclusive Economic Growth with Sustainable Development	Issue 20: Economic Development and Job creation	Growth	Support to SMMEs Cooperatives & Informal Traders	NDM	Improved economic development of the district	Number of SMMEs Cooperatives & Informal Traders supported	2 110 000	2 226 050	2 000 000	Equitable Share
Inclusive Economic Growth			EPWP Creative Arts and Culture			Number of EPWP Creative Arts and Culture jobs created	1 780 620	-	-	EPWP Grant

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2019/20	2020/21	2021/22	
with Sustainable Development			EPWP Rural Development & Agriculture	NDM		Number of EPWP Rural Development & Agriculture jobs created	1 783 500	-	-	Equitable Share
			Job Creation EPWP Security	District-Wide		Number of Jobs Created through EPWP Security	2 400 000	2 500 000	-	
			EPWP incentive Grant Project	Thembisile Hani		Number of Projects Implemented	1,100 000	-	-	
			Support of Regional LTOs & Tourism Organisation (RTO)	District-Wide		Number of Regional LTOs & Tourism Organisation (RTO) supported	316 500	353 913	371 608	
			Non-Financial Support to SMMEs, Cooperatives and Informal Traders supported with tools and equipment	District-Wide		Number of SMMEs, Cooperatives and Informal Traders supported	1 010 000	2,226 051	1,000 000	
			Containerised Business Hub	Dr. JS Moroka LM		-	-	-	2,000 000	
				Emakhazeni LM		-	-	-	2,000 000	
				Steve Tshwete LM		-	-	-	2,000 000	
				Emalahleni LM		-	-	-	2,000 000	
				Victor Khanye LM		-	-	-	2,000 000	
Themblsile Hani LM	-	-	-	2,000 000						

Projects for priority Issue 12: Water (Technical Services): Basic Services Delivery and infrastructure

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget R 000's			Source of Funding
							2019/20	2020/21	2021/22	
Sustainable Infrastructure and Service Provisioning	Issue 12: Water and Sanitation	Inclusion and access	Moripe Gardens & Madubaduba Water Supply	Dr J S Moroka LM	Increased access to clean and healthy water	% completion of Moripe Gardens & Madubaduba Water Supply	3,500 000	7,000 000	7,000 000	Equitable Share
			Water Tankers for Dr JS Moroka	Dr J S Moroka LM		Number of water tankers purchased	7,000 000	-	-	Equitable Share
			Water installation Empumelelweni	Emakhazeni LM		% completion of Empumelelweni water reticulation	3,021 489	-	-	Equitable Share
Sustainable Infrastructure and Service Provisioning	Issue 12: Water and Sanitation	Inclusion and access	Water Reticulation Hlalanikahle ext 3	Emalahleni LM	Increased access to clean and healthy water	% water Reticulation completed	2,500 000	4,250 000	2,250 000	Equitable Share
			Refurbishment of Boreholes & elevated steel tank	Victor Khanye LM		% refurbishment completed	5,000 000	5,000 000	5,000 000	Equitable Share
			Water reticulation at Siyathuthuka	Emakhazeni LM		% water Reticulation completed	500 000	-	-	Equitable Share

Projects for priority Issue 12: Sanitation (Technical Services): Basic Services Delivery and infrastructure

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2019/20	2020/21	2021/22	
Sustainable Infrastructure and Service Provisioning	Issue 12: Water and Sanitation	Inclusion and access	Installation of Sanitation Reticulation (Outfall Sewer) at Empumelelweni Emthonyeni	Emakhazeni LM	Increased access to healthy sanitation	% of installation completed	6,500 000	-	-	Equitable Share
			Sewer Line Hlalanikahle Ext 3	Emalahleni LM		% of construction completed	2,500 000	4,250 000	2,250 000	Equitable Share
			Upgrading Klarinet x2 x3 and Pine Ridge Sewer	Emalahleni LM		% of construction completed	7,701 389	2,000 000	-	Equitable Share

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2019/20	2020/21	2021/22	
Sustainable Infrastructure and Service Provisioning	Issue 12: Water and Sanitation	Inclusion and access	VIP Toilets and Septic Tank Suction	Dr JS Moroka LM	Increased access to healthy sanitation	% of construction completed	1,500 000	-	-	Equitable Share
			Construction of low-flush toilets in rural areas	Steve Tshwete LM		% of construction completed	333 333	-	-	Equitable Share
			Sewer Reticulation at siyathuthuka	Emakhazeni LM		% of reticulation completed	500 000	-	-	Equitable Share

Projects for priority Issue 14: Roads and Storm water (Technical Services)

Strategic Goal	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2019/20	2020/21	2021/22	
Sustainable Infrastructure and Service Provisioning	Issue 14: Roads and storm water	Inclusion and access	Kabenziwa Storm water Control	Dr JS Moroka LM	Increased accessibility to all destinations in the District through efficient and reliable road network	% Construction completed	3,500 000	4,500 000	-	Equitable Share
			Storm water Matshiding ward 12	Dr JS Moroka LM		% Construction completed	4,000 000	-	-	Equitable Share
			Ga-Morwe to Mthambothini Vehicle Bridge	Dr JS Moroka LM		% Construction completed of bridge	4,000 000	6,000 000	1,500 000	Equitable Share
			Mabuyeni Stormwater Drainage Systems Ward 6	Dr JS Moroka LM		% Construction completed	3,000 000	4,500 000	1,500 000	Equitable Share
Sustainable Infrastructure and Service Provisioning	Issue 14: Roads and storm water	Inclusion and access	Procurement of Grader	Dr JS Moroka LM	Increased accessibility to all destinations in the District through efficient and reliable road network	Number of Graders Procured	4,000 000	4,500 000	-	Equitable Share
			Procurement of Grader	Enalahlenini LM		Number of Graders Procured	-	5,000 000	-	

Strategic Goal	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2019/20	2020/21	2021/22	
			Feasibility Study Road Machadodorp & Waterval Boven	Emakhazeni LM		Number of feasibility studies conducted (100%)	1, 500 000	-	-	Equitable Share
			Tokologo (Ezinyokeni) Road	Steve Tshwete LM		Km of road completed	6,000 000	6,000 000	6,000 000	Equitable Share
			Somaphepha Road	Steve Tshwete		Km of road completed	4,000 000	10,900 000	2,000 000	Equitable Share
Sustainable Infrastructure and Service Provisioning	Issue 14: Roads and storm water	Inclusion and access	Storm water Phumula	Thembisile Hani	Increased accessibility to all destinations in the District through efficient and reliable road network	Km of storm water completed	4,000 000	4,000 000	5,500 000	Equitable Share
	Issue 14: Roads and storm water	Inclusion and access	Completion of Bus Route Tweefontein	Thembisile Hani LM		% of bus route completed	7,000 000	-	-	Equitable Share
			Paving of Greenside Road Khalanyoni	Thembisile Hani LM	Km of road Paved	6,000 000	7,000 000	-	Equitable Share	
			Construction of Road at Kakarela	Dr. JS Moroka LM	Km of road constructed	-	-	2 000 000	Equitable Share	
Sustainable Infrastructure and Service Provisioning	Issue 14: Roads and storm water	Inclusion and access	Supply and Delivery of low Bed Truck	Emakhazeni LM	Increased accessibility to all destinations in the District through efficient and reliable road network	Number of low bed truck purchased and delivered	3,000 000	-	-	Equitable Share
Sustainable Infrastructure and Service Provisioning	Issue 14: Roads and storm water	Inclusion and access	Supply and Delivery of Bull Dozer	Emakhazeni LM		Number of Bull Dozer supplied and delivered	1,233 333	-	-	Equitable Share

Projects for Priority Issue 14: Roads and Storm Water (Technical Services)

STRATEGIC Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2019/20	2020/21	2021/22	
Sustainable Infrastructure and Service Provisioning	Issue 14: Roads and storm water	Inclusion and access	Mandela Luthuli Bridge Road	Thembisile Hani LM	Increased accessibility to all destinations in the District through efficient and reliable road network	KM of road completed	1,000 000	1,000 000	1,000 000	Equitable Share
			Roads and storm water Ward 12	Thembisile Hani LM			1,000 000	5,000 000	3,000 000	Equitable Share
	Issue 14: Roads and storm water	Inclusion and access	Storm water Ward 4	Thembisile Hani LM			3,000 000	3,000 000	-	Equitable Share

Projects for Priority Issue 14: Roads and Storm Water (Technical Services)

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2019/20	2020/21	2021/22	
Sustainable Infrastructure and Service Provisioning	Issue 14: Roads and storm water	Inclusion and access	Kwaggafontein-D Bus and Taxi Route (Phase 3)	Thembisile Hani LM	Increased accessibility to all destinations in the District through efficient and reliable road network	km of road completed	5,000 000	-	-	Equitable Share
			Thembaletu Bus Route	Thembisile Hani LM			1,412 340	2,500 000	8,000 000	Equitable Share
			Madamini Bus Route	Thembisile Hani LM			1,000 000	-	5,000 000	Equitable Share
			Bus Route from Mogononong to siyabuswa magistrate court	Dr JS Moroka LM			-	5,000 000	1,500 000	Equitable Share
			Construction of Roads in Victor Khanye	Victor Khanye LM			4,526 960	4,526 960	4,000 000	Equitable Share
			Rural road asset Management: Road Master Plan	NDM		2,310 000	2,442 000	2,577 000	RAMS	

Projects for Infrastructure: Technical Services

Strategic objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2019/20	2020/21	2021/22	
Sustainable Infrastructure and Service Provisioning	Issue 13: Electricity	Inclusion and access	High Mast Lights Dr JS Moroka	Dr JS Moroka LM	Increased access to electricity and lighting	Number of high mast lights completed	3,000 000	-	-	Equitable Share

Projects by Sector Departments

Department of Sports, Culture and Recreation

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
1 NEW LIBRARY UNDER CONSTRUCTION DUE FOR COMPLETION IN 2019/20					
1. Emalahleni	Thubelihle	Learners, educators and the community	100% completion	R10 000	R16 500
1 NEW LIBRARY UNDER CONSTRUCTION DUE FOR COMPLETION IN 2020/21					
2. Steve Tshwete	Newtown	Learners, educators and the community	10% completion	R1 500	R16 500

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
2 NEW LIBRARIES AT PLENARY STAGE FOR CONSTRUCTION IN 2020/21					
3. Dr JS Moroka	Mmamethlake	Learners, educators and the community	Planning phase completed	R500	R16 500

4. Emalahleni	Emalahleni	Learners, educators and the community	Planning phase completed	R500	R16 500
1 EXISTING LIBRARY UPGRADED					
5. Emalahleni	Emalahleni main	Learners, educators and the community	80% completion	R4 000	R4 000

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
3 MUNICIPAL LIBRARIES MAINTAINED					
6. Victor Khanye	Sundra	Learners, educators and the community	100% maintenance completion	R800	R800
7. Emalahleni	Ogies	Learners, educators and the community	100% maintenance completion	R800	R800
8. Emalahleni	Lynnville	Learners, educators and the community	100% maintenance completion	R800	R800
1 MULTI –YEAR PROJECT					
9. Emakhazeni	High Altitude Training Center	Athletes, Coaches, technical officials, administrators, managers and communities	TA approvals on the PPP framework stages of the High Altitude acquired to solicit private investor	R27 692	R5 100 000

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
40 LIBRARIES SUPPORTED WITH RESOURCES INCLUDING INTERNET AND WIFI					
38 Public and 2 Regional Libraries	libraries supported with resources, marketing and internet and WIFI	Learners, educators and community	38 Public and 2 Regional Libraries	Provincial Budget	Provincial Budget
PROVISION OF SPORT EQUIPMENT/ATTIRE AND OUTDOOR GYM					
Municipal Hubs and Clubs	Provision of Sport equipment/Attire and outdoor gym	All communities	6 Hubs and 20 Clubs and 1 outdoor gym	Provincial Budget	Provincial Budget
2 CUMMNUY SPORT STRUCTURES SUPPORTED					
Steve Tshwete	Loskop Marathon	All communities	Athletes	R500	R500
	(Tour Mpumalanga Cycling Project) Cycling project that will tour Mpumalanga Stage 1 – Loskop Dam to Badplaas	All communities	Mpumalanga cyclist and communities	R500	R500

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
2 ARTS, CULTURE AND HERITAGE SUPPORTED					
	Erholweni	All communities	Support to Artists	R100	R100
	Komjekejeke	All communities	Support to Artists	R200	R100
1 COMMUNITY DIALOGUE					

Nkangala Region	Social cohesion and national building conversations conducted at regional level	All communities	1 Community Dialogue	R150	R450 Provincial Budget
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Department of Community Safety, Security and Liaison

LOCAL MUNICIPALITIES	ACTIVITIES	DATE OF ACTIVITY	BUDGET
A. EMALAHLENI LOCAL MUNICIPALITY			
- Hlalanikanhle village	➤ Gender Based Violence	May 2019	R8000.00 for catering
- Phola village	➤ Gender Based Violence	August 2019	R8000.00 for catering
- Coronation Village	➤ Gender Based Violence	February 2020	R8000.00 for catering
- Witbank Dam	➤ Tourism Awareness campaign	September 2019	None
- Dunbar village	➤ Monitor liquor trader	September 2019	None
- Empumelelweni Village	➤ Sports against crime	November 2019	R30000.00
- Ogies Village	➤ Human trafficking Awareness Campaign	October 2019	R8000.00
Kromdraaai Village	➤ Human trafficking Awareness Campaign	January 2020	R8000.00
- Hlalanikahle Village	➤ Community Outreach	August 2019	R300000.00
	Victim Friendly facility Project	April 2019 –March 2020	

LOCAL MUNICIPALITIES	ACTIVITIES	DATE OF ACTIVITY	BUDGET
- Vosman, Phola, Kriel Ogies and Witbank Police Stations	➤ Monitor and Support victim friendly facility projects		None
	Rural safety Project		
- Witbank	➤ Establishment of Rural Safety Committee	May 2019	None
	➤ Paralegal workshop	September 2019	R25000.00
- Emalahleni Farms	➤ Monitor intervention Mechanism	September 2019- March 2020	None
- Emalahleni Farms	Vulnerable Group Project		
	➤ Purchase uniform for vulnerable children	May 2019	R30000.00
	School Safety Project		
	➤ Anti-crime Awareness Campaign in identified schools	April 2019- March 2020	None
- Emalahleni	➤ Assess Community Safety Forum at Emalahleni	October 2019	None
- Witbank	➤ Assess Community Police Forum Structure at Emalahleni	June 2019 and August 2019	None
- Witbank, Vosman, Phola, Kriel and Ogies police stations	➤ Deploy and Monitor Tourism Safety Monitor (16)	April 2019	Not Applicable
- Emalahleni			
B. STEVE TSHWETE LOCAL MUNICIPALITY			
- Kwamapimpana village	➤ Gender Based Violence Campaign	October 2019	R8000.00
	Contact Crime Project		
- Mhluzi	➤ Assaults GBH Awareness Campaign Victim Friendly Facilities	November 2019	R8000.00
			None

LOCAL MUNICIPALITIES	ACTIVITIES	DATE OF ACTIVITY	BUDGET
<p>- Mhluzi, Middleburg, Hendrina and Blankpan police stations</p> <p>Middleburg</p> <p>Steve Tshwede Farms</p> <p>Middleburg</p> <p>Mhluzi Police Station</p> <p>Hendrina Police Station</p> <p>Middleburg Police Station</p>	<p>Victim Friendly Facility Project</p> <ul style="list-style-type: none"> ➤ Monitor and Support victim friendly facility projects <p>Rural Safety Project</p> <ul style="list-style-type: none"> ➤ Establishment / Revival of Rural Safety, ➤ Paralegal Workshop <p>Vulnerable Group Project</p> <ul style="list-style-type: none"> ➤ Purchase uniforms for vulnerable children <p>School Safety Project</p> <ul style="list-style-type: none"> ➤ Anti-crime Awareness Campaign in identified schools ➤ Assess Community Safety Forum ➤ Assess Community Police Forum ➤ Assess Community Police Forum ➤ Assess Community Police Forum ➤ Assess Community Police Forum ➤ Deploy any Monitor Tourism Safety Monitor (12) 	<p>April 2019- March 2020</p> <p>May 2019</p> <p>October 2019</p> <p>April – May 2019</p> <p>April 2019– March 2020</p> <p>November 2019</p> <p>April 2019</p> <p>February 2020</p> <p>March 2020</p> <p>April 2019</p>	<p>None</p> <p>R20000.00</p> <p>R30000.00</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>Not Applicable</p>
<p>C. Thembisile Hani Local Municipality</p> <p>- Mandela Village</p> <p>- Sheldon Village</p>	<ul style="list-style-type: none"> ➤ Gender Based Violence Campaign ➤ Gender Based Violence Campaign ➤ Monitor Compliance of Liquor Traders 	<p>July 2019</p> <p>March 2020</p>	<p>R8000.00</p> <p>R8000.00</p>

LOCAL MUNICIPALITIES	ACTIVITIES	DATE OF ACTIVITY	BUDGET
- Sun City Village	➤ Sports Against Crime	June 2019	None
- Luthuli Village	➤ Anti - Stock Theft Awareness Campaign	December 2019	R30000.00
- Wolwenkop Village	Contact Crime Project ➤ Anti-Rape Awareness Campaign	November 2019	None
- Moloto Village	Victim Friendly Facilities Project ➤ Monitor and support victim friendly facilities at the identified police stations	September 2019	R8000.00
- Kwaggafontein, Tweefontein, KwaMhlanga and Verena Police Stations	Vulnerable Group Project ➤ Support vulnerable groups at the identified centers within municipalities	April 2019 – March 2020	None
- Thembisile Hani Municipality	School Safety Projects ➤ Anti- Crime Awareness Campaign in all the identified schools	April 2019- March 2020	R30000.00
	Prison tour by learners from Mandlethu and Mbalenhle secondary schools	April 2019 – March 2020	None
	➤ Assess Community Safety Forum at Thembisile Hani Local Municipality	June 2019	R30000.00
	➤ Assess Community Police Forum		
	➤ Assess Community Police Forum		
- Thembisile Hani Municipality	➤ Assess Community Police Forum	July 2019	None
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LOCAL MUNICIPALITIES	ACTIVITIES	DATE OF ACTIVITY	BUDGET
- Verena and Kwaggafontein Police Stations	➤ Deploy and Monitor Tourism Safety Monitors (16)	May 2019	None
- KwaMhlanga Police Station		July 2019	None
- Tweefontein Police Station		November 2019	None
- KwaMhlanga Police Station		April 2019	Not Applicable
D. DR JS Moroka Local Municipality			
- Siyabuswa	➤ Monitor Compliance on Liquor Traders	November 2019	None
- Marapyane	➤ Anti-Stock theft awareness Campaign	July 2019	None
- Siyabuswa, Vaalbank and Mmamethlake Police Stations	Victim Friendly Facilities Project ➤ Monitor and support victim friendly facilities	April 2019- March 2020	None
	Vulnerable Groups Project ➤ Monitor and support Vulnerable Groups at the identified centers	April 2019- March 2020	R30000.00
- Siyabuswa	School Safety Project Anti-crime Awareness campaigns at the identified schools	April 2019- March 2020	None
- Siyabuswa Police Station	➤ Assess Community Safety Forum for Dr JS Moroka Local Municipality	August 2019	None
- Mamohlake Police Station	➤ Assess Community Police Forum	August 2019	None
- Siyabuswa and Vaalbank Police Stations	➤ Assess Community Police Forum	January 2020	None
	➤ Deploy and Monitor Tourism safety Monitors (36)	April 2019	Not Applicable

LOCAL MUNICIPALITIES	ACTIVITIES	DATE OF ACTIVITY	BUDGET
E. VICTOR KHANYE LOCAL MUNICIPALITY - Delmas and Sundra - Victor Khanye Farms - Delmas - Sundra Police Station	Victim Friendly Facility Project ➤ Monitor and support Victim Friendly Facility Project	April 2019- March 2020	None
	Rural Safety Project ➤ Establishment and Revival of Rural Safety, Committee	May 2019	None
	➤ Paralegal workshop at farms	August 2019	R15000.00
	Vulnerable Groups Project ➤ Monitor and support vulnerable groups at identified schools	April 2019- March 2020	R30000.00
	School Safety Project ➤ Anti- crime awareness Campaign at identified schools	April 2019- March 2020	None
	➤ Prison tour by learners from from Mafamax and Botleng Secondary schools	August 2019	R25000.00
	➤ Assess Community Safety Forum for Victor Khanye Local Municipality	June 2019	None
	➤ Assess Community Police forum	September 2019	None
F. EMAKHAZENI LOCAL MUNICIPALITY - Dullstroom - Zasm Tunnel - Machadodorp	➤ Tourism Safety Awareness Campaign	June 2019	None
	➤ Tourism Safety Awareness Campaign	December 2019	None
	➤ Sports Against Crime	August 2019	R25000.00
	Victim Friendly Facility Project	April 2019- March 2020	None

LOCAL MUNICIPALITIES	ACTIVITIES	DATE OF ACTIVITY	BUDGET
- Machadodorp, Belfast, Dullstroom, Waterval Boven and Laersdrift Police Stations	➤ Monitor and support victim friendly facility Rural Safety Project	May 2019	None
	➤ Revival of Rural Committees	September 201	R20000.00
- Emakhazeni Farms	➤ Paralagal Workshop	April 2019- March 2020	R30000.00
	Vulnerable Group Project		
- Belfast	➤ Monitors and support vulnerable group in all identified centers	April 2019- March 2020	None
- Emakhazeni	School safety		None
	➤ Anti- crime awareness campaigns in all the identified schools	September 2019	None
- Belfast			None
- Dullstrum, Belfast, Machadosdorp, Laersdrift and Waterval Boven Police Stations	➤ Assess Community Safety Forum for Emakhazeni Local Municipality	December 2019	Not Applicable
Waterval Boven and Dullstrum Police Stations	➤ Assess Community police forum	April 2019	
	➤ Deploy and Monitor Tourism Safety Monitors (28)		

Department of Education projects

Project Name	Project Description	Project Location	Project Status or Baseline	Annual Target	Medium term Expenditure Framework/Budget		
		Municipality and Ward/s			2019/20	2020/21	2021/22
Aerorand Primary School	Construction of a Grade R Centre, 24 Classrooms, administration block, library, computer centre, 40 toilets, fence, electricity, water, school hall, kitchen, 3 sports grounds and car park.	Steve Tshwete LM (Middelburg)	Contractor appointed	New School Completed	48,177,886	3,207,939	48,177,886
New Klarinet Primary School (Mogalitwa) (Phase 2)	Construct 28 Classrooms, Administration block, laboratory, library, computer centre, School Hall, 40 Toilets, Fence, Electricity, Water, Kitchen, ramps + rails, 3 Sports Grounds and Car Park.	Emalahleni LM (Klarinet)	Contractor appointed	New School Completed	7,450,000	-	-
Marapyane Circuit Office	Construction of new circuit offices	Dr JS Moroka LM (Marapyane)	Contractor appointed	New Offices Completed	7,042,247	653,795	-
New Doornkop School (Phase 1)	Phase 1: Provision of toilets, water, electricity, Fencing and guard house	Steve Tshwete LM (Doornkop)	Contractor appointed	New School Completed	5,174,000	4,004,000	-
Extension 24/Rockdale Primary School (Middelburg)	Phase 1, 2018-19: Planning design and provision of bulk services (fencing, water, sanitation and electrical installation) Phase 2, 2019/20: Construction of 28 Classrooms, 2 X Grade R Centre, administration block, library, computer centre, ramps & rails, kitchen, 3 sports grounds and car park.	Steve Tshwete LM (Ext 24)	Planning and Design	New School Completed	600,000	24,480,000	24,480,000
Emakhazeni Combined Boarding School	Phase 1: Maintenance of the boarding	Emakhazeni LM (Machadodorp)	Construction & Final Account	Maintanance Completed	132,273	-	-
Steve Tshwete Boarding School	Phase 1: Maintenance of the boarding	Steve Tshwete LM (Somaphepha)	Construction & Final Account	Maintanance Completed	150,000	-	-

Project Name	Project Description	Project Location	Project Status or Baseline	Annual Target	Medium term Expenditure Framework/Budget		
		Municipality and Ward/s			2019/20	2020/21	2021/22
Masuku Primary School	Maintenance of classrooms and replacement of asbestos roof to 1 classroom block.	Dr JS Moroka LM (Siyabuswa)	Planning, Design and Construction in 2019/20	Maintenance Completed	2,500,000	-	-
Pine Ridge Combined School	Maintenance of electrical works and repair of roof sheeting to 1 classrooms and replace asbestos roof to 2 block of classrooms	Emalahleni LM (Pine ridge)	Planning, Design and Construction in 2019/20	Maintenance Completed	2,072,000	-	-
Sibongimpumelelo Primary School	Refurbishment and renovation of 16 classrooms.	Thembisile Hani LM (Thembaletu)	Planning, Design and Construction in 2019/20	Maintenance Completed	362,598	-	-
Sifundise Primary School	Overall maintenance for the school	Emalahleni LM (Matla Coal)	Planning, Design and Construction in 2019/20	Maintenance Completed	4,293,000	-	-
Somtshongweni Primary School	Maintenance of classrooms and replacement of asbestos roof to 1 classroom block.	Thembisile Hani LM (Kwaggafontein B)	Planning, Design and Construction in 2019/20	Maintenance Completed	338,425	-	-
Phase 1: Refurbishment of existing 30 classrooms , Phase 2: Administration block, 6 laboratories, Library, fence , kitchen	Phase 1: Refurbishment of existing 30 classrooms , Phase 2: Administration block, 6 laboratories, Library, fence , kitchen	Steve Tshwete LM (Mhluzi)	Planning, Design and Construction in 2019/20	Maintenance Completed	606,346	-	-
Thandulwazi Primary School	Renovation and refurbishment of 12 classrooms	Thembisile Hani LM (Kwaggafontein C)	Planning, Design and Construction in 2019/20	Maintenance Completed	338,425	-	-

Project Name	Project Description	Project Location	Project Status or Baseline	Annual Target	Medium term Expenditure Framework/Budget		
		Municipality and Ward/s			2019/20	2020/21	2021/22
Vukuzame Secondary School	Renovation of existing 16 classrooms, computer centre and laboratory.	Thembisile Hani LM (Tweefontein C)	Planning, Design and Construction in 2019/20	Maintanance Completed	386,772	-	-
Sibongamandla Secondary School	Renovations of 24 classrooms, administration block library, laboratory, computer centre, 56 toilets.	Emalahleni LM (Thubelihle)	Planning, Design and Construction in 2019/20	Maintanance Completed	825,919	-	-
Belfast Academy Combined School	Overall maintenance for the school	Emakhazeni LM (Belfast)	Construction & Final Account	Maintanance Completed	6,014,360	-	-
Rietkol Primary School	Refurbishment of the existing waterborne toilets and upgrade of water supply	Victor Khanye LM (Rietkol)	Construction	Maintanance Completed	831,100	43,742	-
Cibiliza Secondary School	Phase 2: Demolish and reconstruct of unsafe structures of two blocks of 8 classrooms and admin block, repair the lib burn down.	Thembisile Hani LM (Kwaggafontein A)	Construction & Final Account in 2019/20	Upgrades & Additions	13,710,582	-	-
Mmagobane Combined School	Phase 1: Demolition of 07 Unsafe Classrooms and construction of 07 new Classrooms, Renovations of 07 Classrooms and Construction of 02 Grade R Centre.	Emalahleni LM (Thushanang)	Construction	Maintanance Completed	3,477,180	-	-
Amandla Primary School	Construction of 9 Enviroloo Loo WC toilets. Demolition of 8 Pit toilets. Refurbish jojo tank stands	Emalahleni LM (Albion)	Construction & Final Account	Completion of ablutions	1,465,957	-	-
Babutheni Secondary School	Construction of enviro-loo toilet 11 seats, 5 urinals, 9 wash hand basin. Demolition of 12 pit toilets. Installation of borehole and 2 x 5 000l water storage tank & stands. Installation of new borehole.	Dr JS Moroka LM (Allemansdrift B)	Construction & Final Account in 2019/20	Completion of ablutions	1,811,923	-	-

Project Name	Project Description	Project Location	Project Status or Baseline	Annual Target	Medium term Expenditure Framework/Budget		
		Municipality and Ward/s			2019/20	2020/21	2021/22
Batlagae Primary School	30 waterborne toilets, 13 urinals, 28 wash hand basins, refurbishment of 18 enviro loo toilets, add septic tank, 2 x 10 000L water tank and 2 drinking fountains.	Steve Tshwete LM (Doornkop)	Construction & Final Account	Completion of ablutions	541,755	-	-
Bingweni Secondary School	Construction of 16 new enviroloo toilets and 5 urinals, demolish 16 existing pit toilets and equipping of borehole	Dr JS Moroka LM (Leeufontein)	Construction & Final Account in 2019/20	Completion of ablutions	2,663,586	-	-
Buhlebesizwe Secondary School	Demolish 8 existing pit toilets, Refurbish 7 existing waterborne toilets . Construct 9 enviro-loo toilet seats with 4 urinals, 8 wash basins. Equipping of borehole and Installation of 4x (5000l) water tanks.	Thembisile Hani LM (Buhlebesizwe)	Construction & Final Account	Completion of ablutions	1,968,644	-	-
Dikgabo Primary School	Construction of 10 enviro loo toilets, 5 urinals and 9 x wash hand basins, 2 x drinking fountains and demolition of existing pit toilets.	Dr JS Moroka LM (Lefiso)	Construction & Final Account in 2019/20	Completion of ablutions	237,757	-	-
Dipere Primary School	Construction of 20 Enviroloo loo toilets. Demolition of 18 Mud toilets. Drinking fountain x 1. construction of French drain.1 x Jojo tank.	Dr JS Moroka LM (Mmametlhake)	Construction & Final Account	Completion of ablutions	2,482,763	-	-
Ditholo Combined School	Construction of 12 enviro-loo toilet seats, 5 urinals, 9 wash hand basins, demolish existing pit toilets, equipping of borehole and installation 3 x (5000l) water tank.	Dr JS Moroka LM (Noaneng)	Construction & Final Account in 2019/20	Completion of ablutions	2,033,338	-	-
Edwaleni Intermediate School	Construction of 12 enviro-loo toilet seats, 5 urinals, 14 wash hand basins. Demolish 15 existing pit toilets Refurbish existing	Thembisile Hani LM (Tweefontein H)	Construction & Final Account	Completion of ablutions	1,881,360	-	-

Project Name	Project Description	Project Location	Project Status or Baseline	Annual Target	Medium term Expenditure Framework/Budget		
		Municipality and Ward/s			2019/20	2020/21	2021/22
	waterborne toilets. Installation of borehole and 4 x(5000l) water tank						
Ekuphakameni Primary School	Construction of 17 enviro-loo toilet seats, 3 urinals, 14 wash hand basins. Demolition of pit toilets. Equipping of borehole and installation of 4 x (5000l) water tank.	Dr JS Moroka LM (Vaalbank)	Construction & Final Account in 2019/20	Completion of ablutions	2,212,731	-	-
Emfundweni Primary School	Construction of enviro-loo toilet 24 seats, 6 urinals, 16 wash hand basin. Demolition of existing 14 pit toilets. Supply and installation of 1 x 5 000l water storage tank & stand.	Dr JS Moroka LM (Vaalbank)	Construction & Final Account	Completion of ablutions	2,933,162	-	-
Emthonjeni Primary School	Construction x 24 Enviroloo loo units. Demolition of 6 x existing pit toilets and refurbish 1 existing waterborne toilet block. Installation of borehole and 4 X 5000l water tank.	Thembisile Hani LM (Kwaggafontein A)	Construction & Final Account in 2019/20	Completion of ablutions	3,438,818	-	-
Gijamphezeni Primary School	Construction x 20 Enviroloo loo units. Demolition of 8 x Mud toilets. Equipping of borehole.	Dr JS Moroka LM (Kameelrivier A)	Construction & Final Account	Completion of ablutions	2,305,479	-	-
Gijimani Primary School	Construction of 15 new Enviroloo toilets,(5 urinals, 11 hand basins)demolish existing pit toilets and equipping of borehole	Thembisile Hani LM (Tweefontein J)	Construction & Final Account	Completion of ablutions	2,305,479	-	-
Hluzingqondo Primary School	Demolish 8 existing pit toilets, Construct 13 enviro-loo toilet seats with 5 urinals, 12 wash basins. Equipping of borehole and Installation of 4x (5000l) water tanks.	Thembisile Hani LM (Kwaggafontein A)	Construction in 2019/20	Completion of ablutions	1,524,420	-	-

Project Name	Project Description	Project Location	Project Status or Baseline	Annual Target	Medium term Expenditure Framework/Budget		
		Municipality and Ward/s			2019/20	2020/21	2021/22
Houtenbek Primary School	Demolition of existing pit toilets and construction of 21 new toilets	Steve Tshwete LM (Houtenbek)	Construction & Final Account	Completion of ablutions	2,462,369	-	-
Kabenziwa Primary School	Construction of 18 waterborne toilets, 8 urinals, 13 wash hand basins, 1 x 10 000L water tank and 2 drinking fountains. Demolition of 14 existing toilets.	Dr JS Moroka LM (Siyabuswa A)	Construction & Final Account	Completion of ablutions	337,062	-	-
Khayaletu Primary School	Demolish 8 existing pit toilets, Construct 13 enviro-loo toilet seats with 5 urinals, 12 wash basins. Equipping of borehole and Installation of 2x (5000l) water tanks.	Thembisile Hani LM (Boekenhouthoek)	Construction in 2019/20	Completion of ablutions	1,524,420	-	-
Khayelitjha Primary School	Construct 26 enviro loo toilets, 6 urinals, 16 wash hand basins and refurbish 4 waterborne toilets. Demolition of 34 existing pit toilets.	Thembisile Hani LM (Sun City AA)	Construction & Final Account	Completion of ablutions	353,273	-	-
Khuphukani Primary School	Construction of 15 enviro-loo toilet seats, 5 urinals, 11 wash hand basin, demolish existing pit toilets,	Thembisile Hani LM (Tweefontein B2)	Construction & Final Account	Completion of ablutions	2,426,632	-	-
Kome Primary School	Construction of additional 10 enviro-loo toilet seats. Refurbish 10 waterborne toilets.	Dr JS Moroka LM (Lefiswane)	Construction in 2019/20	Completion of ablutions	1,689,106	-	-
Lelengaye Primary School	Demolish 8 existing pit toilets, Refurbish 4 existing waterborne toilets. Construct 11 enviro-loo toilet seats with 4 urinals, 8 wash basins. Equipping of borehole and Installation of 4x (5000l) water tanks.	Thembisile Hani LM (Sun City AA)	Construction & Final Account	Completion of ablutions	353,273	-	-

Project Name	Project Description	Project Location	Project Status or Baseline	Annual Target	Medium term Expenditure Framework/Budget		
		Municipality and Ward/s			2019/20	2020/21	2021/22
Madikole Primary School	Construction of a disabled toilet seat and 1 wash hand basin. Refurbish 13 waterborne toilets. Demolish existing pit toilets. Equipping of borehole and	Dr JS Moroka LM (Mmamethake)	Construction & Final Account	Completion of ablutions	752,826	-	-
Malebo Secondary School	Construction of addition 9 enviro-loo toilet seats, 2 urinals, 7 wash hand basins. Refurbish 6 waterborne and demolish existing pit toilets. Equipping of borehole and installation of 2 x (5000l) water tank.	Dr JS Moroka LM (Makometsane)	Construction & Final Account	Completion of ablutions	1,604,113	-	-
Maloka Primary School	Construction of 17 enviro-loo toilet seats, 2 urinals, 11 wash hand basins. Demolish existing pit toilets. Equipping of borehole and installation 3 x (5000l) water tank.	Dr JS Moroka LM (Masobye)	Construction & Final Account	Completion of ablutions	955,800	-	-
Manyazela Primary School	Construction of 15 Enviroloo. Demolition of 13 pit toilets. Refurbish existing jojo tank stand and provision of 1 jojo tank. Construction two drinking fountains 2 x drinking fountain	Victor KhanyeLM (Waaikraal)	Construction & Final Account	Completion of ablutions	2,134,108	-	-
Mapondo Primary School	Construction of 21 enviro loo toilet seats, 8 urinals, 18 wash hand basins. Refurbish 4 Waterborne Demolition of 18 pit toilets. Installation of borehole, installation of 2 x10KL and 1 x 5KL water tanks	Thembisile Hani LM (Tweefontein E)	Construction & Final Account	Completion of ablutions	2,838,401	-	-
Maqhawe Primary School	Construction of 9 waterborne toilets, 2 urinals, 07 wash hand basins, 1 x 5 000L water tank and 1 drinking fountains. Demolition of 12 existing toilets.	Dr JS Moroka LM (Siyabuswa A)	Construction & Final Account	Completion of ablutions	177,520	-	-

Project Name	Project Description	Project Location	Project Status or Baseline	Annual Target	Medium term Expenditure Framework/Budget		
		Municipality and Ward/s			2019/20	2020/21	2021/22
Masobye Primary School	Construction of 15 enviro-loo toilet seats, 5 urinals, 11 wash hand basins. Demolition of 10 existing pit toilets. Upgrading of existing borehole and provide 1 x 10 000L elevated tanks and 1 x steel stand for existing 10 000L tank.	Dr JS Moroka LM (Masobye)	Construction & Final Account	Completion of ablutions	2,067,073	-	-
Masuku Primary School	Construction of 15 waterborne toilets, 5 urinals, 11 wash hand basins, 1 x 5 000L water tank and 1 drinking fountains. Demolition of 12 existing toilets.	Dr JS Moroka LM (Siyabuswa C)	Construction & Final Account	Completion of ablutions	277,001	-	-
Matimba Primary School	Construction of 24 enviro loo toilet seats, 6 urinals, 21 wash hand basins. Demolition of 16 pit toilets. Installation of a borehole and 2 x 10KL water tanks	Thembisile Hani LM (Moloto)	Construction & Final Account	Completion of ablutions	3,088,937	-	-
Mayisha Secondary School	Refurbish existing 20 waterborne toilets, and demolish 10 pit toilets. Upgrade existing borehole and fence around existing elevated tank stands	Dr JS Moroka LM (Waterval)	Construction & Final Account	Completion of ablutions	631,635	-	-
Mgwezani Combined School	Construction of 20 enviro-loo toilet seats 8 urinals, 18 wash hand basins. Refurbish the existing 5 waterborne toilets. Demolition of 14 pit toilets. Refurbish the existing borehole.	Thembisile Hani LM (Kwaggafontein C)	Construction & Final Account	Completion of ablutions	2,843,753	-	-
Mkhanyo Primary School	Construction 18 enviro-loo toilet seats, 8 urinals, 21 wash hand basins. Demolish 13 pit latrines and Refurbish 8 existing waterborne toilets. Demolish existing 20 pit	Thembisile Hani LM (Zakheni)	Construction & Final Account	Completion of ablutions	631,635	-	-

Project Name	Project Description	Project Location	Project Status or Baseline	Annual Target	Medium term Expenditure Framework/Budget		
		Municipality and Ward/s			2019/20	2020/21	2021/22
	toilets. Refurbish the existing borehole. Installation of 3 x 10KL with 5m high stand						
Mohlatseng Primary School	Construction of enviro-loo toilets 20 seats, 5 urinals, 15 wash hand basin. Demolition of existing 18 pit toilets, supply and installation of 2 x 5 000l and water storage tank & stand and installation of borehole.	Dr JS Moroka LM (Senotlelol)	Construction & Final Account	Completion of ablutions	2,041,127	-	-
Molebye Primary School	Construction of: 8 Enviro loo including two urinals and a palisade fence, Two new drinking fountains including water tank and stand. The existing 7 waterborne toilets need to be refurbished. Allow for plinth around JOJO stands and Slab around ablution facilities. The existing borehole needs to be upgraded and allow for water connection. Demolition of all existing pit toilets.	Dr JS Moroka LM (Nokanengl)	Construction & Final Account	Completion of ablutions	1,404,587	-	-
Moniwa Primary School	Construct 9 enviro-loo toilet seats 5 urinals, 11 wash hand basins. Refurbish 6 waterborne toilets. Demolish the existing 19 pit toilets. Refurbish existing borehole and install 1 x 10KL water tank with 5m high stand.	Thembisile Hani LM (Boekenhouthoek)	Construction & Final Account	Completion of ablutions	1,362,905	-	-
Motswedi Primary School	Construction of: 3 Enviro loo new drinking fountains including a septic tank and stand. The existing 17 waterborne toilets need to be refurbished. Demolition of all existing pit toilets.	Dr JS Moroka LM (Leselesengl)	Construction & Final Account	Completion of ablutions	821,695	-	-

Project Name	Project Description	Project Location	Project Status or Baseline	Annual Target	Medium term Expenditure Framework/Budget		
		Municipality and Ward/s			2019/20	2020/21	2021/22
Mpoko Maloka Primary School	Construction of 11 Enviro loo and 5 urinals including a palisade fence, 2 drinking fountains including water tank and stand. The existing borehole needs to be upgraded and allow for water connection. Demolition of all existing pit toilets.	Dr JS Moroka LM (Masobyel)	Construction & Final Account	Completion of ablutions	1,593,000	-	-
Mpumelelo Secondary School	Demolish 12 existing pit toilets, Refurbish 4 existing waterborne toilets. Construct 18 enviro-loo toilet seats with 4 urinals, 8 wash basins. Equipping of borehole and Installation of 2x (5000l) water tanks.	Thembisile Hani LM (Bundu)	Construction & Final Account	Completion of ablutions	1,044,324	-	-
Musi Primary School	Construct 9 enviro-loo toilet seats 8 urinals, 21 wash hand basins. Refurbish 14 waterborne toilets. Refurbish existing 20 toilets. Demolish 9 pit latrines. Install 10KL water tank with 5m high stand	Thembisile Hani LM (KwaMhlanga B)	Construction & Final Account	Completion of ablutions	1,593,000	-	-
Ndabezitha Primary School	Construction of 8 Enviro loo including two urinals and a palisade fence, 2 new drinking fountains including water tank and stand. Refurbish existing borehole and allow for water connection. Demolition of all existing pit toilets.	Dr JS Moroka LM (Nkosini)	Construction & Final Account	Completion of ablutions	1,274,400	-	-
Musi Primary School	Construct 9 enviro-loo toilet seats 8 urinals, 21 wash hand basins. Refurbish 14 waterborne toilets. Refurbish existing 20 toilets. Demolish 9 pit latrines. Install 10KL water tank with 5m high stand	Thembisile Hani LM (KwaMhlanga B)	Construction & Final Account	Completion of ablutions	1,593,000	-	-

Project Name	Project Description	Project Location	Project Status or Baseline	Annual Target	Medium term Expenditure Framework/Budget		
		Municipality and Ward/s			2019/20	2020/21	2021/22
Ndabezitha Primary School	Construction of 8 Enviro loo including two urinals and a palisade fence, 2 new drinking fountains including water tank and stand. Refurbish existing borehole and allow for water connection. Demolition of all existing pit toilets.	Dr JS Moroka LM (Nkosini)	Construction & Final Account	Completion of ablutions	1,274,400	-	-
Ndedema Primary School	Construction of 11 Enviro loo's and 5 urinals. 4 new drinking fountains including stand for water tanks. upgrade existing borehole. Demolition of pit toilets. Refurbish existing 9 waterborne toilets.	Dr JS Moroka LM (Waterval)	Construction & Final Account	Completion of ablutions	1,768,902	-	-
Nkosabo Primary School	Construction of 19 Enviro-loo, 5 urinals and demolition of 14 pit toilets	Dr JS Moroka LM (Allemandrift C)	Construction & Final Account	Completion of ablutions	2,647,873	-	-
Nobuhle Primary School	Construction of 15 Enviro loo units. Refurbish existing jojo tank stand and provision of 1 jojo tank. Construction two drinking fountains 2 x drinking fountain	Thembisile Hani LM (Kwaggafontein D)	Construction & Final Account	Completion of ablutions	2,221,829	-	-
Nteseng Primary School	Construction of 13 Enviro-loo Toilets and 4 urinals , demolish 5 pit toilets and borehole	Dr JS Moroka LM (Nokanengl)	Construction & Final Account	Completion of ablutions	1,305,477	-	-
Patric Mankolane Primary School	Construction 20 Enviro loo toilets. Demolition of 12 Mud toilets. Equipping of borehole. Drinking fountain x 1. construction of French drain. Refurbish 2 x existing jojo tanks stands	Dr JS Moroka LM (Marapyane)	Construction & Final Account	Completion of ablutions	2,480,866	-	-

Project Name	Project Description	Project Location	Project Status or Baseline	Annual Target	Medium term Expenditure Framework/Budget		
		Municipality and Ward/s			2019/20	2020/21	2021/22
Phake Primary School	Construction of 25 x Enviroloo Units. Demolition of 12 Pit toilets. Electrical works. Drinking fountain x 2. Construction of French drain. 2 x 5000L Jojo tank	Dr JS Moroka LM (Phake)	Construction & Final Account	Completion of ablutions	2,968,199	-	-
Phambili Secondary School	Construct 16 enviro-loo toilet seats 5 urinals, 12 wash hand basins. Demolish existing 20 pit toilets. Install 10KL water tank with 5m high stand. Install 3 x 10KL water tanks with 5m high stands	Thembisile Hani LM (Tweefontein E)	Construction & Final Account	Completion of ablutions	1,529,280	-	-
Phumzile Secondary School	Construction 20 Environ loo toilets. Demolition of 12 Mud toilets. Equipping of borehole. Drinking fountain x 1. construction of French drain.	Thembisile Hani LM (Mandlethu)	Construction & Final Account	Completion of ablutions	2,543,206	-	-
Prince SJ Primary School	Construction x 20 Environ loo toilets. Demolition of 12 x Mud toilets. Drinking fountain x 1. Construction of French drain. Refurbish existing jojo tank stand, 1 x Jojo tank stand, 1 x drinking fountain	Dr JS Moroka LM (Mgononweni)	Construction & Final Account	Completion of ablutions	2,579,476	-	-
Radijoko Primary School	Construction of 09 Environ Loo WC toilets .Demolition of 8 Pit toilets. Electrical works. Refurbish 1 x Jojo tank dtand.1 x 5000L Jojo tank. Construction of V-Drain	Dr JS Moroka LM (Radijoko)	Construction & Final Account	Completion of ablutions	1,417,804	-	-
Ramabale Primary School	Construction x 20 Enviro loo toilets .Demolition of 8 x Mud toilets. Drinking fountain x 1. Construction of French drain. Refurbish existing jojo tank stand.	Dr JS Moroka LM Lefiso)	Construction & Final Account	Completion of ablutions	2,525,380	-	-

Project Name	Project Description	Project Location	Project Status or Baseline	Annual Target	Medium term Expenditure Framework/Budget		
		Municipality and Ward/s			2019/20	2020/21	2021/22
Ramabifi Primary School	Construction of 11 Enviro-loo Toilet seats and 3 Urinals, demolish 8 pit toilets and borehole	Dr JS Moroka LM (Seabe)	Construction & Final Account	Completion of ablutions	1,670,928	-	-
Ramanchaane Primary School	Construction 20 Environ loo toilets, 5 urinals. Demolition of 20 toilets. Drinking fountain x 1. construction of French drain.	Dr JS Moroka LM (Seabe)	Construction & Final Account	Completion of ablutions	2,456,538	-	-
Ramantsho Primary School	Construction of 11 Enviro-loo Toilet seats and 3 Urinals, demolish 8 pit toilets and borehole	Dr JS Moroka LM (Ramantsho)	Construction & Final Account	Completion of ablutions	1,688,653	-	-
Refithile Primary School	Construction 20 Environ loo toilets. Demolition of 14 x Mud toilets. Equipping of borehole. Drinking fountain x 1. Construction of French drain. Refurbish existing jojo tank stand.	Dr JS Moroka LM (Phake)	Construction & Final Account	Completion of ablutions	2,521,648	-	-
Rethabile Primary School	Demolish 13 Pit Toilets, Construct 20 enviro-loo toilet seats 5 urinals, 15 wash hand basins, Provide 1x 5000L tanks, Borehole Provisions, Install water Fountain	Dr JS Moroka LM (Kameelrivier A)	Construction & Final Account	Completion of ablutions	2,597,228		
Sakhe Primary School	Construction of enviro-loo toilet 15 seats, 5 urinals, 10 wash hand basin. Demolition of existing 10 pit toilets. Installation of new borehole and 2 x 5 000l water storage tank & stands	Dr JS Moroka LM (Kameelrivier B)	Construction & Final Account	Completion of ablutions	2,145,005	-	-
Sakhile Primary School	Construction of 20 Enviro-loo Toilets, demolish 10 pit toilets and 1 x 5000 L Tank and providing of borehole.	Thembisile Hani LM (Buhlebesizwe)	Construction & Final Account	Completion of ablutions	2,372,010	-	-

Project Name	Project Description	Project Location	Project Status or Baseline	Annual Target	Medium term Expenditure Framework/Budget		
		Municipality and Ward/s			2019/20	2020/21	2021/22
Semonate Combined School	Construction of enviro-loo toilet 11 seats, 5 urinals, 9 wash hand basin. Demolition of existing 17 pit toilets. Installation of new borehole and 2 x 5 000l water storage tank & stand	Dr JS Moroka LM (Sehoko)	Construction & Final Account	Completion of ablutions	1,811,923	-	-
Sibongimpumelelo Primary School	Demolish 21 Pit toilets, Construction of 32 Enviro-loo(25 Seats, 7 Urinals, Install 1x 5 000L water tank with stand & fencing barrier, Water Reticulation .Install borehole/ Upgrading and Equipping of Borehole	Thembisile Hani LM (Thembaletu)	Construction & Final Account	Completion of ablutions	3,533,618	-	-
Siboniwe Primary School	Demolish 26 Pit toilets, Construction of 33 Enviro-loo(25 Seats, Including 08 Urinals, Install 2x 5 000L water tank with stand & fencing barrier, Water Reticulation. Install borehole	Thembisile Hani LM (Phola)	Construction & Final Account	Completion of ablutions	3,486,374	-	-
Silamba Secondary School	Demolish 8 Pit toilets, Construction of 27 Enviro-loo(21 seats, 6 Urinals, Install 2x 5 000L water tank with stand & fencing barrier, Water Reticulation, Equipping and Upgrading of Borehole	Thembisile Hani LM (Sun City)	Construction & Final Account	Completion of ablutions	2,602,705	-	-
Sizisizwe Primary School	Demolish 6 Pit toilets, Construction of 25 Enviro-loo 20 Seats, 05 Urinals, Install 1x 5 000L water tank with stand & fencing barrier, Water Reticulation Install borehole	Dr JS Moroka LM (Allemansdrift C)	Construction & Final Account	Completion of ablutions	2,507,394	-	-
Sobantu Secondary School	Phase 1: Construction of 8 waterborne toilets and renovation of 13 existing toilets and demolition of pit toilets Phase 2: Renovation of 16 classrooms. Future Phase: Completion of	Dr JS Moroka LM (GaPhaahla)	Construction & Final Account	Completion of ablutions	638,567	-	-

Project Name	Project Description	Project Location	Project Status or Baseline	Annual Target	Medium term Expenditure Framework/Budget		
		Municipality and Ward/s			2019/20	2020/21	2021/22
	Administration block , construction of Kitchen , Computer Centre , Car Park , 3 Sports Grounds						
Somarobogo Primary School	Demolish 10 Pit toilets, Construction of 23 Enviro-loo(19 Seats, Including 04 Urinals, Install 1x 5 000L water tank with stand & fencing barrier, Water Reticulation. Install borehole/ Upgrading and Equipping of Borehole	Thembisile Hani LM (Tweefontein E)	Construction & Final Account	Completion of ablutions	2,675,841	-	-
Sothemhani Primary School	Demolish 10 Pit toilets, Construction of 23 Enviro-loo(18 Seats, 05 Urinals, Renovations to existing waterborne toilets Install 1x 5 000L water tank with stand & fencing barrier, Water Reticulation, Upgrading and Equipping of Borehole	Dr JS Moroka LM (Matshiding)	Construction & Final Account	Completion of ablutions	2,435,452	-	-
Sovetjheza Secondary School	Demolishing of existing pit toilets and construction of 11 new ablution units	Dr JS Moroka LM (Matshiding)	Construction & Final Account	Completion of ablutions	1,335,046	-	-
Thembalihle Primary School	Construction of 20 new Enviro loo toilets, demolish 21 existing pit toilets and 1 x 5000 L Tank and upgrading equipping of borehole.	Dr JS Moroka LM (Allmansdrift C)	Construction & Final Account	Completion of ablutions	2,432,525	-	-
Thokozani Primary School	Construction of 15 enviro-loo toilet seats 5 urinals, 11 wash hand basins. Demolition of 10 pit toilets. Refurbish the existing borehole. Provide 1 x 10 000L tank	Thembisile Hani LM (Tweefontein F)	Construction & Final Account	Completion of ablutions	2,330,223	-	-
Thushanang Primary School	Construct 14 waterborne toilet seats 6 urinals, 12 wash hand basins .Refurbish 15 waterborne toilets. Demolish the existing 17	Thembisile Hani LM (Machipe)	Construction & Final Account	Completion of ablutions	1,335,046	-	-

Project Name	Project Description	Project Location Municipality and Ward/s	Project Status or Baseline	Annual Target	Medium term Expenditure Framework/Budget		
					2019/20	2020/21	2021/22
	dilapidated mobile toilets. Supply 2 x 10 000L elevated tanks						
Thulani Primary School	Demolishing of existing pit toilets and construction of 25 new ablution units	Thembisile Hani LM (Mandela)	Construction & Final Account	Completion of ablutions	3,098,331	-	-
Ukophumulakwesizwe Primary School	Construction of enviro-loo toilets 20 seats, 6 urinals, 15 wash hand basin. Demolition of existing 16 pit toilets.	Dr JS Moroka LM (Allmansdrift C)	Construction & Final Account	Completion of ablutions	2,578,365	-	-
Velangezwi Primary School	Construction of enviro-loo toilets 15 seats, 5 urinals, 10 wash hand basin. Demolition of existing 24 pit toilets. Refurbish and service an existing borehole, supply and installation of 2 x 5 000l water storage tanks & stands.	Dr JS Moroka LM (Siyabuswa)	Construction & Final Account	Completion of ablutions	2,145,005	-	-
Vukuzame Secondary School	Construction of 12 new Enviro loo toilets, 5 Urinals demolish 12 existing pit toilets and equipping of borehole, and electricity	Thembisile Hani LM (Tweefontein C)	Construction & Final Account	Completion of ablutions	1,851,394	-	-
Vukuzenzele Secondary School	Construct 8 enviroloo toilet seats; 5 urinals, 7 wash hand basins. Refurbish 8 waterborne Toilets, demolish 6 pit toilets and upgrade septic tank , borehole,equiping	Thembisile Hani LM (Tweefontein G)	Construction & Final Account	Completion of ablutions	1,697,776	-	-
Sidlasoke Secondary School	Demolishing of existing pit toilets and construction of 14 new ablution units	Dr JS Moroka LM (Pieterskraal)	Planned & designed in 2013/14 Construction in 2019/20	Completion of ablutions	1,510,400	1,233,920	-
Thabana Primary School	Demolishing of existing pit toilets and construction of 14 new ablution units	Dr JS Moroka LM (Thabana)	Construction & Final Account	Completion of ablutions	174,960	174,960	-

Project Name	Project Description	Project Location	Project Status or Baseline	Annual Target	Medium term Expenditure Framework/Budget		
		Municipality and Ward/s			2019/20	2020/21	2021/22
Magaduzela Primary School	Rehabilitation of existing toilets and demolishing of existing pit toilets and construction of 10 new ablution units	Thembisile Hani LM (Kwaggafontein A)	Construction in 2019/20	Completion of ablutions	1,274,400	1,041,120	-
Makhosana Primary School	Demolishing of existing pit toilets and construction of 20 new ablution units	Dr JS Moroka LM (Matshiding)	Construction in 2019/20	Completion of ablutions	796,500	796,500	-
Mhlutshwa Primary School	Demolish pit toilets and construction of additional 14 enviroloo toilets.	Thembisile Hani LM (Verena)	Construction in 2019/20	Completion of ablutions	1,816,020	95,580	-
Mocha Primary School	Demolishing of existing pit toilets and construction of 08 new ablution units	Dr JS Moroka LM (Pankop)	Construction in 2019/20	Completion of ablutions	955,800	780,840	-
Njomane Primary School	Demolishing of existing pit toilets and construction of 25 new ablution units inclusive of Grade R toilets	Thembisile Hani LM (Mattysensloop)	Construction in 2019/20	Completion of ablutions	1,372,000	1,080,400	-
Phanagela Primary School	Demolishing of existing pit toilets and construction of 14 new ablution units	Thembisile Hani LM (Tweefontein G)	Construction in 2019/20	Completion of ablutions	1,433,700	1,171,260	-
Phuthumani Primary School	Demolishing of existing pit toilets and construction of 15 new ablution units	Thembisile Hani LM (Thembaletju)	Construction in 2019/20	Completion of ablutions	174,960	1,736,640	-
Sehoko Primary School	Demolishing of existing pit toilets and construction of 10 new ablution units	Dr JS Moroka LM (Sehoko)	Construction in 2019/20	Completion of ablutions	1,115,100	910,980	-
Sibongile Primary School	Demolishing of existing pit toilets and construct 12 toilets.	Dr JS Moroka LM (Dihekeng)	Construction in 2019/20	Completion of ablutions	1,274,400	1,041,120	-
Siphumule Primary School	Demolishing of existing pit toilets and construction of 16 new ablution units and a borehole	Thembisile Hani LM (Sun City)	Construction in 2019/20	Completion of ablutions	955,800	780,840	-

Project Name	Project Description	Project Location	Project Status or Baseline	Annual Target	Medium term Expenditure Framework/Budget		
		Municipality and Ward/s			2019/20	2020/21	2021/22
Sizamile Primary School	Demolishing of existing pit toilets and construction of 25 new ablution units	Thembisile Hani LM (Phola)	Construction in 2019/20	Completion of ablutions	2,230,200	1,821,960	-
Somlingo Primary School	Demolishing of existing 12 pit toilets and construct 37 toilets.	Thembisile Hani LM (Verena)	Construction in 2019/20	Completion of ablutions	955,800	780,840	-
Tonteldoos Secondary School	Demolish pit toilets and construction of new ablution facilities.	EmakhazeniLM (Tonteldoos)	Construction in 2019/20	Completion of ablutions	1,513,350	79,650	-
Ukukhanya Primary School	Demolishing of existing pit toilets and construction of 16 new ablution units	Dr JS Moroka LM (Allemansdrift C)	Construction in 2019/20	Completion of ablutions	204,120	2,026,080	-
Verena Primary School	Demolish pit toilets and construction of additional 15 waterborne toilets.	Thembisile Hani LM (Verena)	Construction in 2019/20	Completion of ablutions	1,513,350	79,650	-
Vukile Primary School	Construction of enviro-loo toilet 15 seats, 5 urinals, 10 wash hand basin. Demolition of existing 18 pit toilets. Installation of new borehole and 2 x 5 000l water storage tank & stand	Dr JS Moroka LM (Leeufontein)	Construction in 2019/20	Completion of ablutions	2,145,005	536,251	-
Zamani Primary School	Demolishing of existing 08 pit toilets and construct 13 toilets.	Thembisile Hani LM (Tweefontein F)	Construction in 2019/20	Completion of ablutions	2,270,025	119,475	-
Zamintuthuko Primary School	Demolishing of existing 14 pit toilets and construct 13 toilets.	Thembisile Hani LM (Buhlebesizwe)	Construction in 2019/20	Completion of ablutions	1,513,350	79,650	-
Zimiseleni Primary School	Demolishing of existing pit toilets and construction of 10 new ablution units	Dr JS Moroka LM (Leeufontein)	Construction in 2019/20	Completion of ablutions	1,967,355	103,545	-
Besilindile Primary School	Construction of additional 19 toilets	Emalahleni LM (KwaGuqa Ext 11)	Planning, design and construction	Completion of ablutions	285,000	1,615,000	-

Project Name	Project Description	Project Location	Project Status or Baseline	Annual Target	Medium term Expenditure Framework/Budget		
		Municipality and Ward/s			2019/20	2020/21	2021/22
Jeremia Mdaka Primary School	Construction of additional 20 toilets	Emalahleni LM (KwaGuqa)	Planning, design and construction	Completion of ablutions	300,000	1,700,000	-
Zamintuthuko Primary School	Demolishing of existing 14 pit toilets and construct 13 toilets.	Thembisile Hani LM (Buhlebesizwe)	Planning, Design and Construction in 2019/20	Completion of ablutions	1,513,350	79,650	-
Zimiseleni Primary School	Demolishing of existing pit toilets and construction of 10 new ablution units	Dr JS Moroka LM (Leeufontein)	Planning, Design and Construction in 2019/20	Completion of ablutions	1,967,355	103,545	-
Zithuthukiseni Primary School	Demolishing of existing pit toilets and construction of 12 new ablution units	Thembisile Hani LM (Buhlebesizwe)	Planning, Design and Construction in 2019/20	Completion of ablutions	2,421,360	127,440	-
Moloto Primary School	Construction of additional 29 toilets	Thembisile Hani LM (Moloto)	Planning, design and construction	Completion of ablutions	435,000	2,465,000	-
Mphalali Secondary School	Demolition of 5 existing pit toilets and Construction of 10 additional toilets as required.	Thembisile Hani LM (Vrisghgevacht)	Planning, design and construction	Completion of ablutions	-	1,187,500	-
Nelson Ngubeni Primary School	Construction of additional 20 toilets inclusive of 8 Grade R toilets	Emalahleni LM (KwaGuqa)	Planning, design and construction	Completion of ablutions	300,000	1,700,000	-
Nkosiphile Primary School	Construction of additional 17 toilets inclusive of 2 Grade R toilets	Dr JS Moroka LM (Matshiding)	Planning, design and construction	Completion of ablutions	255,000	1,445,000	-
Phaphamani Secondary School	Construction of additional 22 toilets	Victor Khanye LM (Ext 3)	Planning, design and construction	Completion of ablutions	330,000	1,870,000	-
Ramokgeletsane Primary School	Construction of additional 19 toilets inclusive of 8 Grade R toilets	Dr JS Moroka LM (Ramokgeletsane)	Planning, design and construction	Completion of ablutions	285,000	1,615,000	-

Project Name	Project Description	Project Location	Project Status or Baseline	Annual Target	Medium term Expenditure Framework/Budget		
		Municipality and Ward/s			2019/20	2020/21	2021/22
Sizweni Senior Phase School	Construction of additional 15 toilets	Thembisile Hani LM (Thokoza)	Planning, design and construction	Completion of ablutions	225,000	1,275,000	-
Ubuhlebethu Secondary School	Construction of additional 16 toilets and demolish 12 plain pit toilets	Dr JS Moroka LM (Siyabuswa)	Planning, design and construction	Completion of ablutions	248,100	1,405,900	-

Department of Public Works, Roads and Transport

Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
VICTOR KHANYE LM				
Rehabilitation: Coal Haul Road P36/1 (R50) from km 62.6 to km 71.7 between Delmas and the N12 (9.1 km)	Delmas	70% Complete	82 125	171 990
Rehabilitation: Coal Haul Road P36/2 from Delmas to Gauteng boundary (towards Devon & Balfour) (13 km)	Delmas	100% Complete	38 935	122 310
Rehabilitation: Sinkhole on Coal Haul road P29/1 (R555) ± 6 km from Delmas (2 km)	Delmas	100% Complete	6 584	48 256
Rehabilitation: Coal Haul road P29/1 (R555) from km 50 at D2669 to km 62.55 at D2821 (near D686 & Kendal) (12.55 km) including Rehabilitation of Sinkhole on P29/1	Delmas	55% Complete	84 639	132,941
THEMBISILE LM				
Rehabilitation road P95/1 between Verena and Gauteng Boundary Phase 2 (13.5km)	Verena	80% Complete	82 840	215 280
Design: Upgrade D935 from Limpopo boundary past Katjibane to D2740 Nokaneng (9km)	Katjibane - Nokaneng	Detailed design	4 400	4 400
DR JS MOROKA				
Upgrade: Rural Access Road D2091 from Marapyane to Limpopo Border (towards Settlers) (4.7 km)	Marapyane	15% Complete	32 262	54,051

Rehabilitation Coal Haul road P141/1 12.8 D455 South of Clewer to 22.42 km at D1651 North of Kriel 9.6 km	Clewer	60% Complete	105 726	184 513
STEVE TSHWETE LM				
Rehabilitation of Coal haul road P182/1(R542)from km 26.25 to R38 between van Dyksdrift and Hendrina Phase 3 (12.1 km)	van Dyksdrift - Hendrina	Site establishment	0	251 180
Rehabilitation: Coal Haul road P141/1 from km 12.8 (D455) South of Clewer to km 22.42 at D1651 (North of Kriel) (9.6 km)	Clewer	60% Complete	105 726	184 513
Rehabilitation of Coal Haul road P49/1 (N11) from Montagu street, Middelburg to N4 (4.3 km)	Middelburg	100% Complete	30 736	96,553
Rehabilitation of D2274 from N11 at km 18.7 to D1398 at km 31.7 North of Hendrina (13.0 km)	Hendrina	30% Complete	33 521	210,600

Department of Health

Project/ Programme Name / Description	Project Beneficiary / Ward / Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total Project Cost R'000
Mammetlhake Hospital Phase 1	Dr JS Moroka	Alterations and additions to existing Hospital. Practical completion achieved.	8,936	384,771
Mammetlhake Hospital Phase 2	Dr JS Moroka	Alterations and additions to existing Hospital. Currently on tender adjudication stage.	92,636	211,700 (Estimate)
Pankop Clinic	Dr JS Moroka	Construction of new Clinic and accommodation units including associated external works. Construction stage approx. 34% complete.	27,634	51,209
Newtown Clinic	Steve Tshwete	Construction of a new Ablution Block and Septic Tank. Construction stage, approximately 15% complete.	584	584
Witbank Hospital	Emalahleni	Repairs and Refurbishment of EMS station. Construction stage with fixing of the roof leaks.	5,068	5,068
Witbank Hospital	Emalahleni	(Construction of new Laundry building and Renovation of Mental ward). Early planning stage with Laundry and mental as priority.	14,065	Early planning
Middelburg Regional Hospital	Steve Tshwete	Construction of a new district hospital. Construction 15% complete.	331,783	1, 046,500

Project/ Programme Name / Description	Project Beneficiary / Ward / Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total Project Cost R'000
KwaMhlamaga Hospital	Thembisile Hani	Master planning, Relocation of Phychiatric (mental) ward, Mertenity ward and sub-soil water investigation, early planning state with master plan being presented	12 219	-

Department of Community Safety, Security and Liason

Project/Programme Name	Project Beneficiary/ Ward/ Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
Municipality: Emalahleni				
Civilian Oversight: Monitoring & Evaluation				
Monitoring of Police Stations on policy compliance	Witbank	06 Police Stations monitored on policy compliance	Operational	Operational
	Kriel			
	Vosman			
	Ogies			
	Verena			
	Phola			
Civilian Oversight: Monitoring & Evaluation				
Audits on the implementation of Domestic Violence Act (DVA)	Witbank	06 Police Stations audited on the implementation of Domestic Violence Act (DVA)	Operational	Operational
	Kriel			
	Vosman			
	Ogies			
	Verena			
	Phola			
EDUCATIONAL AWARENESS CAMPAIGNS				
(03) Gender based violence campaign	Hlalanikahle , Phola & Coronation	08 Educational awareness campaigns conducted	R25 000	R25 000
(01) Tourism safety campaign	Witbank			
(01) Liquor traders workshop	Dunbar			
(01) Sports against crime	Empumelelweni			

Project/Programme Name	Project Beneficiary/ Ward/ Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
(02) Human trafficking campaigns	Ogies & Kromdraai			
(01) Community Outreach programme	Klarinet	(01) Community Outreach programme conducted	R500 000	R500 000
Community Police Relations				
Assess & support Community Safety Forum	Emalahleni	01 Community Safety Forum assessed & supported	Operational	Operational
Assess & support Community Policing Forums	Witbank	05 Community Policing Forums & assessed supported	R20 000	R20 000
	Phola			
	Ogies			
	Vosman			
	Kriel			
COMMUNITY POLICE RELATIONS				
Recruit Tourism Safety Monitors (TSMs)	Witbank (14)	14 Tourism Safety Monitors (TSMs) recruited	R408 576 R2, 432.22 Stipend per TSM for a period of 12 months	R408 576
TRANSPORT REGULATION				
Safety engineering	eMalahleni LM	05 Transport Regulation programmes implemented	Operational	Operational
Traffic Law enforcement				
Road safety Education				
Traffic administration and licensing				
Overload control				

Project/Programme Name	Project Beneficiary/ Ward/ Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
Municipality: Steve Tshwete				
	Hendrina		Operational	Operational

Project/Programme Name	Project Beneficiary/ Ward/ Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
Monitoring of Police Stations on policy compliance	Blinkpan	04 Police Stations monitored on policy compliance		
	Mhluzi			
	Middelburg			
Audits on the implementation of Domestic Violence Act (DVA)	Hendrina	04 Police Stations audited on the implementation of Domestic Violence Act (DVA)	Operational	Operational
	Blinkpan			
	Mhluzi			
	Middelburg			
EDUCATIONAL AWARENESS CAMPAIGNS				
(01) Gender based violence campaign	Mapimpana	01 Educational awareness campaign conducted	R4 000	R4 000
Community Police Relations				
Assess & support Community Safety Forum	Steve Tshwete	01 Community Policing Forum assessed & supported	Operational	Operational
Steve Tshwete: Community Police Relations				
Assess & support Community Policing Forums	Middleburg	04 Community Policing Forums & assessed supported	R7 000	R7 000
	Blinkpan			
	Hendrina			
	Mhluzi			
COMMUNITY POLICE RELATIONS				
Recruit Tourism Safety Monitors (TSMs)	Middleburg (13)	13 Tourism Safety Monitors (TSMs) recruited	R379 392 R2, 432.22 Stipend per TSM for a period of 12 months	R379 392
TRANSPORT REGULATION				
Safety engineering	Steve Tshwete LM	05 Transport Regulation programmes implemented	Operational	Operational
Traffic Law enforcement				
Road safety Education				

Project/Programme Name	Project Beneficiary/ Ward/ Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
Traffic administration and licensing				
Overload control				

Project/Programme Name	Project Beneficiary/ Ward/ Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
NKANGALA REGION				
Municipality: Thembisile Hani				
Monitoring of Police Stations on policy compliance	Twefontein	04 Police Stations monitored on policy compliance	Operational	Operational
	Kwaggafontein			
	Vaalbank			
	Kwamhlanga			
Audits on the implementation of Domestic Violence Act (DVA)	Twefontein	04 Police Stations audited on the implementation of Domestic Violence Act (DVA)	Operational	Operational
	Kwaggafontein			
	Vaalbank			
	Kwamhlanga			
EDUCATIONAL AWARENESS CAMPAIGNS				
(01) Liquor traders workshop	Sun City	05 Educational awareness campaigns conducted	R20 000	R20 000
(02) Gender based violence campaign	Mandela& Sheldon			
(01) Anti-Stock theft campaign	Wolvenkop			
(01) Sport against crime	Luthuli			
Community Police Relations				
Assess & support Community Safety Forum	Thembisile Hani Municipality	01 Community Safety Forum assessed & supported	Operational	Operational
Community Police Relations				
Assess & support Community Safety Forum	Thembisile Hani Municipality	01 Community Safety Forum assessed & supported	Operational	Operational

Project/Programme Name	Project Beneficiary/ Ward/ Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
Assess & support Community Policing Forums	KwaMhlanga	04 Community Policing Forums assessed & supported	R5 000	R5 000
	Vaalbank			
	Tweefontein			
	Kwaggafontein			
COMMUNITY POLICE RELATIONS				
Recruit Tourism Safety Monitors (TSMs)	Kwamhlanga (18)	18 Tourism Safety Monitors (TSMs) recruited	R525 312 R2, 432.22 Stipend per TSM for a period of 12 months	R525 312
TRANSPORT REGULATION				
Safety engineering	Thembisile Hani LM	05 Transport Regulation programmes implemented	Operational	Operational
Traffic Law enforcement				
Road safety Education				
Traffic administration and licensing				
Overload control				

Project/Programme Name	Project Beneficiary/ Ward/ Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
Municipality: Victor Khanye				
CIVILIAN OVERSIGHT: MONITORING & EVALUATION				
Monitoring of Police Stations on policy compliance	Sundra	02 Police Stations monitored on policy compliance	Operational	Operational
	Delmas			
Audits on the implementation of Domestic Violence Act (DVA)	Sundra	02 Police Stations audited on the implementation of Domestic Violence Act (DVA)	Operational	Operational
	Delmas			

Project/Programme Name	Project Beneficiary/ Ward/ Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
EDUCATIONAL AWARENESS CAMPAIGNS				
(01) sports against crime	Delmas	01 Educational awareness campaign conducted	R10 00	R10 000
Community Police Relations				
Assess & support Community Safety Forum	Victor Khanye	01 Community Safety Forum assessed & supported	Operational	Operational
Assess & support Community Policing Forums	Sundra	02 Community Police Forums assessed & supported	R4 000	R4 000
	Delmas			
Municipality: Victor Khanye				
TRANSPORT REGULATION				
Safety engineering	Victor Khanye LM	Operational	Operational	Operational
Traffic Law enforcement				
Road safety Education				
Traffic administration and licensing &				
• Overload control				
CIVILIAN OVERSIGHT: MONITORING & EVALUATION				
Monitoring of Police Stations on policy compliance	Mmamethhake	02 Police Stations monitored on policy compliance	Operational	Operational
	Siyabuswa			
Audits on the implementation of Domestic Violence Act (DVA)	Mmamethhake	02 Police Stations audited on the implementation of Domestic Violence Act (DVA)	Operational	Operational
	Siyabuswa			
Municipality: Dr JS Moroka				

Project/Programme Name	Project Beneficiary/ Ward/ Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
EDUCATIONAL AWARENESS CAMPAIGNS				
(01) Anti Stock theft workshop	Marapyane	02 Educational awareness campaigns conducted	R6 000	R6 000
(01) Liquor traders workshop	Siyabuswa			
Community Police Relations				
Assess & support Community Safety Forum	Dr JS Moroka	01 Community Safety Forum assessed & supported	Operational	Operational
Assess & support Community Policing Forums	Siyabuswa	02 Community Police Forums assessed & supported	R4 000	R4 000
	Mmamethlake			
Municipality: Dr JS Moroka				
COMMUNITY POLICE RELATIONS				
Recruit Tourism Safety Monitors (TSMs)	Siyabuswa (17)	30 Tourism Safety Monitors (TSMs) recruited	R875 520 R2, 432.22 Stipend per TSM for a period of 12 months	R 875 520
	Vaalbank (13)			
TRANSPORT REGULATION				
<ul style="list-style-type: none"> • Safety engineering • Traffic Law enforcement • Road safety Education • Traffic administration and licensing • Overload control 	Dr JS Moroka LM	05 Transport Regulation programmes implemented	Operational	Operational
Municipality: Emakhazeni				
CIVILIAN OVERSIGHT: MONITORING & EVALUATION				

Project/Programme Name	Project Beneficiary/ Ward/ Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
Monitoring of Police Stations on policy compliance	Belfast	04 Police Stations monitored on policy compliance	Operational	Operational
	Machadodorp			
	Watervalboven			
	Dullstroom			
Audits on the implementation of Domestic Violence Act (DVA)	Belfast	04 Police Stations audited on the implementation of Domestic Violence Act (DVA)	Operational	Operational
	Machadodorp			
	Watervalboven			
	Dullstroom			
Municipality: Emakhazeni				
EDUCATIONAL AWARENESS CAMPAIGNS				
(01) Tourism safety campaign	Dullstroom	03 Educational awareness campaigns conducted	R7 000	R7 000
(01) sports against crime	Machadodorp			
(01) Tourism safety campaign	Zasm Tunnel			
Community Police Relations				
Assess & support Community Safety Forum	Emakhazeni	01 Community Safety Forum assessed	Operational	Operational
Assess & support Community Policing Forums	Machadodorp	03 Community Police Forum assessed	R15 000	R15 000
	Dullstroom			
	WatervalBoven			
Municipality: Emakhazeni				
COMMUNITY POLICE RELATIONS				
Recruit Tourism Safety Monitors (TSMs)	Dullstroom (11)	21 Tourism Safety Monitors (TSMs) recruited	R612 864	R612 864
	Watervalboven (10)			

Project/Programme Name	Project Beneficiary/ Ward/ Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
			R2, 432.22 Stipend per TSM for a period of 12 months	
TRANSPORT REGULATION				
<ul style="list-style-type: none"> Safety engineering Traffic Law enforcement Road safety Education Traffic administration and licensing Overload control 	Emakhazeni LM	05 Transport Regulation programmes implemented	Operational	Operational

Department of Culture Sports and Recreation

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
NEW LIBRARIES UNDER CONSTRUCTION DUE FOR COMPLETION IN 2020/21					
Steve Tshwete	Newtown	Learners, educators and the community	10% completion	R1 500	R16 500
NEW LIBRARIES AT PLENARY STAGE FOR CONSTRUCTION IN 2020/21					
Dr JS Moroka	Mmamethlake	Learners, educators and the community	Planning phase completed	R500	R16 500
Emalahleni	Emalahleni	Learners, educators and the community	Planning phase completed	R500	R16 500
EXISTING LIBRARIES UPGRADED					
Emalahleni	Emalahleni main	Learners, educators and the community	80% completion	R4 000	R34 095
MUNICIPAL LIBRARIES MAINTAINED					

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
Victor Khanye	Sundra	Learners, educators and the community	100% maintenance completion	R800	R800
Emalahleni	Ogies	Learners, educators and the community	100% maintenance completion	R800	R800
17. Emalahleni	Lynnville	Learners, educators and the community	100% maintenance completion	R800	R800
MULTI –YEAR PROJECTS					
20. Emakhazeni	High Altitude Training Center	Athletes, Coaches, technical officials, administrators, managers and communities	TA approvals on the PPP framework stages of the High Altitude acquired to solicit private investor	R27 692	R5 100 000

Department of Energy

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
Emalahleni	Electrification of Phola OBM	Ward 31&28	357	R 5 796 822,00	R 5 796 822,00
Emalahleni	Empumelelweni Extensions	Ward 3,23&29	486	R 7 873 200,00	R 7 873 200,00
Emalahleni	Electrification of Siyanqoba	Ward 12&15	700	R 11 340 000,00	R 11 340 000,00
Emalahleni	SiyanqobaBulk substation Phase 3	Ward 12	8 km line Control room structure	R10 000 000,00	R66,000,000
Emalahleni	Total		1543	R35,000,000.00	
Steve Tshwete	Kwazamokuhle 11kV Switching Station	Ward 2	Switching Station	R8,000,000.00	R9,000,000
Steve Tshwete	Total		0	R8,000,000.00	

Emakhazeni	132/11kV,20MVA,Belfast Substation New intake Phase 2	Ward 8	132kv switchyard	R10,000,000.00	R60,000,000
Emakhazeni	Total		0	R10,000,000.00	
Dr J S Moroka		Ward1	211	R3,500,000.00	R3,500,000
Dr J S Moroka	Total		211	R3,500,000.00	

Department of Rural Development and Land Reform

Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000
DIRECETORATE: REID			
Number of new Agricultural enterprises supported in the 44 priority districts aligned to Agri-parks			
Marapyane vegetable - Supply and delivery of vegetable production inputs	Dr J S Moroka	4	R1 500 000
Sybrandskraal beef production – supply and delivery of beef livestock	Thembisile Hani		R2 500 000
Kranspoort Beef production - Supply and delivery of Beef production	Steve Tshwete		R2 500 000
Livestock improvement for farmers supported with AVMP infrastructure in JS Moroka	Dr J S Moroka		R2 500 000
Number of existing Agricultural enterprises supported in the 44 priority districts			
Sybranskraal FPSU Mechanization, Grain Production & 10 Vegetables Projects	Thembisile Hani	3	R2 650 000
Kameelrivier FPSU Mechanization ,07 Grain Projects & 08 Vegetables Projects	Dr Js Moroka		R2 000 000
Nkangala Art and Craft	Thembisile Hani & Dr J S Moroka	3	R 2 000 000
Number of existing non- agricultural enterprises supported in the 44 priority district			
Dr Js Moroka Art and Graft-Thenjiwe Bead Work Primary Cooperative	Dr J S Moroka	2	R100 000
Thembisile Hani Arts & Craft-Batizi Primary Cooperative	Thembisile Hani		R100 000

Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000
DIRECTORATE: STRATEGIC LAND ACQUISITION			
Number of hectares acquired through ALHA			
Ptn 8 (Remaining extent) of the farm Klippoort 277 JS	Nkangala	3 831	R 3,575,000.00
Ptn 13 of the farm Suikerboschkop 278 JS	Emakhazeni		R 4,000,000.00
Ptn 14 of the farm Rietfontein 365 JT	Nkangala		R 650,000.00
Ptn 10 of the farm Schoonwater 374 JT	Nkangala		R 4,000,000.00
Ptn 7 (Remaining extent) of the farm Rietvlei 375 JT	Emakhazeni		R 3,500,000.00
Portion 0 (Remaining Extent) of the farm De Roodekop 350 JS	Nkangala		R6 000 000.00
Portion 27 of the farm Waaikraal 385 JT	Emakhazeni		N/A
Portion 27 (A Portion of Portion 9) of the farm Woestallen 477 JS	Nkangala		R100 000.00
Portion 18 of the farm Olifantsfontein 196 IR	Nkangala		R50 000 000.00
Portion 3 of the farm Onverwacht 99 JT	Nkangala		R5 600 000.00
Portion of the farm Winnaarspoort 350 JT	Nkangala	R4 300 000.00	
. Portion 1 (Remaining extent) Portion 3,10,11, 12 & 17 of the farm Kliprivier 341 JS	Nkangala	3831	R100,291,400
Portion 0 (Remaining Extent) & Portion 11 of the farm Katboschfontein 22 IR	Nkangala		R 82,000,000
Portion 10, 11 & 23 of the farm Kaalbooi 368 JT	Nkangala		R9 165 000
Portion 1 of the farm of the farm Hooggenoeg 205 JS, Portion 2	Nkangala		R49 045 929
Portion 2 and Portion 10 of the farm Steynsplaats 360 JT and Portion 3,5,13 of the farm Hartebeestespruit 361 JT	Emakhazeni		R23 005 000

Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000
Portion 1 and Portion 16 (Remaining Extent) of the farm Langkloof 356 JT	Nkangala	3831	R 9,100,000
Portion 0 of the farm Bospoort 1208 JS, Portion 2 (Remaining Extent) of the farm Klipfontein 385 JS & Portion 0 of the farm By Rietvally 384 JS	Nkangala		30 000 000.00
Number of hectares acquired through partnerships with Private sector/financial institutions			
Portion 18 of the farm Olifantsfontein 196 IR	Nkangala	700	R50 000 000.00
Number of pilot farms acquired and allocated to support ALDRI initiative			
Ptn 13 of the farm Suikerboschkop 278 JS	Nkangala	3	4,000,000
Ptn 7 (Remaining extent) of the farm Rietvlei 375 JT	Nkangala		3,500,000
Ptn 8 (Remaining extent) of the farm Klippoort 277 JS	Nkangala		3,575,000
STRATEGIC LAND ACQUISITION			
Number of farm development support through ALHA			
Kleinwater/Moniwa	Nkangala	16	44 762 141
Waaikraal/Thokoza	Nkangala		
Schoonoord	Nkangala		
Klippoort	Nkangala		
Welgeluk	Nkangala		
Leeukloof	Nkangala		
Lakenvallei	Nkangala		
Klipspruit	Nkangala		

Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000
Doornrug	Nkangala		
Elandspruit	Nkangala		
Number of farm development support through Households (HH)			
Number of restitution farms supported through post settlement support			
Doornkop CPA	Nkangala	8	R 84 441 707
Borehole CPA	Nkangala		
Somphalali CPA	Nkangala		
Shonanyawo CPA	Nkangala		
Number of Households supported through ALHA			
Hartebeestspruit farm dwellers	Nkangala	60	2 000 000
Number of Households supported through HH			
1hh/bakgatla ba mmakau coop mp	Nkangala	367	R 1 400 000
1hh/lahlamohlako cooperative mp	Nkangala		R 1 226 275
1hh/pankop cooperative mp	Nkangala		R 2 147 275
Lr/hlanganisi inqfondo pty mp	Nkangala		R 3 422 457
Lr/qedindlala emasimini coop mp	Nkangala		R 1 150 692
Lr/triple b cooperative mp	Nkangala		R 808 012
Lr/zamelani ukusebenza coop mp	Nkangala		R 922 457

Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000
Phake thabeng agric coop	Nkangala		R 2 000 000
Thembisile cooperative	Nkangala		R 3 000 000
Number of Recapitalisation and Development commitments finalised			
Khethile cooperative	Nkangala	5	R 1 200 000
Thembisile Commonage	Nkangala		R 2 000 000
Rietvallei	Nkangala		R 3 703 050
Number of One Household One-hectare commitment finalised			
Lahlamohlako	Nkangala	8	R 21 011 592
Mocha	Nkangala		
Bakgatla Ba Mmaka	Nkangala		
Pankop	Nkangala		
Qedindlala	Nkangala		
Tripple B	Nkangala		
Zamelani Ukusebenza	Nkangala		
Hlanganisi ngcondo	Nkangala		
DIRECTORATE: TENURE SYSTEMS IMPLEMENTATION			
Number of hectares allocated to farmer's dwellers/labour tenant			

Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000
Portion 0 (Remaining Extent) of the farm De Roodekop 350 JS	Nkangala	1000	R6 000 000
Portion 27 (A Portion of Portion 9) of the farm Woestallen 477 JS	Nkangala		R100 000
Portion of the farm Winnaarspoort 350 JT	Nkangala		R4 300 000
Portion 29, 34, 35, 36 (remaining extend) & 40 of the farm Paarderplaats 380 JT	Nkangala		R2 900 000
Portion 17 (a portion of portion 6) of the farm Zwartkoppies 316 JT	Nkangala		R1 000 000
Portion 4 of the farm Kareekraal 135 JT	Nkangala		R3 612 000
Portion 3 of the farm Elanshoek 100 JT	Nkangala		R2 300 000
Portion 6(RE) and Portion 7 of farm Waaikraal 385 JT	Nkangala		R9 840 000

Department of Water and Sanitation

Project/Programme Name/Description	Project Beneficiary	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
Loskop Bulk Water Supply Project Bulk water abstraction from Loskop dam, construction of 20MI/d treatment module, 50km bulk pipeline, and storage reservoir.	Thembisile Hani Local Municipality	Project Planning: Implementation Readiness Study	100 000	700 000
WSIG –emalahleni	Emalahleni Local Municipality	Phase 1 and 2 of Witbank WTW project under construction	35 000	35 000
Rust de Winter Bulk Water Supply Project: Abstraction from Rust De Winter Dam, 10 Megalitres per day Water Treatment Works (WTW)	Dr JS Moroka Local Municipality	Planning: Implementation Readiness Study	10 000	

Delmas Wastewater Treatment Plant Upgrade Delmas sewer treatment plant from 5 megalitres to 12 megalitres per day.	Victor Khanye Local Municipality	Implementation is subject to Victor Khanye LM providing confirmation of counter funding. The Municipality expected to provide R63m as economic contribution to the project.	30 000	126 000
WSIG- Steve Tshwete	Mhluzi		20 600	20 600
	Kwazamathole		1 300	1 300
	Kwazamathole x6		8 100	8 100