DISTRICT OF EXCELLENCE AND CLIMATE SMART INNOVATION









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ACRONYMS

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

HDI	Human Development Index	**MDHSS**	Mpumalanga Department of Health and Social Services
HET	Higher Education and Training	**MDE**	Mpumalanga Department of Education
HIV	Human Immunodeficiency Virus	**MEC**	Member of Executive Council
HOD	Head of Department	**MHS**	Municipal Health Services
HRDP	Human Resource Development Plan	**MFMA**	Municipal Finance Management Act
IBBD	Industrial and Big Business Development	**MIG**	Municipal Infrastructure Grant
ICRMP	Integrated Cultural Resources Management Plan	**MLL**	Minimum Living Level
ICT	Information and Communication Technology	**MPG**	Mpumalanga Provincial Government
IDP	Integrated Development Plan	**MPCC**	Multi-Purpose Community Centres
IEDP	Integrated Economic Development Plan	**MPRA**	Municipal Poverty Rates Act
IEM	Integrated Environmental Management	**MSIG**	Municipal Systems Improvement Grant
IFSNP	Integrated Food Security Nutrition Programme	**MRDP**	Mpumalanga Rural Development Programme
IGR	Intergovernmental Relations	**MSA**	Municipal Systems Act, Act 32 of 2000
IMEP	Integrated Municipal Environmental Programme	**MSP**	Master Systems Plan
INEPBPU	Integrated National Electrification Programme Business Planning Unit	**MTEF**	Medium Term Expenditure Framework
INTAC	Integrated Nature-based Tourism and Conversation Management Project	**MTGS**	Mpumalanga Tourism Growth Strategy
IPA	Irreplaceable Area	**MTSF**	Medium Term Strategic Framework
IS	Information System	**NDPGF**	Neighbourhood Development Partnership Grant Fund
ISF	Integrated Spatial Framework	**NEDA**	Nkangala Economic Development Agency
ISRDP	Integrated and Sustainable Rural Development Programme	**NEDLAC**	National Economic Development & Labour Council
IT	Information Technology	**NEMA**	National Environmental Management Act
ITP	Integrated Transport Plan	**NEPAD**	New Partnership for Africa's Development
KPA	Key Performance Area	**NER**	National Electricity Regulator
KPI	Key Performance Indicator	**NDM**	Nkangala District Municipality
LAR	Land Audit Report	**NGO**	Non-Governmental Organization
LDO	Land Development Objective	**NHRA**	National Heritage Resources Act
LDP	Land Development Principles	**NLP**	National Land Care Programme
LED	Local Economic Development	**NSDP**	National Spatial Development Perspective
LM	Local Municipality	**NWMS**	National Waste Management Strategy
LOA	Leave Of Absence	**OHSA**	Occupational Health and Safety Act
LRAD	Land Redistribution for Agricultural Development	**PHC**	Primary Health Care
LUM	Land Use Management	**SDGs**	Sustainable Development Goals
LUMB	Land Use Management Bill	**SAR**	South African Railways
LUMS	Land Use Management System	**SDA**	Spatial Development Areas
MAM	Multi Agency Mechanism	**SDLC**	System Development Life Cycle
OLS	Operating Licence Strategy	**SDF**	Spatial Development Framework
PA	Protected Area	**SEAM**	Strategic Engagement and Agreement Matrix
PGDS	Provincial Growth and Development Strategy	**SEDA**	Small Enterprise Development Agency
PHP	Peoples Housing Programme/Process	**SETA**	Sector Education Training Authority
PLAS	Proactive Land Acquisition Strategy	**SEMP**	Strategic Environmental Management Plan

PMS	Performance Management System	**SLA**	Service Level Agreement
PPP	Public Performance Areas	**SMART**	Specific - Measurable - Accurate - Realistic - Time-Based
PRUDS	Provincial Rural and Urban Development Strategy	**SMME**	Small Medium and Micro Enterprises
PSC	Project Steering Committee	**SoER**	State of the Environment Report
RDP	Reconstruction and Development Plan	**SUPA**	Service Upgrading Priority Area
REDS	Regional Electricity Distribution System	**SWOT**	Strength, Weaknesses. Opportunities and Threats Analysis
REED	Regional Economic Enterprise Development	**TLC**	Transitional Local Council
RIDS	Regional Industry Development Strategy	**TOD**	Transit Orientated Development
RSA	Republic of South Africa	**TRC**	Transitional Regional Council
RSC	Regional Service Council	**UN**	United Nations
SABS	South Africa Bureau of Standards	**URDP**	Urban and Rural Development Programme
SACOB	South Africa Chamber of Business	**VIP**	Ventilated Improved Pit Latrine
SACTRP	South Africa Council for Town and Regional Planners	**WMAs**	Water Management Areas
SAHRA	South African Heritage Resources Agency	**WMP**	Waste Management Plan
SALGA	South Africa Local Government and Administration	**WSA**	Water Services Authority
SAMAF	South African Micro Finance Apex Fund	**WSDP**	Water Services Development Plan
SANAC	South African National AIDS Council		
SANCO	South Africa National Civic Organization		
SAPS	South African Police Service		

FOREWORD BY THE EXECUTIVE MAYOR

TO THE NKANGALA DISTRICT MUNICIPALITY 2024/25 IDP BUDGET



It is with great pleasure to present to the community and stakeholders of Nkangala District Municipality the IDP Budget for 2024/25. This takes place at a defining moment in the history of South Africa, the country is celebrating three decades i.e. 30 years of our constitutional democracy, 30 years of our economic transformation, 30 years of our nation-building, 30 years of provision of quality basic services to South Africans, 30 years of provision of quality basic education and quality health services. This IDP Budget follows immediately after a very successful Nkangala District Municipality Lekgotla where catalytic and game changer projects were robustly discussed and adopted which will bring great a change in the infrastructure and economic sphere of the district.

This budget is cognisant of some good improvements in household services between 2011 and 2022 according to Census 2022 of Stats SA, however ,it must also take into serious consideration the serious issues raised in the Presidential DDM Imbizo which are the backlog in piped water, flush/chemical toilets, and refuse collection which remain high and where there is la ack it must be able to prioritise and bring about transformation.

This budget must take into consideration that the district accounts for six municipalities with a total population of 1.5m as set out in the 2022 Stats SA Census report and therefore must also inter alia be guided by the Constitution of the Republic of South Africa Chapter 7 S 153 where it says
A municipality must—
(a) 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
(b) participate in national and provincial development programmes.
This must be read together with S 52 (1) (a) – (e) and (2), and all the aforementioned are mandatory guidelines.

Nkangala District Municipality had physical consultative meetings with stakeholders in February/March 2023 and another round in September/October 2023. Both public participation programmes achieved a great measure of success. The district municipality through engagements with the public of the six municipalities under it has received inputs and comments around which the Final IDP hinges and this draft budget must take them into consideration for a meaningful report back to the communities.

This 2024/2025 IDP Budget is very considerate of the adopted Nkangala Vision 2030 which outlines 12 Strategic Goals that must be taken into account to improve the lives of the residents of the district which also support the National Development Plan's Strategic Goals. It also takes into account the integrated development processes of, and proposals submitted by the local
municipalities in the district.

Noteworthy is the introduction and adoption of the District Development Model (DDM) that emanates from the White Paper of 1998, a model that was first expressed in the President Cyril Matamela Ramaphosa budget speech in 2019 and eventually adopted a year after as a model that must take precedence within the three spheres of government with the districts being the landing strips, but also inclusive of the private sector and communities who are the common beneficiaries. This DDM advocates for One Plan, One budget and One Implementation as

opposed to working in a disjointed approach or in silos. Nkangala District Municipality is committed to the DDM which will ensure that there is no duplication and that resources are optimally used with a massive impact and a sizeable footprint.

As a district we acknowledge the fact that municipalities are trying their utmost to deliver quality services to their customers which are the residents however also acknowledging the challenges that are still faced by some municipalities, cases in point will be Thembisile Hani Municipality and Dr JS Moroka who are facing acute unavailability/scarcity of water. With the latter two there are two programmes which aim at alleviating the problem and these are the Loskop Dam and Rust de Winter Projects, with the former having begun with its construction process. Emalahleni on the one end has a similar challenge in some wards but with Hlalanikahle and KwaGuqa Ext receiving attention as well, this does not underplay the refurbishment that the municipality should receive in its water and sanitation infrastructure and electricity in other sections as well. In Victor Khanye Local Municipality Water Works Treatment Plant still needs to be completed. eMakhazeni will also need improvements especially in the townships. On the one end of the spectrum Steve Tshwete Local Muncipality is still doing fairly well in providing services to its residents

In conclusion, the IDP/Budget for 2024/25 must give hope to the citizens of Nkangala District Municipality as it prioritizes the main functions of the district according to Chapter 5 of the Municipal Structures Act, No 117 of 1998 which provides the Functions and Powers of the Municipalities. S83 (3) states that, 'A District Municipality must seek to achieve the Integrated, sustainable and equitable social and economic development of its area as a whole read together with S 84 (1) which states that, 'A district municipality has the following functions and powers; potable water supply systems, bulk supply of electricity, which includes for the purpose of supply, the transmission, distribution and where applicable, the generation of electricity,, municipal roads which form an integral part of a road transport system for the area of the district municipality as a whole amongst others
It should give hope with the many catalytic/game changer projects that will change the economic landscape of the Nkangala District Municipality and its residents. We are positively looking forward to working with our stakeholders in the private sector and sector departments within and outside the district to achieve our vision "District of Excellence and Climate Smart Innovation"

Let us build better communities together.

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CLLR TD NGWENYA
EXECUTIVE MAYOR

MUNICIPAL MANAGER'S OVERVIEW



According to Section 35 of the Municipal Systems Act, No 32 of 2000 an Integrated Development Plan (IDP) is a "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". While 34 of MSA , stipulate that a municipal council must review its integrated development plan
annually in accordance with an assessment of its performance measurements and to the extent that changing circumstances so demand.

Section 153 of the Constitution states that a municipality must "structure and manage its administration and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community". The IDP is a key instrument that gives effect to this requirement which includes – participatory planning, budgeting, implementation, monitoring and reporting processes of all public institutions.

It is for this purpose that the Nkangala District Municipality is in the process of finalising Reviewed 2024/25 NDM IDP in line with all the legislative requirements. This review is done during a the time where the District, Country and the world is confronted with difficult decisions around Just Energy Transition and Just Transition. It is important to note that the coal industry is the core of the district economy and that the coal industry is a critical employer within the district and therefore will continue to support the coal industry while working towards diversification of the district economy.

We continue to support and be committed to the development and establishment of Nkangala Economic Development Agency (NEDA). The current NEDA Board was appointed effective August 1, 2023. Since its commencement the following activities have taken place, 1) on August 8, 2023 the inception meeting with Executive Mayor, MMC, MM took place to brief the board of the District's expectations, 2) On September 2023, the Board committees, work streams, policies and procedures were established and approved, 3) On October 2023, the Strategic planning preparation and project identification took place, 4) On November 28-30, the NEDA Strategic Planning Meeting took place which resulted with a clear strategic plan, 5) In December 2023, the Recruitment process for CEO and CFO commenced, 6)In January 2024, Finalisation of the NEDA Strategy 2024-2027 and Annual Performance Plan (APP) 2023-24 consolidation took place. In February 2024, Finalisation of Human Capital process for the appointment CEO and CFO was finalised on 1 March 2024, the NEDA CEO commenced service March 1, 2024 and the NEDA CFO will commence service April 1, 2024. Finally, the NEDA budget steering was held on the 2 April 2024.
Lastly, let me take this opportunity to appreciate the valuable input that we receive from our stakeholders during the IDP Outreach and Strategic Planning Session. We will continue to be transparent and accountable administration in achieving the vision of the district which is "District of Excellence and Climate Smart Innovation".

M.M. SKOSANA
MUNICIPAL MANAGER

THE EXECUTIVE SUMMARY OF THE IDP DOCUMENT

This document is the 2024/25 IDP review of the Nkangala District Municipality (NDM), and it represents the 2nd 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 co-ordinates plans and takes into account proposals for the development of the Municipality and aligns the resources and capacity of the Municipality. As far as the status of the IDP is concerned, Section 35 of the Act clearly states that an integrated development plan adopted by the Council of a Municipality is the principal strategic planning instrument, which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the Municipality. It binds the Municipality in the exercise of its executive authority, except to the extent of any inconsistency between a Municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails. Section 36 furthermore stipulates that a Municipality must give effect to its integrated development plan and conduct its affairs in a manner that is consistent with its integrated development plan.

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

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 2024/25 2nd Reviewed IDP of council. Key activities include amongst others adoption of the District Framework/ Process Plan. September/October 2023 and March/April 2024 Community Outreach Programme meetings respectively, discussions that took place through varying Council structures such as Mayors' Forum; Municipal Managers Forum; DDM structures

meetings as well as IDP/PMS Forums and IDP Technical 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 JS 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 Nine: outlines the District Funded Projects and Programmes

CHAPTER ONE



1. CHAPTER ONE

1.1. District Geography

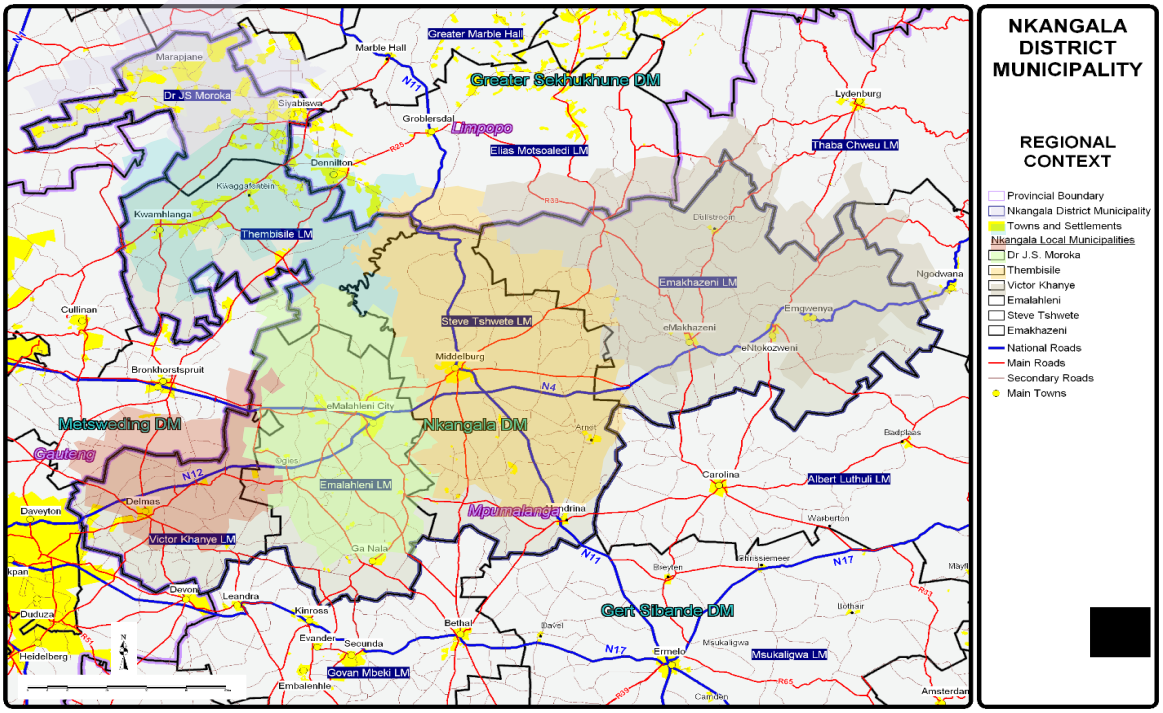
Nkangala District Municipality comprises six local municipalities namely, Emakhazeni, Steve Tshwete, Emalahleni, Victor Khanye, Thembisile Hani and Dr JS Moroka local municipalities. Emalahleni Local Municipality accounts for the largest population estimate at 434, 522 or 27.3% followed by Thembisile Hani Local Municipality with a population estimate of 431 248 or 27.2%; Dr JS Moroka Local Municipality at 324 855 or 20.5%; Steve Tshwete Municipality at 242 031 or 15.2%.; Victor Khanye Local Municipality at 106 149 or 6.6% and Emakhazeni Local Municipality at 50 165 or 3.2%. The total area covers approximately 16,892 square kilometres. Table 1 below provides a summary of the population estimate in the Nkangala District Municipality as per the National Census by Stats SA, 2011 and 2022 and population projections by the Department of Economic Development, Environment and Tourism.

Table 1: Nkangala District Demographic Profile

Local Municipal Area	Population		Average annual population growth	Estimated number
	2011 Census	2022 Census	2011-2022	2022
Steve Tshwete	229 831	242 031	0.5%	334 656
Emalahleni	395 466	434 522	0.9%	570 317
Victor Khanye	75 452	106 149	3.3%	97 982
Thembisile Hani	310 458	431 248	3.2%	386 634
Dr JS Moroka	249 705	324 855	2.6%	230 238
Emakhazeni	47 216	50 165	0.6%	57 837
Nkangala	1 308 129	1 588 968	1.9%	1 677 664
Gert Sibande	1 043 195	1 283 459	2.0%	1 288 598
Ehlanzeni	1 688 615	2 270 897	2.9%	1 837 790
Mpumalanga	4 039 938	5 143 324	2.3%	4 804 052

(Source: Stats-SA 2011 and Stats-SA 2022)

Figure 1: Geography of the District



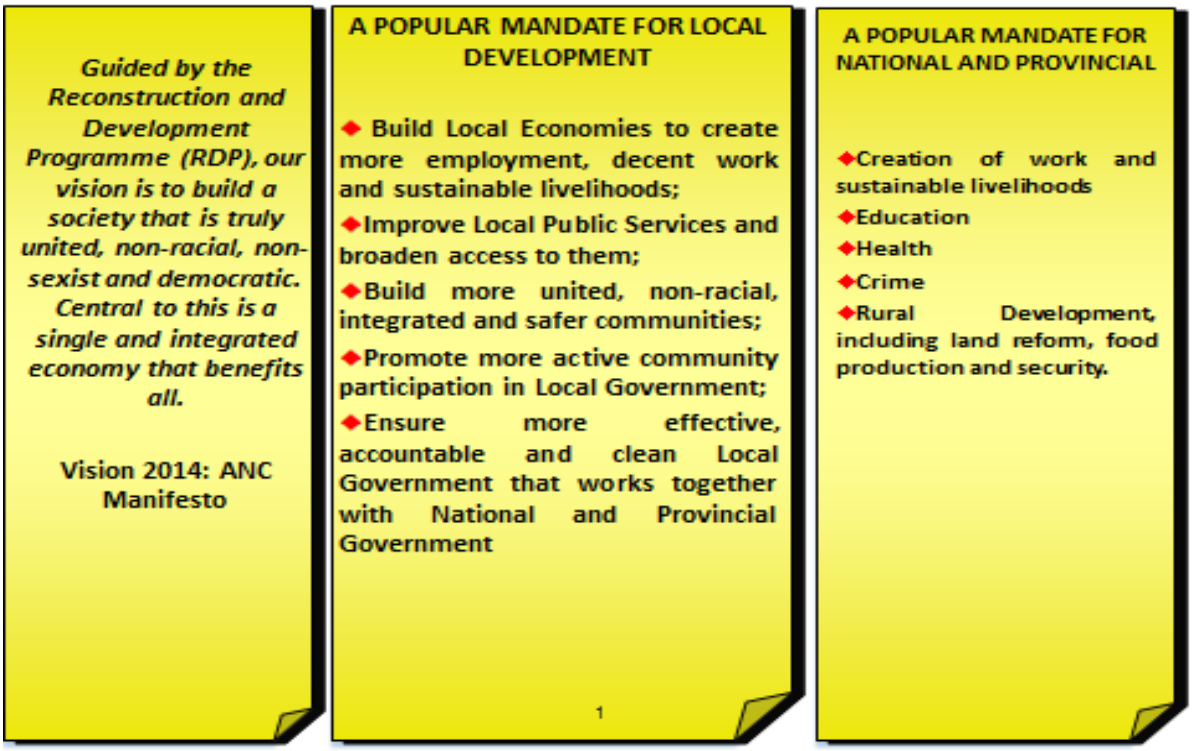
Guiding Parameters

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).

1.2. 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



1.3. 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. So, with some efforts, commitment and hard work, South Africa can become the country that we wholeheartedly want it to be. It is possible to get rid of poverty and reduce inequality in the next 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

1.4. Medium Term Strategic Framework

The MTSF 2019-2024 is built on three foundational pillars: a strong and inclusive economy, capable South Africans, and a capable developmental state. It recognises the need to rebuild and restore public confidence in South Africa in these areas through catalysing development opportunities and removing structural impediments to equality, opportunity, and freedom. The framework is developed in the era and spirit of Khawuleza, giving priority to integrated planning, implementation, accountability, and service delivery. It also promotes consequence management for non-performance and non-delivery. The framework calls all spheres government to work collaboratively using the district development model to jointly plan and coordinate implementation at local level. This new model bridges the gap between the three spheres of government to ensure better coordination, coherence and integration of government planning and interventions. This is the way in which we are bringing government closer to the people.
The Medium-Term Strategic Framework (MTSF) is a five-year plan of government that is intended to implement the electoral mandate and National Development Plan Vision (NDP) 2030. The NDP is our vision leading to 2030. It calls all of us to work together to deal with poverty, unemployment, and inequality. The MTSF 2019-2024 will be implemented through seven priorities which are:

PRIORITY 1: Building a capable, ethical, and developmental state.
PRIORITY 2: Economic transformation and job creation
PRIORITY 3: Education, skills, and health
PRIORITY 4: Consolidating the social wage through reliable and quality basic services.
PRIORITY 5: Spatial integration, human settlements, and local government
PRIORITY 6: Social cohesion and safe communities
PRIORITY 7: A better Africa and world

1.5. National Growth Path

The New Growth Path must provide bold, imperative, and effective strategies to create the millions of new jobs that 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:	• 300 000 in Agriculture smallholder schemes • 145 000 jobs in agro processing by 2020 • 140 000 additional jobs in Mining by 2020, and 200 000 jobs by 2030, not counting the downstream and side stream effects. • 350 000 jobs as per the IPAP2 targets in Manufacturing by 2020 • 250 000 jobs in Business and Tourism by 2020
JOBS DRIVER 3: Seizing the Potential of new economies	• 300 000 jobs to Green Economy by 2020. • 80 000 in 2020 and 400 000 jobs in 2030 in Manufacturing and the rest in Construction, operations and maintenance of new environmentally friendly infrastructure. • 100 000 jobs by 2020 in the knowledge-intensive sectors of ICT, higher Education, Healthcare, Mining-related technologies, Pharmaceutical and biotechnology.
JOBS Driver 4: Investing in Social and public Services	• 250 000 jobs by NGOs like Co-ops and Stokvel. • 100 000 jobs by 2020 in Public Services (Education, Health and Policing).
JOBS DRIVER 5: Spatial Development (Regional Integration)	• 60 000 direct jobs in 2015 and 150 000 jobs in 2020 through exports within SADC.

1.6. Mpumalanga Growth and Development Path

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

- **SCENARIO 1: The 15% unemployment rate by 2020-**Firstly through creating on average 69 400 net jobs annually for the next 10 years. Secondly, accelerated and sustained economic growth of approximately 5.3% annually.

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

Table 3: Job Pillars

PILLAR 1: JOB CREATION	PILLAR 2: INCLUSIVE AND SHARED ECONOMIC GROWTH	PILLAR 3: SPATIAL DISTRIBUTION
- Growth in Labour Absorbing Sectors; - Green Jobs; - EPWP 2; - Youth Employment Initiatives; - Value Chain Initiatives between small and large Enterprises; - Industry Diversification; - Increased Labour & regulatory efficiency; and - Support to Co-ops and Informal Business; - SMME Development & Support'; - Labour/Skills Development; - Infrastructure Development & Maintenance; - Finance & Funding; - Land & Water Resource Management; and - Sustainable Human Settlements.	- 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.	- 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**
- Quality Basic Education; - Community /Heritage Education; - Access to quality Healthcare; - Social Assistance & Insurance; - Social Infrastructure; - Safe Communities.	- Waste Management; - Energy Efficiency; and Renewable Energy Source.	- Joint Initiatives between MP and Neighbours; and - Sub-Corridor Development.

1.7. 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

1.8. State of the Nation Address (SONA) and State of the Province Address

Table 4: SONA and SOPA 2024

SONA 2024 PRIORITIES	SOPA 2024 PRIORITIES
BUILDING BETTER LIVES Reducing the impact of poverty through social support and expanding access to services such as healthcare and education is vital to the achievement of a better quality of life for all South Africans.	**FOOD & NUTRITION SECURITY PLAN** Comprehensive Agricultural Support Programme including Women, Youth & persons with disabilities empowerment. the doors of learning and culture shall be opened to all"
GROWING THE ECONOMY AND JOBS Faster growth through investment drive, economic reforms, public employment programmes and an expanding infrastructure programme.	**PRESIDENTIAL EMPLOYMENT STIMULUS** Implementation of The Stimulus Programme
FIGHTING CORRUPTION Expose and punish corrupt activities in both the public and private sectors, reform our institutions to make them stronger and more transparent, and restore a professional and effective public service.	**FIGHTING CORRUPTION** Increasing our efforts to fight corruption
MAKING COMMUNITIES SAFER High levels of crime also thwart efforts to stimulate growth, increase investment and reduce poverty.	**ADVOCACY AGAINST CRIME** Gender Based Violence and Femicide (GBVF), drug-abuse by our youngsters and to instil moral regeneration.
MAKING GOVERNMENT WORK strengthen the capabilities and resources of provinces and municipalities across the country.	**INFRASTRUCTURE DEVELOPMENT** **FREE MEDICAL CARE AND HOSPITALIZATION**

1.9. Local Government Back to Basics Strategy

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 streetlights 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.

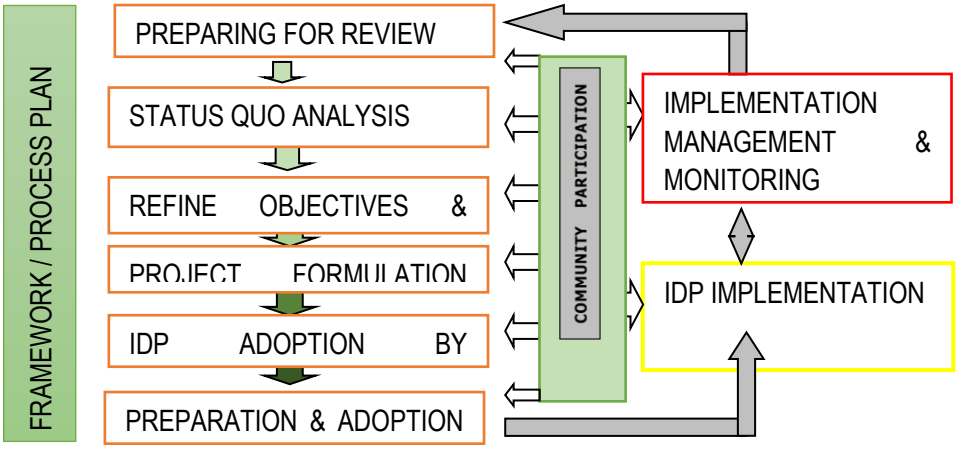
The so-called service delivery protests are a reflection of community frustration with these failures, especially in economically marginalised communities who experience real or perceived indifference from government officials and politicians. While these protests have generated a negative narrative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

1.10. IDP Review Processes

1.10.1. 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 2024/25 IDP. **Figure 3** depicts a schematic representation of the review process followed.

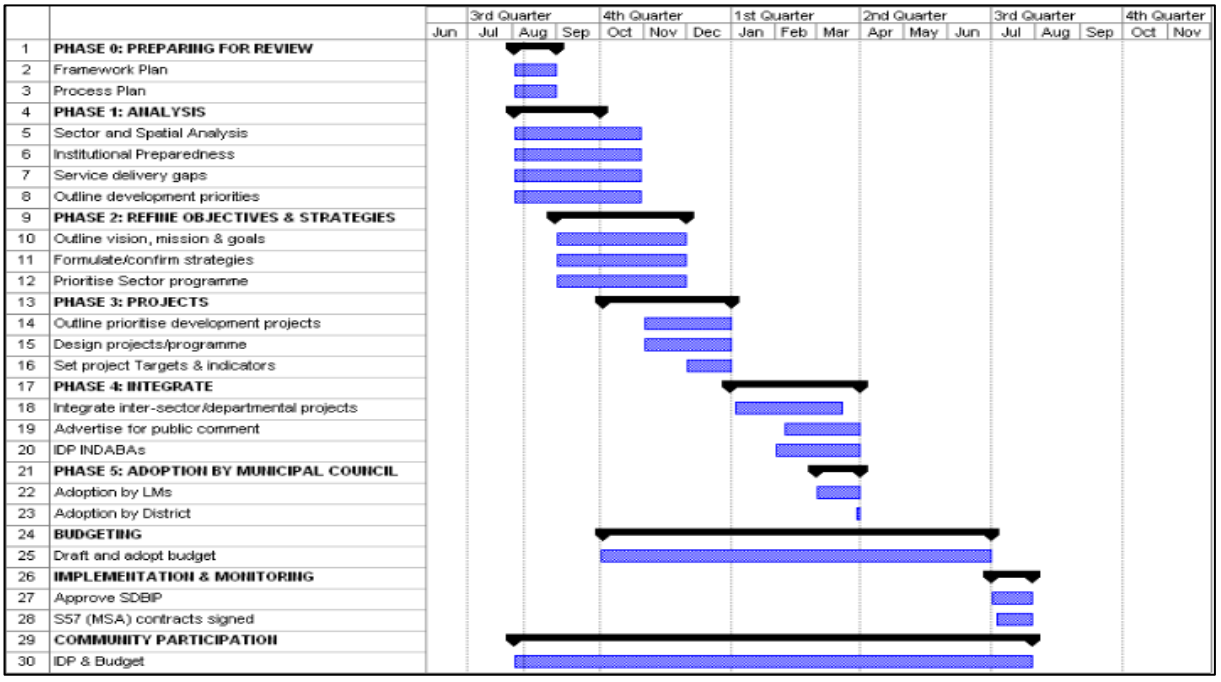
Figure 3: IDP Review Process



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 2023 subsequent to the adoption of the District Framework Plan in July 2023.

The Integrated Development Plan

Figure 4: Activities Involved in the IDP Review Process



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.

1.11. The IDP Review Process

In July 2023 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.
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 IDP 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.

1.12. 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.

1.13. 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 in the table 4 below. The summary of the roles and responsibilities of the discussed external and internal role players is as follows.

Table 4: Roles and responsibilities in IDP Process

DUTIES OF MUNICIPAL COUNCIL	DUTIES OF MUNICIPAL ADMINISTRATION	DUTIES OF COMMUNITIES
▪ 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— ▪ 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;	▪ 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	▪ 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;

DUTIES OF MUNICIPAL COUNCIL	DUTIES OF MUNICIPAL ADMINISTRATION	DUTIES OF COMMUNITIES
▪ Promote gender equity in the exercise of the municipality's executive and legislative authority; ▪ Promote a safe and healthy environment in the municipality; ▪ Contribute, together with other organs of state, to the progressive realisation of the fundamental rights contained in Sections 24 (safe and healthy environment), 25 (access to property), 26 (access to housing), 27 (access to Health care, food, water and social security and 29 (access to education) of the Constitution. Councillors, ward committees and CDWs ▪ 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.	▪ Horizontal alignment and other spheres of government to the satisfaction of the municipal Council; ▪ Ensure that the needs and priorities of the community are reflected in the IDP. ▪ To ensure that the public participates fully and meaningfully in developing the municipal IDP process.	▪ Members of the local community have the duty to pay promptly service fees, surcharges on fees, rates on property and other taxes, levies and duties imposed by the municipality: ▪ To respect the municipal rights of other members of the local community; ▪ To allow municipal officials reasonable access to their property for the performance of municipal functions; ▪ To comply with by-laws of the municipality applicable to them. ▪ The community must fully participate in governing their municipality by attending IDP meetings ▪ The community must inform its municipality of their developmental needs, their problems, challenges and priorities (e.g. Lack of roads, housing, electricity, clean water, etc.). ▪ Participate and influence municipality's budget ▪ To be fully involved in the planning processes ▪ To provide relevant information to the Councillors, ward committees and CDWs ▪ To participate in ward and community meetings and raise their developmental aspirations, service delivery challenges and issues ▪ To assist in facilitating implementation and monitoring of projects ▪ To participate and inform government programmes such as community policing forums ▪ Make recommendations on any matter affecting the ward to the ward committees and ward Councillor or through the ward Councillor and ward committees

1.14. 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 mater, 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 phase. Municipalities must, in terms of the legislation, abide by the indicated processes and timeframes.

Table 5: IDP Review Process (to review current IDP)

IDP Phases	Alignment Activity	Timeframe
Phase 0: Adoption of Framework Plan and Process Plan	Adoption of the final District IDP Framework Plan	July 2024

IDP Phases	Alignment Activity	Timeframe
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 2024
Phase 2: Refinement of objectives and Strategies Strategic Lekgotla 2025	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 DDM structures and IDP Technical workshops to discuss identified priority issues and objectives for the financial year with sector department and relevant stakeholders	November 2024 to March 2025
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 2025
Phase 4: Integration IDP/Budget Indaba	Arrange internal IDP Steering Committee meeting to discuss prioritised projects to be funded in the IDP for the 2025-2026 financial year Integration of Sector department planned projects and Programmes Submission of draft IDP to MEC COGTA and National Treasury for comments Draft 3rd Reviewed 2025/26 IDP advertised in **April 2025 for** public comments.	March -April 2025
Phase 5: Adoption of the Final 3rd Reviewed 2025/26 IDP	Adoption of Annual budget and IDP for 2025/26 FY Submission of Final IDP 2025/26 to MEC COGTA and National Treasury for comments Final 3rd Reviewed 2025/26 IDP advertise in **June 2025 for** public notice	May- June 2025
Public Participation, Implementation and monitoring	Ongoing	

1.15. 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 community's 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 6: September 1st community outreach meetings for the 2023/24 financial year

Date	Local Municipality	Time	Meeting Venue
07 September 2023	Dr JS Moroka LM	14h00	**GaMorwe Community Hall**
17 September 2023	Steve Tshwete LM	11h00	**Somaphepha Community Hall**
22 September 2023	Thembisile Hani LM	11:00	**Kwaggafontein Community Hall**
07 October 2023	Victor Khanye LM	11h00	**Botleng Sports Complex**
08 October 2023	Emakhazeni LM	11h00	**Vusi Mahlangu Community Hall Emthonjeni**
12 October 2023	Emalahleni LM	13h00	**Civic Centre Community Hall**

Table 7: Summary of the issues raised in the September 2023 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						

Priority Need	THLM	DRJSMLM	STLM	VKLM	EMKLM	EMLM
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	✓	✓				
Human Settlement.	✓	✓	✓	✓	✓	✓
Building/maintenance of infrastructure (roads)		✓		✓		
Access/bus public transport roads, infrastructure						
High mast light/streetlights		✓		✓		
Local Economic Development	✓	✓		✓	✓	✓
Provision of basic services at farm wards						

Table 8:: ***Second community outreach meetings for the 2023/24 financial year, 4TH Quarter, April 2024, IDP Outreach meetings.***

Date	Local Municipality	Time	Venue
05 April 2024	Dr. JS Moroka LM	11h00	Ga-Morwe Community Hall
07 April 2024	Steve Tshwete LM.	11h00	Somaphepha Community Hall
12 April 2024	Victor Khanye LM.	11h00	Simon Gondwe Sports Center
18 April 2024	Thembisile Hani LM	11h00	Vumabesala High School Ground Gembok
21 April 2024	Emakhazeni LM	11h00	Sakhelwe Community Hall Dullstroom
26 April 2024	Emalahleni LM	11h00	Thubelihle Community Hall ward 25

*Table 9: **Summary of the issues raised in the April 2024 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	✓		✓		✓	
Human Settlement.						
Building/maintenance of infrastructure (roads)		✓		✓		
Access/bus public transport roads, infrastructure				✓		
High mast light/streetlights	✓	✓		✓		
Local Economic Development	✓	✓		✓		
Provision of basic services at farm wards				✓	✓	

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 thirteen (13) Traditional Leaders, who have been gazetted by the MEC of COGTA, are now members of the Nkangala District Municipality Council. The Traditional Leaders have their own Traditional Councils, Izimbizo and commemoration events which are supported by government.

1.16. 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	• Internal and external communication • Inadequate personnel • Huge backlogs in infrastructure (homeland heritage) • Deteriorating rural infrastructure (such as road infrastructure) • Uncoordinated development and service delivery • Failure to retain key personnel • Weak audit outcomes of some local municipalities • Lack of joint planning; implementation and monitoring of LED and EPWP Programs between the district and local municipalities • Grant Dependency • Low revenue collection at LM's • Uncoordinated development between the spheres of government
Strengths	• Effective functional internal Audit, risk and MPAC and institutional capacity • assisting local municipalities to improve on service delivery • Effective Policies and Governance Structures • Good financial management • Effective ICT governance Framework implementation • Strong skills development • Successfully established intergovernmental fora which are all functional • Strong political and administrative leadership
Opportunities	• Key LED anchor projects identified (Kusile Power Station, Rust de Winter Development Initiative, Zithabiseni-Loskop tourism belt, Agro-processing, Catalytic Converter, Truck and logistics hub, the N4 Maputo Development corridor, Moloto Rail Development Corridor and MPCCs) present great opportunities to attract investors • Tourism opportunities: Ndebele foundation, Mdala nature reserve, Mkholwane lodge, a proposed cultural village, arts, craft and tourism information centre (Waterval/Kameel-River); historic sites e.g. Siyabuswa tree (struggle victim commemoration), Ikageleng school (dates to 1880), Icon of Ndebele culture: Easter Mahlangu • Tourism marketing initiatives exists and established tourism attraction e.g. The Trout Triangle, Loskop-Zithabiseni tourism precinct • Strong tourism and government services sectors

	• Culturally diverse communities • Reviving of the Zithabiseni tourism belt within Nkangala e.g. R573/N11 • Close proximity to Gauteng - a great tourism source market and export opportunities • Located on the strategic N4 route/Maputo Corridor • The Maputo corridor is a provincial priority • Large areas of State-owned land • Land is available at low-cost for implementation of projects including tourism, light and heavy industry • Diversification into manufacturing and construction • 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) • Available Funding opportunities from state entities i.e. (Development Bank of Southern Africa (DBSA, IUDG grant and Neighbourhood grant) • 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 • Mixed energy and new industries (infrastructure and skill for electricity generation). alternative energy.
Threats	• High unemployment rate, poverty, underdevelopment and HIV/AIDS • Land invasions and Mushrooming of informal settlements 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 • Unavailability of bulk infrastructure to support investment opportunities. • Insufficient research and development (to capitalise on the manufacturing companies) • Climate changes (natural disaster, food security, industrial emissions) • Foreign owned business • Substance abuse

	• Load shedding brings uncertainty to the coal industry and negatively affects small businesses 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 • Labour and community unrest. • Fraud and Corruption • Inadequate Raw Water Source & Bulk water supply for Rural Municipalities • Increasing level of crime • Ageing Infrastructure • Poor ambient air quality in the district poses a threat to human health and the environment • Lack of Municipal owned strategic located land in LMs for human settlements and cemeteries

1.17. Impact of COVID -19 to the District

The COVID-19 crisis is affecting the entire world, Africa. South Africa, Mpumalanga and Nkangala District. In view of the declaration of a state of national disaster in the country by the President on 16 March 2020 and the subsequent declaration of the national lockdown which commenced on 26 March 2020. The Minister of CoGTA issued a number of regulations and directions aimed at outlining government response to curb the spread of the virus. Directives issued by the Minister were/required that municipalities suspend some of their operations deemed not as essential and it also require south DR. J S Moroka Local Municipality Local Municipality Qualified Disclaimer Disclaimer Still in progress 63 Reviewed Nkangala District One Plan 2022 African to stay at home, and only leave if you going to buy or perform service/buy goods that are defined as essential. The District acknowledged that the COVID-19 pandemic is impacting all aspects of our society and require unprecedented action on the part of the government, across all three spheres, to curb the spread of the virus.

The impact of the President's decision on the 23rd of March 2020 to direct a 21 days national 'lockdown' and the subsequence extensions of the lockdown in different alert levels has far-reaching implications for District and our local municipalities, in particular, who are at the coalface of the delivery of essential services. The impact of the virus will be felt by the District and municipalities far beyond the 21-day lockdown period and the extensions of the lockdown. The COVID-19 epidemic has several diverse implications and impacts on Nkangala District society including in the social, economic, health, environmental, and technological realms. The COVID-19 pandemic has impacted the economy of the district negatively across all the sectors of the district economy.

In the agricultural sector, the impact relates to a variety of producers ranging from red meat, poultry, milk and potato producers are sitting on stockpiles and struggling to shift their stock in the domestic market because of a dramatic drop in demand. The reason for the decline could be attributable to the shutdown of sit-down restaurants to observe COVID-19 health and safety protocols during the Alert Level 5 to Level 3 which was experienced until the latter part of the year of 2020. The tourism industry was also hard-hit by the Covid-19 pandemic. Due to travel restrictions for business travel and the closure of conferencing facilities in the various stages of the Alert levels, the tourism sector experienced a drop in the bookings for business purposes as most of the meetings had to be convened virtually. This has led to people employed in the sector to lose their jobs and tourism businesses were

not able to generate revenue, consequently resulting in the Tourism business owners not able to contribute to the revenue generation of their various local municipalities as the payment of rates and taxes decreased substantially. SMMEs are a vital engine in the economy of the district because they have the potential to drive growth, create employment—especially among youth—and spearhead innovation.

SMMEs are also customers to larger companies across the supply chain and supply vital goods and services to companies and households, helping to keep the wheels of the district's economy in motion. Unfortunately, the Covid-19 pandemic has caused severe disruptions in the Informal Economy as well as the SMME sector in the district. A majority of Small Medium and Micro-Enterprises (SMMEs), Cooperatives and Informal Traders have to contend with a contracting district economy, which is putting undue pressure on their operations. Lockdown measures have caused revenues in many SMMEs to fall. Businesses that are in the catering business also suffered drastically because events 64 Reviewed Nkangala District One Plan 2022 and conferences as well as meetings across all the spheres of government were halted in response to the Covid-19 Safety Protocols.

Most salient and direct economic challenges that COVID-19 will create for Nkangala municipalities are the following:

- Decline in inter-governmental fund transfers to municipalities: overall reduction in intergovernmental transfers as National Government Departments and Treasury see their own budgets constrained by inability to collect taxes, tariffs and fees as businesses and households battle to pay taxes.
- Conditional grants such as Schedule 4 Part B grants has been reduced which will affect critical infrastructure development programmes of municipalities.
- Loss in revenue from property rates, taxes, electricity, and water.

1.18. District Development Model (DDM)

1.18.1. DDM Background

The District Development Model was initiated by President Cyril Ramaphosa in his Budget Speech in 2019. Subsequently, the District Development Model was discussed and adopted by Cabinet, the 2019 Presidential Coordinating Council (PCC), the March 2020 extended PCC and various MINMECs.
The President in the 2019 Presidency Budget Speech (2019) identified the "pattern of operating in silos" as a challenge which led to "to lack of coherence in planning and implementation and has made monitoring and oversight of government's programme difficult". The consequence has been non-optimal delivery of services and diminished impact on the triple challenges of poverty, inequality and employment.

The President further called for the rolling out of "a new integrated district based approach to addressing our service delivery challenges [and] localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities…" The President is cognisant of the fact that such an approach will require that "National departments that have district-level delivery capacity together with the provinces … provide implementation plans in line with priorities identified in the State of the Nation address".
The Model consists of a process by which joint and collaborative planning is undertaken at local, district and metropolitan by all three spheres of governance resulting in a single strategically focussed One Plan for each of the 44 districts and 8 metropolitan geographic spaces in the country, wherein the district is seen as the 'landing strip'. The District Development Model builds on the White Paper on Local Government (1998), which seeks to ensure that "local government is capacitated and transformed to play a developmental role". The White Paper says developmental local government "is local government committed to working with citizens and groups within the

community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives".

To which end, developmental local government is seen as having four interrelated characteristics of "maximising social development and economic growth; integrating and coordinating; democratising development; and leading and learning". In order for local government to advance this, the Constitution calls on "national and provincial governments [to] support and strengthen the capacity of municipalities to manage their own affairs".
Therefore, the model is a practical Intergovernmental Relations (IGR) mechanism to enable all three spheres of government to work together, with communities and stakeholders, to plan, budget and implement in unison.
In so doing the vexing service delivery challenges can also be turned into local level development opportunities, through localised procurement and job creation which "promotes and supports local businesses, and that involves communities…" This will also require national and provincial departments provide implementation plans and budgets which address local challenges and developmental opportunities whilst aligning with national, regional, continental and global goals and objectives

1.18.2. The objectives of the District Development Model are to:

- Coordinate a government response to challenges of poverty, unemployment and inequality particularly amongst women, youth and people living with disabilities.
- Ensure inclusivity by gender budgeting based on the needs and aspirations of our people and communities at a local level.
- Narrow the distance between people and government by strengthening the coordination role and capacities at the District and City levels.
- Foster a practical intergovernmental relations mechanism to plan, budget and implement jointly in order to provide a coherent government for the people in the Republic; (solve silo's, duplication and fragmentation) maximise impact and align plans and resources at our disposal through the development of "One District, One Plan and One Budget".
- Build government capacity to support to municipalities.
- Strengthen monitoring and evaluation at district and local levels.
- Implement a balanced approach towards development between urban and rural areas.
- Exercise oversight over budgets and projects in an accountable and transparent manner.

The District Development Model (DDM) is an operational model for improving Cooperative Governance aimed at building a capable, ethical Developmental State. It embodies an approach by which the three spheres of government and state entities work in unison in an impact-oriented way, and where there is higher performance and accountability for coherent service delivery and development outcomes. It is a method of government operating in unison focusing on the municipal district and metropolitan spaces as the impact areas of joint planning, budgeting and implementation.

This method refers to all three spheres of government, sector departments and state entities operating like a single unit in relation to achieving developmental objectives and outcomes in these district and metropolitan spaces over a multiyear period and over multi-term electoral cycles.
Although each sphere, sector or entity has its distinct constitutional powers, functions and responsibilities, they cooperate and undertake collaborative planning, budgeting and implementation processes converging efforts at the district/metropolitan level. This joint work is expressed through the formulation and implementation of a "One Plan" which is a long-term strategic framework guiding investment and delivery in each district and metropolitan space.

1.18.3. Why is the District Development Model needed?

In order for the State to function and perform optimally and effectively, every organ of State has to perform its core functions well and work harmoniously with other organs of State and with civil society. The "pattern of operating in

silos" is a challenge which has led "to lack of coherence in planning and implementation and has made monitoring and oversight of government's programme difficult". The consequence has been non optimal delivery of services and diminished development impact on the triple challenges of poverty, inequality and employment, hence the President in the State of Nation Address (SONA) called for the rolling out of "a new integrated district-based approach to addressing our service delivery challenges [and] localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities…"

The President has given emphasis to the District Development Model as a unique form of social compacting that involves all key players in every district and metro space to unlock development and economic opportunities, highlighting that "It builds the capacity of the state where it has been most broken."
The DDM calls for collaborative planning at district and metropolitan level together by all of government, on the basis of a detailed, technically driven consultative process within government and with communities and stakeholders; resulting in a single strategically focussed One Plan for each of the 44 districts and 8 metropolitan geographic spaces in the country. The Model is very firmly based on analysis of previous and current initiatives to improve developmental Local Government and Cooperative Governance, wherein developmental change is shaped and owned at a local level in partnership with communities, citizens and social actors. The successful functioning of Local Government is critical in this regard but insufficient on its own without more cohesive governance and overall government coordination and functioning. The Model is aimed at enhancing state capacity, institutional powers and functions which includes the ability to work in a cooperative manner so that there is greater cohesion and positive development impact.

The model also takes into account lessons from previous and current initiative which include Project Consolidate, the Integrated Sustainable Rural Development Programme (ISRDP), the Urban Renewal Programme (URP), District level Planning and Implementation Management Support Centres, the Local Government Turnaround Strategy (LGTAS), and Back to Basics. All of which sought and seek to improve the quality of life for all through impactful delivery. The model reflects on recent reforms and progress in areas such as the National Treasury budgeting processes, especially Built Environment Performance Plans (BEPPS) processes and alignment with Integrated Urban Development Framework (IUDF), all of which are facilitating for better spatial targeting and alignment of government investment spending with development priorities.

1.18.4. Structural Arrangements for DDM Rollout

a) <u>Provincial DDM Council:</u>

- Chairperson – Premier or a representative
- Secretariat – CoGTA Mpumalanga

Members:

- District Champions (Three Ministers/Deputy Ministers)
- MECs
- District Executive Mayors
- SALGA Provincial
- Provincial House of Traditional Leaders
- Social Partners (DBSA)
- Private Sector/Business
- Civil Society

b) <u>Provincial DDM Technical Team:</u>

- Chairperson – DG in the Province or a representative
- Secretariat – CoGTA Mpumalanga

Members:

- COGTA National Officials
- COGTA Provincial Officials
- Sector Departments (National and Provincial)
- District Municipal Managers
- SALGA Provincial
- Provincial House of Traditional Leaders
- Social Partners (DBSA)
- Private Sector/Business
- Civil Society

District Structures

a) <u>District DDM Council:</u>

DDM Political Committee/Council: the DDM Political Committee is an intergovernmental political structure responsible for overseeing The DDM implementation including development of the One Plan in relation to the district. It is structured as follows.

- Chairperson – District Executive Mayor
- Secretariat – District

Members:

- District Champion (Minister/Deputy Minister)
- MEC(s)
- MMCs
- Local Mayors and Heads of Portfolio Committees
- Local House of Traditional Leaders
- SALGA District
- Social Partners (DBSA)
- Private Sector/Business

b) <u>District DDM Technical Team:</u>

The DDM Technical Committee is an intergovernmental technical structure responsible to support the DDM Political Committee with the DDM implementation including the development of the One Plan in relation to a district. It is structured as follows

- Chairperson – District MM
- Secretariat – District

Members:

Provincial HOD(s)

- COGTA National Officials
- COGTA Provincial Officials
- MMs and Senior Managers (District and Locals)
- Sector Departments (National and Provincial)
- Local House of Traditional Leaders
- SALGA District
- Social Partners (DBSA)
- Private Sector/Business

1.18.5. DDM Streams

Table 11:DDM Streams

DDM WORK STREAM	LEADER of the Stream	AREAS OF FOCUS
Basic Services and Infrastructure Development	General Manager: Technical Services	➢ Bulk infrastructure (external and internal engineering services) that support: ➢ Transforming spatial pattern and form. ➢ Meet the needs of a competitive local economy; ➢ Needs of integrated human settlements. ➢ Ensure demand for housing and services is met in a sustainable way over the long-term ➢ Functional, Efficient Infrastructure Network to Facilitate Growth
Governance, administration, and ICT	General Manager: Corporates services	➢ Coordinating the activities of governance related activities; ➢ To ensure an integrated approach in the development of institutional capacity ➢ To ensure that institutional transformation takes place ➢ To engage and coordinate different sectors concerned with good governance issues
Spatial Transformation and Sustainable Human Settlements	General Manager: Planning and Economic Development	➢ Land use management ➢ Spatial planning ➢ Managing urbanisation, growth and development ➢ Determining and managing spatial form, land release and land development ➢ Dealing will land invasion and informal Settlement ➢ Deal with acquisition of land for human settlement and economic development
Security and Social Services: Environmental and Disaster management	General Manager: Social Services	➢ Waste management ➢ Disaster management ➢ Safer, Caring Communities ➢ Dealing with District Covid 19 response plan/Strategy ➢ Fire services ➢ Environmental health ➢ Special programmes (youth, women, aged, people living with disabilities) ➢ Sports, Arts and culture ➢ Safety and security ➢ Education ➢ Health
Economic Growth and development, job creation	General Manager: Planning and Economic Development	➢ Promote Vibrant Rural Communities, an Inclusive Rural Economy and Food Security ➢ Local Economic Development (LED) supported by cooperatives, township and rural economies ➢ Competitive edge must be created ➢ Economic Development, poverty, job creation and infrastructural development ➢ Attract Regional Investment opportunities and these must be distributed equitably in Nkangala District.

1.18.6. Progress On the Process to Review and Updating of the NDM One Plan

Table 12:Progress on the Process to Review and Updating of the NDM One Plan

TABLING THE UPDATED ONE PLAN TO NDM COUNCIL STRUCTURES				
SECTION TO BE ADDRESSED	**STRUCTURE CONSULTED**	**DATE DUE**	**STAKEHOLDERS ENGAGEMENT**	**STATUS**
Update DDM One Plan report presented and circulated to Top Management	Top Management	02 November 2022	NDM Top Management	Achieved
Updated DDM One Plan report served to Section 80 Committee	Section 80	09 November 2022	MMCs and Section 80 Councillors	Achieved
Updated DDM one plan served in Mayoral Committee	Mayoral committee	16 November 2022	Mayoral Committee and Top Management	Achieved
Updated DDM One Plan served in NDM Council	NDM Council	23 November 2022	NDM Councillors, NDM Management	Achieved

- **Major Challenges of the District**

For the District One Plan, the District will be focusing on the major challenges. These are big or serious problems which requires great effort and determination to address, and if are not address there will have significant or catastrophic consequences to socio-economy of the district. Other challenges that are not falling with the category of major challenges with be dealt with in the Integrated Development Plans of the District and the Local.

- **Lack of Strategic located Municipal Owned Land**

In Nkangala District Municipality, there is a dire need of residential sites, socio-economic activities, and eradication of informal settlement. The land matter remains a difficult burden to overcome, due to fact that most of the strategical located land is predominantly state land and private land

- **Mushrooming of informal settlements and Land Invasion**

The demand for housing within the district is increasing leading to the never-ending mushrooming of informal settlements within the region and high number of report cases for land invasion

- **Dilapidated/ ageing Infrastructure for provision of all basic service**

Providing infrastructure services to meet the demands of businesses, households, and other users is one of the major challenges of economic development in the district. Infrastructure represents, if not the engine, then the "wheels" of economic activity.

- **Gender-Based Violence and Femicide (GBVF)**

Nkangala District has had an increasing challenge with Human Trafficking which has been the main target in addressing issues on violence against women and children.

- **Low and loss of revenue generation by Local Municipalities**

The Municipal Property Rates Act (2004) governs the levying of property rates. Local municipalities and metros have the flexibility of raising revenue through property rates although there is a need to adopt property rate policies. The rationale for the collection of property rates is to finance socioeconomic services, which include street lighting, storm water systems, municipal roads and refuse collection. However, consumption of these services is non-

exclusive, which means they cannot be limited to certain consumers since they are funded by general taxpayers residing in a demarcated municipality.

- **Consumer Accounts Opening**

Opening of consumer account is the most critical exercise that must be implemented with due diligence and care. It has been noted that it is prevalent of municipal official to open consumer accounts without proper details as a results accounts are not send to correct address or not send at all.

- **Pollution, Environmental Degradation and Climate Change**

The air and water pollution and environmental degradation on the Mpumalanga Highveld (Nkangala District) has been a feature of the South African and African landscape for many years. Major towns like eMalahleni, and Middelburg, are well-known for their poor air and water quality.

- **Climate Change Vulnerability Assessment and Response Plan**

Nkangala District Municipality acknowledges that climate change poses a threat to the environment, its residents, and future development. Actions are required to reduce carbon emissions (mitigation), and prepare for the changes that are projected to take place (adaptation) in the District. Nkangala District Municipality has therefore prioritised the development of a Climate Change Vulnerability Assessment and Climate Change Response Plan

- **Agriculture**

Climate change is predicted to negatively impact on the agricultural sector in Nkangala District Municipality. Increased temperatures, drought, and the increase in frequency and severity of storm events will impact on the crops that can be grown and potentially result in a loss of livestock. This will have a direct impact on food security in the District.

1.18.7. Nkangala District One Plan Proposed Catalytic/ Anchor Projects

Table 13: Nkangala District One Plan Proposed Catalytic/ Anchor Projects

KEY ISSUE	CHALLENGE	INTERVENTION REQUIRED	RESPONSIBLE DEPARTMENT
Loskop Regional Bulk Water Supply Scheme for Thembisile Hani Local Municipality by NDM.	Non approval of the WULA by the DWS, which is impacting on the approval of the IRS. Detailed Designs have been completed, but work can't proceed to construction stage without approval of the Implementation Readiness Study (IRS), and thus NDM can't spend.	Request the province to intervene in relation to the non-approval of the WULA by the DWS, which is impacting on the approval of the IRS.	Department of Water and Sanitation
State Land Release applications for requesting land to be donated to Dr JS Moroka and Thembisile Hani LMs were submitted to Department of Agriculture, Land Reform and Rural Development: Property Management base in Mpumalanga	The District has submitted applications (24 farm portions) to request the Department to donate land to Local Municipalities for human settlement from since 2016. To date there is no response from the Department.	We need the Department to be requested to respond to the submitted applications and expedite the process of donating the land to the Municipalities.	Department of Agriculture, Land Reform and Rural Development: Property Management base in Mpumalanga

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Fly Ash Beneficiation Plant	The use of Ash products as building material is fairly new in South Africa, both government and the private sector need to introduce this innovation in their infrastructure development projects, thereby creating market access. Eskom to provide the Ash-Resource at minimal cost to SMMEs. The use infrastructure at the Eskom power stations is a key enabler for the project. Development Finance Institutions would need to provide funding for the project.	**Eskom:** improving access to the Ash resources for small business, repurposing the infrastructure at the power stations for Ash-beneficiation. **Public Works, Human Settlements:** market access, specifying and procuring ash products for infrastructure projects.	Department of Public Works and Infrastructure. Department of Human Settlements, Eskom, MEGA, SEDA and CSIR
Inadequate/ lack of marketing of the District as a preferred tourism destination of choice.	Lack of a viable tourism route in the District.	Development of Tourism Route that elevates the unique culture and heritage of the district (along R573 and R555).	District Municipality and its LM's, DEDT, MTPA National Department of Tourism and Department of Arts, Sports and Recreation

CHAPTER TWO



2. 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 **7-8 March 2024**. 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 14: The Vision, Mission, Values & Strategic Goals of NDM

Vision	District of Excellence and Climate Smart Innovation.
Mission	NDM is committed to the improvement of the physical, socio-economic and institutional environment in order to address social and economic infrastructure challenges through sustainable development and service excellence, with emphasis on being a renewable energy hub.
Values	• 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
Municipal Priorities	• Basic Services and Infrastructure Development • Economic development, growth and job creation • Spatial Transformation and Sustainable Human settlements • Security and Social Services, environment, and disaster management • Financial management and systems • Governance, Administration, and ICT

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.

1. Positioning Nkangala in the Region and Southern Africa (SADC)
2. Enhancing Environmental Sustainability and Protecting Natural Resources
3. Spatial Transformation and Sustainable Human Settlements
4. Promoting Vibrant Rural Communities, an Inclusive Rural Economy and Food Security
5. Inclusive Economic Growth and Decent Employment for a Skilled Workforce
6. Functional, Efficient Economic Infrastructure Network to Facilitate Growth
7. Improving Education, Training and Innovation
8. Promoting Health Care for All
9. Providing Social Protection (Welfare) to the Vulnerable

10. Building Safer, Caring Communities
11. Building a Capable, Financially Sustainable and Developmental Governance System
12. Promoting Nation Building and Social Cohesion through Participative Planning

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

Table 15:The Developmental strategic goals, Objectives and Outcomes

STRATEGIC GOAL	OBJECTIVE	OUTCOME
1. Positioning Nkangala in the Region and Southern Africa (SADC)	To develop Integrated Sustainable Human Settlements in order to improve the quality of household life	Integrated economic space and sustainable human settlements by 2030
2. Enhancing Environmental Sustainability and Protecting Natural Resources	Protection and enhancement of environmental assets and natural resources	Reduced environmental pollution and enhanced public health
3. Spatial Transformation and Sustainable Human Settlements	Promote integrated and efficient land use planning.	Improved land use efficiency and sustainable Human Settlements
4. Promoting Vibrant Rural Communities, an Inclusive Rural Economy and Food Security	To promote Vibrant, equitable and sustainable rural communities and food security Enhance Agricultural Productivity and Sustainability	Boosted Agricultural productivity leading to improved livelihoods for rural communities Improve access to agricultural inputs and equipment Improved quality of Life in rural areas
5. Inclusive Economic Growth and Decent Employment for a Skilled Workforce	Foster, SMME,s Development Enhance Skills Development and Education Strengthened Public Private Partnership	Increased SMME,s participation and Growth A more skilled and educated workforce Job Creation
6. Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Strengthen energy infrastructure. Improve access to basic services	Reliable and sustainable energy supply Well-maintained and resilient infrastructure that meets current and future needs
7. Improving Education, Training, and Innovation	Enhance access to quality education	Increased access to and quality education
8. Promoting Health Care for All	To provide quality healthcare for all	Improved health outcomes for residents
9. Providing Social Protection (Welfare) to the Vulnerable	Ensure comprehensive health and safety standards	Improved Public Health and Safety

STRATEGIC GOAL	OBJECTIVE	OUTCOME
10. Building Safer, Caring Communities	Enhance social protection groups for vulnerable groups	Improved Well-being and Resilience among Vulnerable Groups
11. Building a Capable, Financially Sustainable and Developmental Governance System	Ensure financial stability and viability of the Municipality	Sustainable budgetary practices, Adequate value generation and Debt Management
12. Promoting Nation Building and Social Cohesion through Participative Planning	Foster nation-building and Social Cohesion through inclusive participative planning processes	Enhanced unity, trust and collaboration among diverse community stakeholders

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 Governments Key Performance Areas.

Table 16: NDM Strategic Goals' Alignment to LG KPA

Key Performance Areas	Nkangala Strategic Goals
KPA 1: Institutional Development and Transformation	• Building a Capable, Financially Sustainable and Developmental Governance System
KPA 2: Good Governance and Public Participation	• Promoting Nation Building and Social Cohesion through Participative Planning
KPA 3: Local Economic Development	• Promoting Vibrant Rural Communities, an Inclusive Rural Economy and Food Security • Inclusive Economic Growth and Decent Employment for a Skilled Workforce
KPA 4: Financial Viability and Financial Management	• Building a Capable, Financially Sustainable and Developmental Governance System
KPA 5: Basic Service Delivery and Infrastructure	• Functional, Efficient Economic Infrastructure Network to Facilitate Growth • Improving Education, Training and Innovation • Promoting Health Care for All • Providing Social Protection (Welfare) to the Vulnerable • Building Safer, Caring Communities
KPA 6: Spatial Rationale	• Positioning Nkangala in the Region and Southern Africa (SADC) • Enhancing Environmental Sustainability and Protecting Natural Resources • Spatial Transformation and Sustainable Human Settlements

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

Table 17: The Strategic goals' Alignment to the NDP & 2030 Developmental Goals

Strategic Goal	NDP Outcome Alignment
• Functional, Efficient Economic Infrastructure Network to Facilitate Growth • Improving Education, Training and Innovation • Promoting Health Care for All • Providing Social Protection (Welfare) to the Vulnerable • Building Safer, Caring Communities	Improved quality of life, effective and efficient service delivery
• Promoting Vibrant Rural Communities, an Inclusive Rural Economy and Food Security • Inclusive Economic Growth and Decent Employment for a Skilled Workforce	Diversified and sustainable regional economy by 2030
• Building a Capable, Financially Sustainable and Developmental Governance System	Financial sustainability
• Functional, Efficient Economic Infrastructure Network to Facilitate Growth	Deliver various infrastructure projects for sustainable economic growth and service provision to communities
• Positioning Nkangala in the Region and Southern Africa (SADC) • Spatial Transformation and Sustainable Human Settlements	Integrated economic space and sustainable human settlements by 2030
• Building a Capable, Financially Sustainable and Developmental Governance System	Clean Audit results and satisfied and participative communities
• Building a Capable, Financially Sustainable and Developmental Governance System	High performing and effective employees

2.1.3. NDM Priority Development Issues

Figure 5: NDM Priority Development Issues



CHAPTER THREE



3. CHAPTER THREE

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 NDM's demographics, the needs of its population as well as anticipated changes or trends in these areas in the long term. The District reflects on substantial information from recent reports and research conducted including the 2011 national Census conducted by Stats-SA, 2016 Community survey StatSA General Household Survey (GHS) 2021, and national Census 2022. Information on level of development therein is elucidated through statistics from the other Data Enhancing Agencies like Health Systems Trust (HST), the Regional eXplorer (ReX) of IHS Markit, IMF, National Planning Commission, Quantec, SARB, South African Social Security Agency (SASSA), South African Tourism, World Bank and World Economic Forum (WEF) and varying Sector Departments such as Department of Basic Education and Training, Department of Health and Department of Social Development which are detailed in the relevant sections throughout this chapter.

3.1.1. Demographics

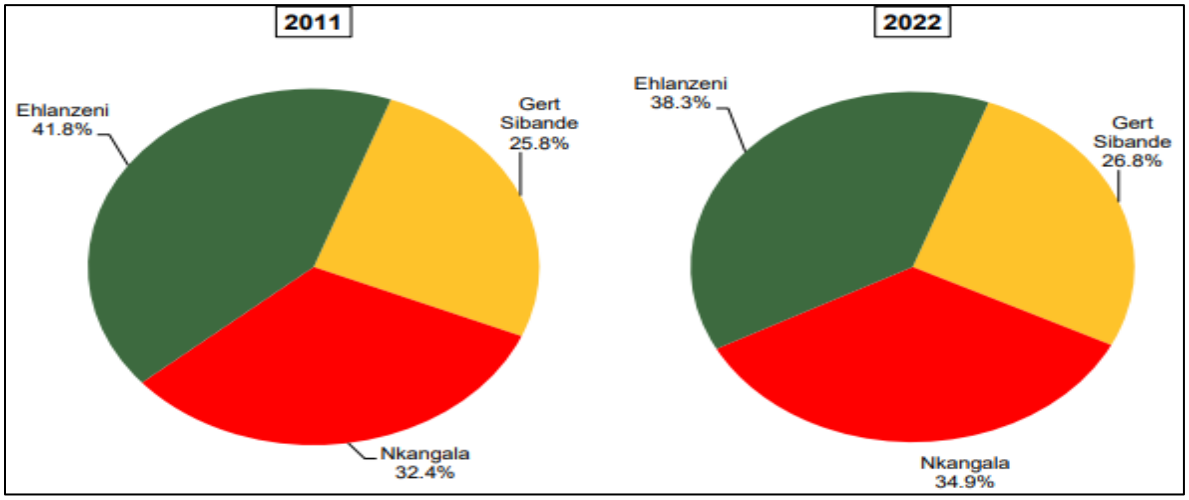
Population statistics is important when analysing an economy, as the population growth directly and indirectly impacts employment and unemployment, as well as other economic indicators such as economic growth and per capita income.

3.1.1.1. Current population statistics and growth rate

According to Stats SA's Census 2022, the population in Nkangala increased from 1 308 129 in 2011 to 1 588 968 in 2022 – 2nd largest district population in the province and declined slightly since 2011 to 30.9% of the total Mpumalanga population in 2022.

The population increased by 280 839 between 2011 and 2022, a population growth rate of 1.9% per annum (p.a.), which was more than double the economic growth rate of 0.8% p.a. over the same period.

Figure 6: Mpumalanga's Population by District, 2011-2022



Source: Stats SA – Census 2011 Stats SA – MYPE 2022

In 2022, males formed the bulk of Nkangala's population with a share of 50.8%, possibly due to the large role mining plays in Nkangala. In 2022 61.1% of Nkangala's population was younger than 35 years of age. Figures further down the document will illustrate the gender and age break down of the population in detail.

Table 18: Total Population-Nkangala and growth rate

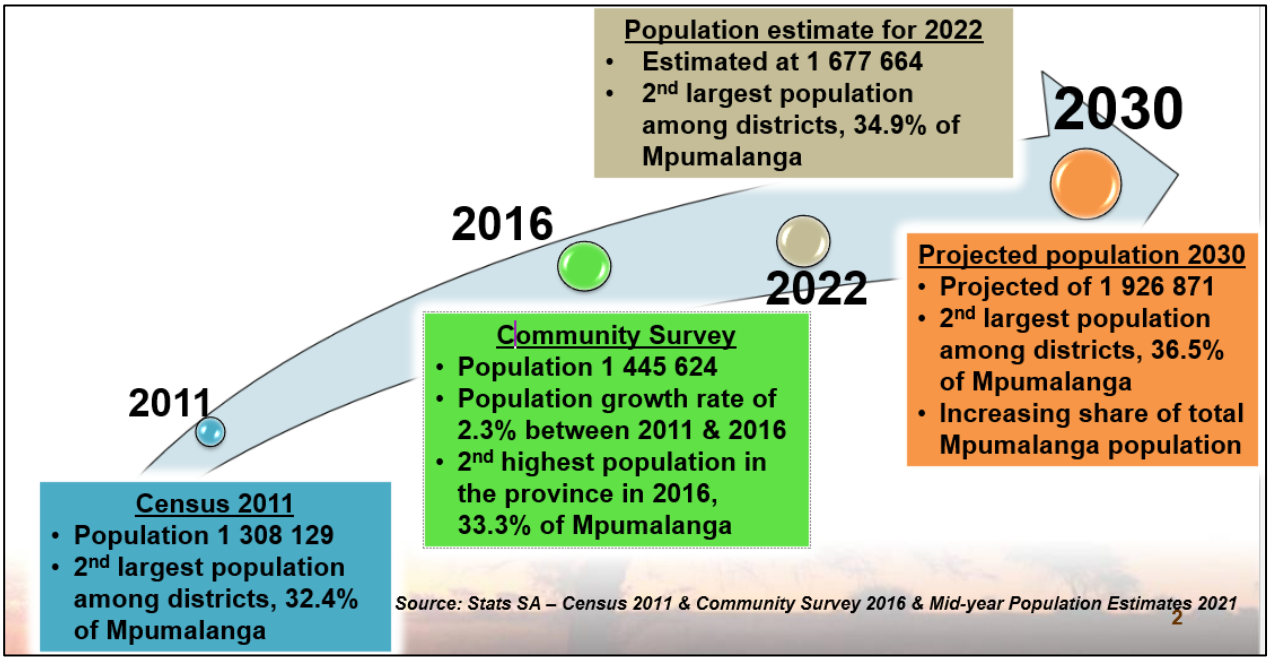
Local Municipal Area	Population		Average annual population growth	Projected number by 2030
	2011 Census	2022 Census	2011-2022	CSIR Green Book
Steve Tshwete	229 831	242 031	0.5%	434 967
Emalahleni	395 466	434 522	0.9%	648 163
Victor Khanye	75 452	106 149	3.3%	109 556
Thembisile Hani	310 458	431 248	3.2%	394 697
Dr JS Moroka	249 705	324 855	2.6%	227 585
Emakhazeni	47 216	50 165	0.6%	52 178
Nkangala	1 308 129	1 588 968	1.9%	1 867 146
Gert Sibande	1 043 194	1 283 459	2.0%	1 311 997
Ehlanzeni	1 688 615	2 270 897	2.9%	1 932 028
Mpumalanga	4 039 939	5 143 324	2.3%	5 111 171

Source: DEDT 2022, SERO report

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 2022 however Victor Khanye Local Municipality showed the highest population growth with an average annual growth rate of 3.3%, followed by Thembisile Hani Local Municipality with an average annual growth rate of 3.2%. The Steve Tshwete Local Municipality had the lowest average annual growth rate of 0.5% relative to the other within Nkangala District Municipality. These 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. One of the key causes is out migration to economic centres for better job and social opportunities. Development of economic centres to provide for better job opportunities would curb some of the out migration and attract people to the area.

3.1.1.2. Long Term Population Projections

Figure 7: NDM population Long term view

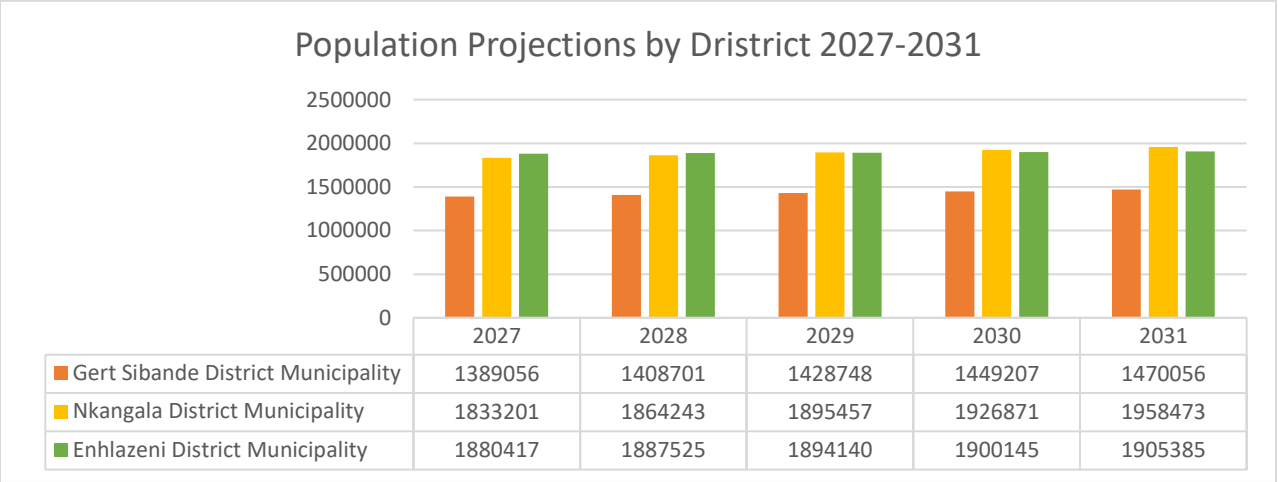


Source: DEDT 2022, SERO report

According to Stats SA's 2022 Census, the population in Nkangala increased from 1 308 129 in 2011 to 1 588 968 in 2022 making it the 2nd largest district population in the province comprising of 30.9% of the total Mpumalanga population in 2022. The population grew by 280 838 between 2011 and 2022, translating to a population growth rate of 1.9% per annum (p.a.), which was higher than the economic growth rate of 1.4% p.a. over the same period.

With reference to the figure above, in terms of the long-term overview of the municipality, it is estimated that by 2030 the population will increase to 1 926 871 illustrating 36.5% of Mpumalanga's population, predictable and possible making it the largest population in the province in future, surpassing Ehlanzeni District Municipality.
This will have a high impact on the demand for basic service delivery and integrated human settlements and will need strong forward planning to critically ensure that the district can anticipate and accommodate the projected growth in population.

Figure 8: Population Projections of Nkangala, Gert Sibande and Ehlanzeni District Municipality

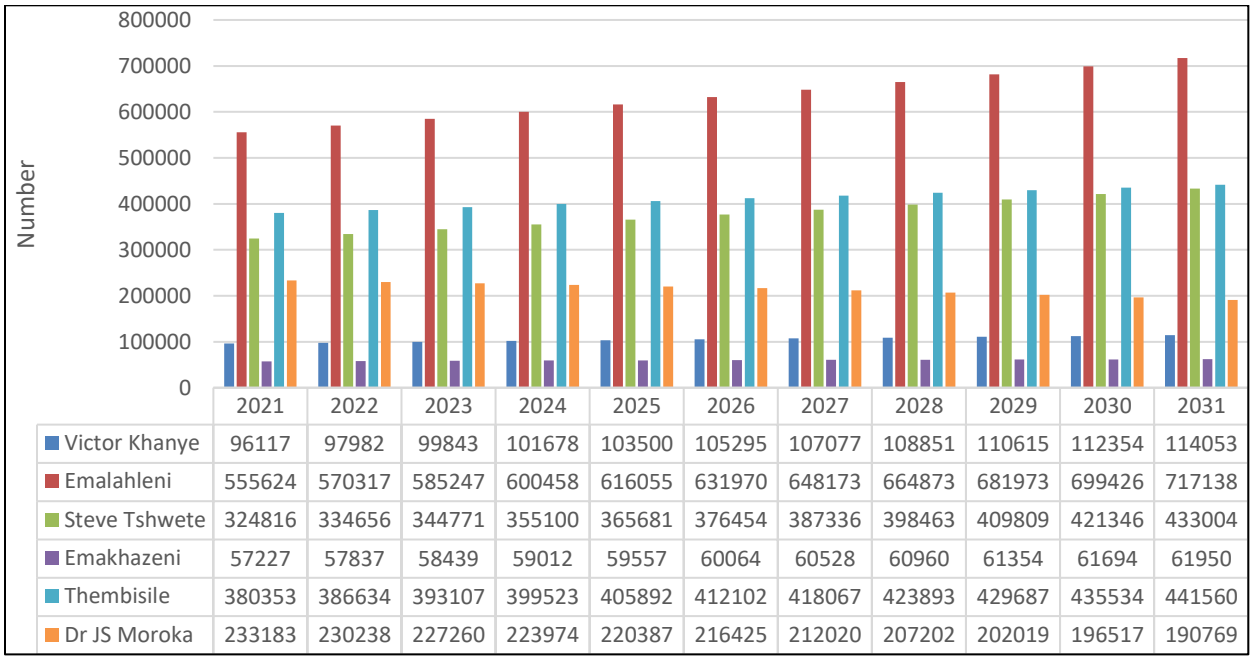


	2027	2028	2029	2030	2031
Gert Sibande District Municipality	1389056	1408701	1428748	1449207	1470056
Nkangala District Municipality	1833201	1864243	1895457	1926871	1958473
Enhlazeni District Municipality	1880417	1887525	1894140	1900145	1905385

Source: Stats SA. Mid-year Population Estimates. 2021

According to the Mid-Year Population eEstimates2021 by stats SA, it is estimated that by 2030 the population of the District might become the highest in the province exceeding Enhlazeni District Municipality. An increase in population means an increase in the demand and need for sustainable human settlements and reliable basic services.

Figure 9:Projected Population Size by Local Municipality, 2021-2031

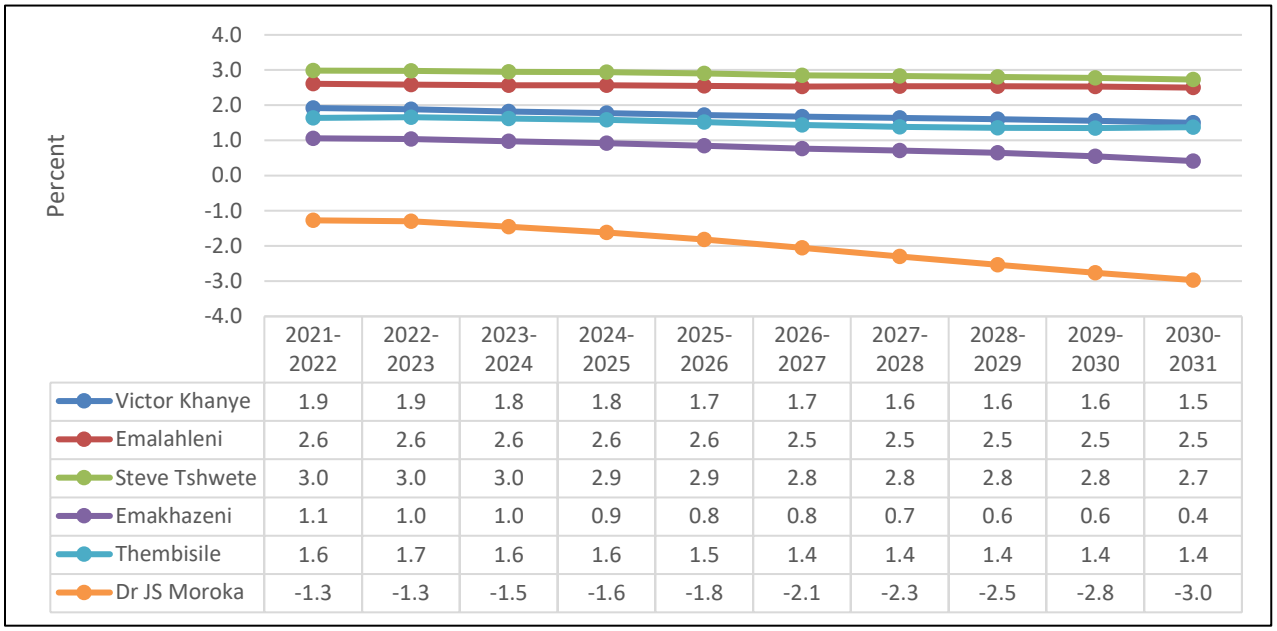


	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Victor Khanye	96117	97982	99843	101678	103500	105295	107077	108851	110615	112354	114053
Emalahleni	555624	570317	585247	600458	616055	631970	648173	664873	681973	699426	717138
Steve Tshwete	324816	334656	344771	355100	365681	376454	387336	398463	409809	421346	433004
Emakhazeni	57227	57837	58439	59012	59557	60064	60528	60960	61354	61694	61950
Thembisile	380353	386634	393107	399523	405892	412102	418067	423893	429687	435534	441560
Dr JS Moroka	233183	230238	227260	223974	220387	216425	212020	207202	202019	196517	190769

Source: Stats SA. Mid-year Population Estimates. 2021

The Figure above indicates that the population size per local municipality is expected to grow exponentially. It also indicates that by the year 2031, Emalahleni Local Municipality will have the largest population within the Nkangala District Municipality, followed by Thembisile Hani Local Municipality with populations of 717 138 people an 433 004 people, respectively. Emakhazeni Local Municipality is estimated to have the least population of 61 950 people. Proper long term planning is crucial to ensure that the projected growth is integrated and has access to adequate basic services.

Figure 10:Projected Population Growth Rate by Local Municipality, 2021-2031



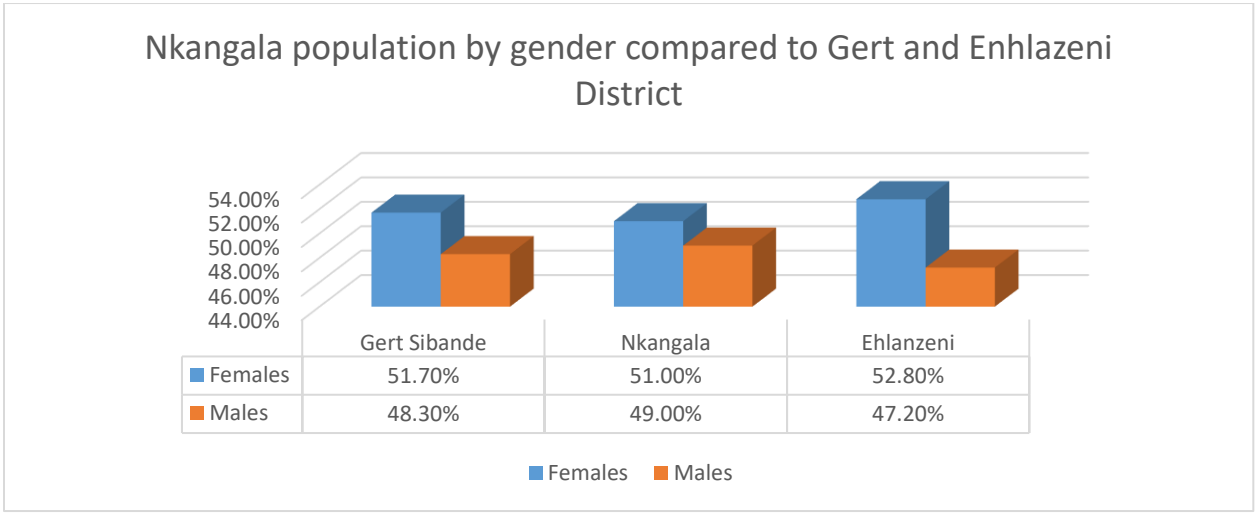
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
Victor Khanye	1.9	1.9	1.8	1.8	1.7	1.7	1.6	1.6	1.6	1.5
Emalahleni	2.6	2.6	2.6	2.6	2.6	2.5	2.5	2.5	2.5	2.5
Steve Tshwete	3.0	3.0	3.0	2.9	2.9	2.8	2.8	2.8	2.8	2.7
Emakhazeni	1.1	1.0	1.0	0.9	0.8	0.8	0.7	0.6	0.6	0.4
Thembisile	1.6	1.7	1.6	1.6	1.5	1.4	1.4	1.4	1.4	1.4
Dr JS Moroka	-1.3	-1.3	-1.5	-1.6	-1.8	-2.1	-2.3	-2.5	-2.8	-3.0

Stats SA. Mid-year Population Estimates. 2021

With reference to the figure above in terms of population growth rate Dr JS Moroka Local Municipality is estimated to experience a negative drastic decline which will reach -3.0% in 2031. The growth rate of Emalahleni Local Municipality is estimated to remain constant at 2.6% from 2021 – 2026 and thereafter decline to 2.5% from 2027 – 2031 which shows a decline of 0.1% in the growth rate. Thembisile Hani Local Municipality is the only municipality that was estimated to experience an increase of 0.1% in the growth rate between 2021/22 and 2022/23.

3.1.1.3. Population comparison between Mpumalanga's District Municipality by age and Gender

Table 19: ***Nkangala population by gender compared to Gert and Enhlazeni District***

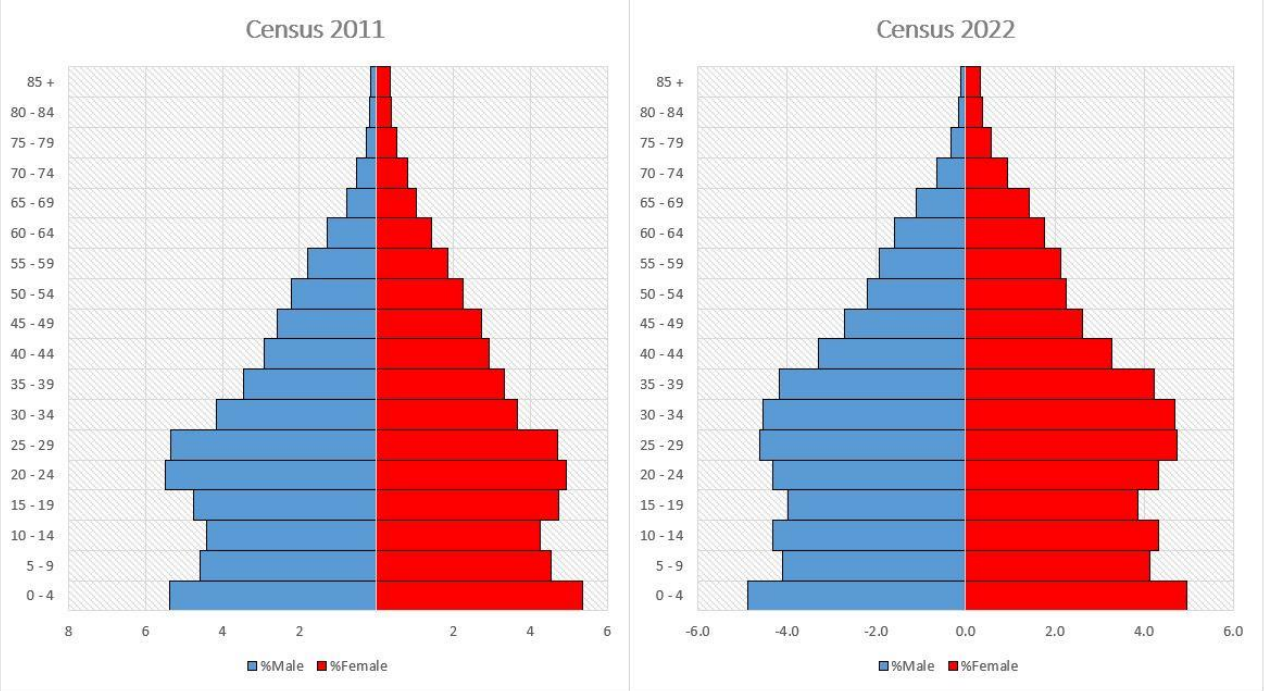


SEP 2024

The above table shows that Mpumalanga has more females than males. The Nkangala District municipality has 51% Females while Gert Sibande District Municipality has 51,7% and Ehlanzeni District Municipality has population is comprised of 52,8% females. The dominance of women over men in the district demands a more women focused interventions.

3.1.1.4. POPULATION BY AGE AND SEX

Figure 11: Nkangala population by age and sex 2011 and 2022



Source: DSD and Stats- SA 2022

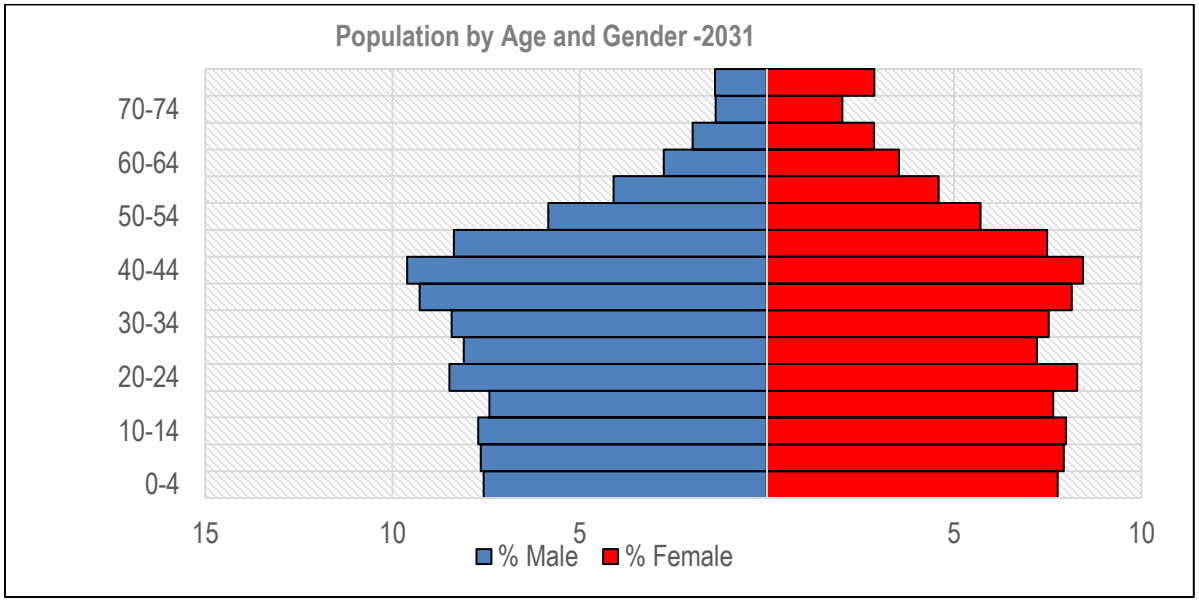
The above pyramid indicates that the number of females' percentage is higher that of males in most age groups except for age (24-29 and 25-29) as there are more males than females in 2011 and age 15-19 as there are also more males than females in 2022. There has been little to no changes in terms of ratios in both 2011 and 2022 years because, the latest stats indicate the same results that were indicated by the 2011 statistics which is that the number of females in Nkangala District Municipality is still greater than the number of males.

The above pictured stats prove the South African sex statistics by Stat-SA 2022 that says, "Females constituted 51,5% of the total population, while 48,5% were males" but in the case of gender ratio for Nkangala District Municipality can be estimated to be 49% for males and 51% females. This basically means that the Nkangala District Municipality should pay more focus on developing women especially young women, while also ensuring that males are supported. The promotion women by creating a conducive environment for females to start businesses, have skills to be employable employment and creating programmes that will empower and support women. This also means that Nkangala District municipality should also pay attention to creating programmes that will prevent teenagers and youth from doing illegal activities like campaigns to inform and make them aware about teenage pregnancies and how to protect themselves.

With reference to the figure above, the largest share of population is within the young working age (25-39 years) age category. The age category with the second largest number of people is the babies and kids (0-14 years) age category,

followed by the teenagers and youth (15-24 years) age category. These statistics indicate that the district municipality has a significant amount of the young population and the working age population. This can be an advantage for the district as it has a huge labour force. However, if the economy of the district cannot absorb 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. Therefore, this encourages the government to focus on programmes which will be economically beneficial to the young population and labour force, so as to counter the unemployment effects.

Figure 12:Projected Nkangala population by age and gender by 2031



Source: Stats SA. Mid-year Population Estimates. 2021

The above figure indicates the projected population by age and gender in 2031, this figure depicts that the population of the age group between 35- 49, will increase compared to other age groups within the district while the age group between 20-34 will be slightly less compared to the population in 2022. This projection indicates that the age group between 20-34) are most likely to leave the district, for the possibility of careers and economic opportunities offered by other areas and provinces. The issue of just transition where decarbonisation is at the fore front of this approach, some job losses due to these decisions, cannot be accounted for when the shift happens, hence the projection also indicated the lessen of the population in the district most likely because of interests shown in the just transition approach. On the other hand, the kids which fall under 0-19 years indicates a growth from 2022-2031, this could possibly indicate that most of the population moves into the district permanently with most households being family oriented.

Table 20: Sex Composition by local municipal

Municipality	Population			% of Population	
	Male	Female	Total	Male	Female
Victor Khanye Local Municipality	53973	52175	106149	51	49
Emalahleni Local Municipality	220559	213963	434522	51	49
Steve Tshwete Local Municipality	120304	121726	242031	50	50
Emakhazeni Local Municipality	24271	25894	50165	48	52
Thembisile Hani Local Municipality	206177	225070	431248	48	52

Dr JS Moroka Local Municipality	153912	170943	324855	47	53
Nkangala	779196	809772	1588968	49	51

Source: DSD 2024

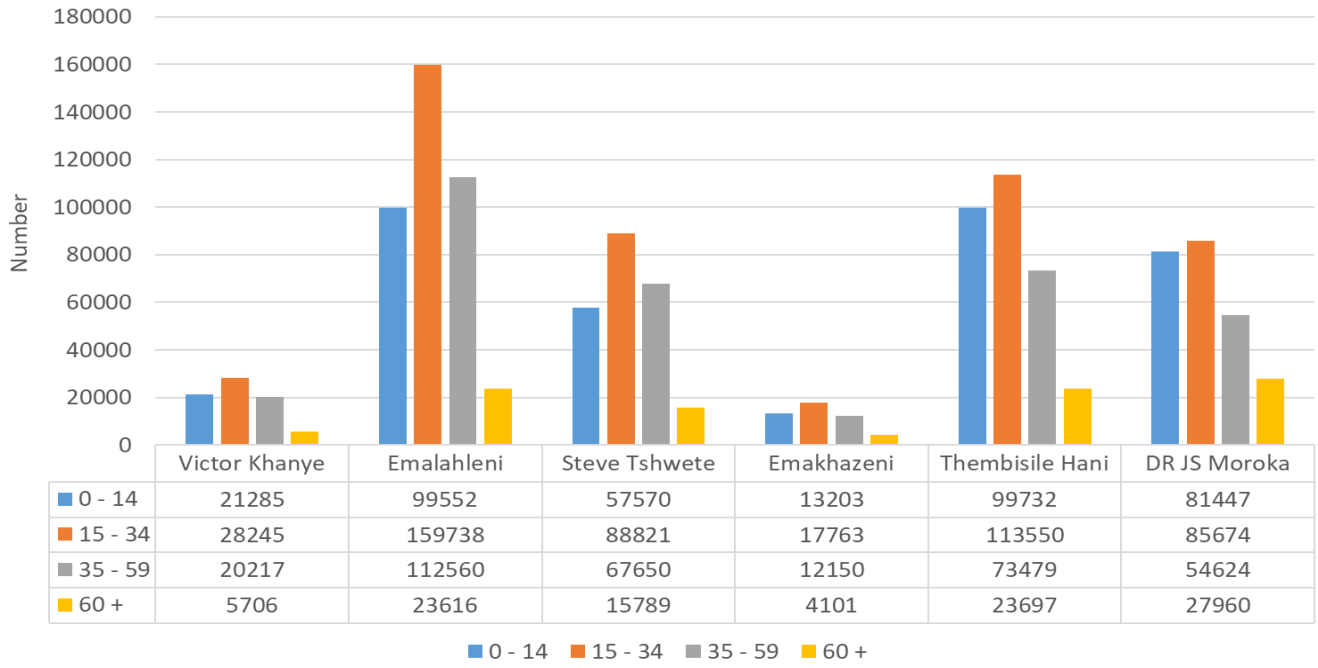
Nkangala District has a relatively equal share of males and females with females being a percentage higher than males. However, looking at individual municipalities in the district it can be observed that in the three relatively urban municipalities have a higher percentage of males to females which can be attributed partly to the type of industries found in these municipalities the industries though evolving were traditionally male dominated (Mining and manufacturing, Power generation).

3.1.1.5. Age structure of the District (Children, youth and elderly people).

Age composition refers to the demographic distribution of individuals across different age groups within a specific nation, serving as a fundamental component of population analysis. Moreover, an individual's age significantly influences their needs, consumer behaviour, activities, and capacity to undertake diverse tasks.

According to data provided by StatsSA (as depicted in the figure below), the Nkangala District Municipality comprises six distinct local municipalities: Victor Khanye, Emalahleni, Steve Tshwete, Emakhazeni, Thembisile Hani, and Dr. JS Moroka Local Municipalities. The demographic breakdown indicates that the number of children in the district, aged between 0 and 14, amounts to 372,789. Furthermore, the youth demographic, aged between 15 and 34, totals 493,791 individuals. In addition, the adult population, aged between 35 and 59, is recorded at 340,680. Lastly, the number of older persons, aged 60 and above, is reported to be 100,869.

Figure 13: ***Age structure of the District 2011 and 2022 (Children, youth and elderly people).***



	Victor Khanye	Emalahleni	Steve Tshwete	Emakhazeni	Thembisile Hani	DR JS Moroka
0 - 14	21285	99552	57570	13203	99732	81447
15 - 34	28245	159738	88821	17763	113550	85674
35 - 59	20217	112560	67650	12150	73479	54624
60 +	5706	23616	15789	4101	23697	27960

Source: DSD

The statistics reveal that the majority of the population across the district is between the ages of 15-34, this means that the district should plan and prioritise youth development and job creation.

The above graph clearly indicates that there is a significant increase on birth rate as the number of children from 0-14 years increased from 558465 in 2011 to 685476 in 2022. The population is significantly growing in all age groups mostly

on youth as it can be seen that the number of youth moved from 658250 in 2011 to 814308 in 2022 which can be result of many factor. The increment on number of youth can be cause by pull factors considering that Nkangala District Municipality is rich in coal creating many job opportunities that can attract or pull youth from other districts or even other provinces resulting to this increasing number of youth. The Nkangala District should also focus on youth development because number of youth is the highest from 2011 to 2022 statistics to ensure that youth unemployment is combated.

The increment number of older persons (+60) can also be seen moved from 111188 in 2011 to 164972 in 2022 which can be result of many factor. The increment on number of older persons can be cause by the decrease in number of deaths and this means that the older person is taking a good care of themselves and Nkangala District should focus on assisting them by having programmes suitable for the healthy lifestyles and good places to keep them safe and comfortable like adult homes.

3.1.1.6. 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 2011, the Nkangala District Municipality comprised of 356 911 households and 483 161 in 2022. This equates to an average annual growth rate of 3.0% in the number of households from 2011 to 2022. With an average annual growth rate of 2.3% in the total population from 2011 to 2022 the average household size in the Nkangala District Municipality is by implication decreasing see tables below.

Table 21: Number of Households in Nkangala vs Other districts

District	Households		Average annual household growth	Household size	
	2011 Census	2022 Census	2011-2022	2011	2022
Gert Sibande	273 490	378 182	3.2%	3.8	3.4
Nkangala	356 911	**483 169**	**3.0%**	**3.7**	**3.3**
Ehlanzeni	445 087	560 370	2.2%	3.8	4.1
Mpumalanga	1 075 488	**1 421 721**	**2.7%**	**3.8**	**3.6**

Source: DEDT 2022, SERO report

The table above compares the number of households in Nkangala District Municipality and other districts looking at the average annual household growth rate and household side from 2011 to 2022. All the District Municipalities have seen growth in households from 2011 to 2022. Nkangala District Municipality had the second largest number of households in 2022 which comprised of 483 169 households after Ehlanzeni District Municipality. In 2011, Nkangala had the lowest household size of 3.7.

Table 22: Number of Households in Nkangala per municipality

Local Municipal Area	Households		Average annual household growth	Household Size	
	2011 Census	2022 Census	2011-2022	2011	2022
Steve Tshwete	64 966	80 052	2.0%	3.5	3.0
Emalahleni	119 873	164 573	3.1%	3.3	2.6
Victor Khanye	20 548	33 786	4.9%	3.7	3.1
Thembisile Hani	75 633	110 563	3.7%	4.1	3.9
Emakhazeni	13 721	19 613	3.5%	3.4	2.6
Dr JS Moroka	62 162	74 581	1.8%	4.0	4.4

Local Municipal Area	Households		Average annual household growth	Household Size	
	2011 Census	2022 Census	2011-2022	2011	2022
Nkangala District Municipality	356 903	483 169	3.0%	3.7	3.3

Source: DEDT 2022, SERO report

Relative to the province, the Nkangala District Municipality had a higher average annual growth rate of 3.0% from 2011 to 2022. There has been an increase in households especially in Victor Khanye Local Municipality 4.9% followed by Thembisile Hani Local Municipality 3.7% and Emakhazeni Local Municipality 3,5%. The increase in households in these areas are due to a number of factors including attraction to the area due to a need for better opportunities for employment. 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 build more houses, there might increase the demand for more housing and housing typologies this might also have an impact on the demand for services.

3.1.1.7. Age and Sex of Heads of Households

Table 23: Age and Sex of Heads of Households

	12 - 18	19 - 35	36 - 65	66 +	Total
Victor Khanye Local Municipality					
Male	0,01	1,16	2,51	0,22	3,91
Female	0,02	0,76	1,97	0,34	3,09
Total	0,03	1,92	4,47	0,56	6,99
Emalahleni Local Municipality					
Male	0,10	5,57	12,71	1,06	19,43
Female	0,09	3,61	9,58	1,35	14,63
Total	0,18	9,18	22,29	2,41	34,06
Steve Tshwete Local Municipality					
Male	0,03	2,52	6,15	0,65	9,34
Female	0,04	1,82	4,56	0,81	7,23
Total	0,07	4,33	10,71	1,46	16,57
Emakhazeni Local Municipality					
Male	0,01	0,60	1,32	0,18	2,11
Female	0,01	0,60	1,09	0,25	1,95
Total	0,01	1,20	2,42	0,43	4,06
Thembisile Hani Local Municipality					
Male	0,09	2,14	8,35	1,25	11,82
Female	0,09	2,00	6,85	2,12	11,06
Total	0,17	4,13	15,21	3,37	22,88
Dr JS Moroka Local Municipality					
Male	0,07	1,25	4,76	1,25	7,34
Female	0,05	1,35	4,48	2,21	8,10
Total	0,12	2,61	9,24	3,46	15,44
Nkangala					
Male	0,30	13,24	35,80	4,61	53,95
Female	0,30	10,14	28,53	7,08	46,05
Total	0,60	23,38	64,34	11,69	100

Source: Stats- SA 2022

According to Stats-SA 2022, a smaller proportion of households in the Nkangala District Municipality are led by children, in contrast to the greater number of households in the district led by individuals aged 36 to 65. These statistics are expressed as a percentage of the entire Nkangala District by age, gender and local municipalities.

3.1.2. Migration

Census 2022 defined migration as "a change in a person's permanent or usual place of residence", (Stats SA, 2022:26). People migrate for many reasons, ranging from security, demography and human rights to poverty and climate change. Migration can be voluntary or involuntary. Demographic changes affect how people move and migrate. A growing or diminishing, elderly or youthful population affects economic growth and employment prospects in the nations of origin, as well as migration policy in the destination countries. Demographic and economic migration are linked to low labour standards, high unemployment, and the overall health of a country's economy. Higher earnings, greater job possibilities, a higher standard of living, and educational opportunities are all considered pull factors. If economic conditions are unfavourable and appear to be deteriorating, an increasing number of people will most likely migrate to countries with a brighter future.

The movement of people to and from Mpumalanga contributes towards the development of Mpumalanga. Mpumalanga province shares international borders with Mozambique and Eswatini. The rate at which migration takes place in Mpumalanga is posing a big challenge to the province and municipality infrastructure, especially on planning and service delivery. The majority of people from different provinces prefer to relocate to Emalahleni (15%), followed by Thembisile (13%) and Steve Tshwete (13%) municipalities. Few people preferred the Emakhazeni (1%). The majority of people from Mpumalanga province are coming from Thembisile municipality (22%), followed by DR JS Moroka municipality (12%). Socio-economic characteristics such as education and looking for paid work are found to be the main reasons for movement to the current place. This pattern is seen across all provinces. The results give a comprehension of the fluctuations in migration to and from Mpumalanga, and this can help in planning and strategy.
The Table below depicts main senders of migrants from different provinces to the Nkangala district based on census 2011 and CS 2022. In 2011 Gauteng was the main sender of immigrants to the district (36.7%) followed by Limpopo (29.7%) and KwaZulu Natal (12.7%). The other provinces sent fewer than 10% of in-migrants to the district. In 2022, the majority of in-migrants to the district came from Gauteng (43.9%) followed by Limpopo (28.1%) and KwaZulu Natal (11.9%). Both Census 2011 and CS 2022 show comparable results.

Table 24: % Distribution of In-migrants by District Municipality, 2011 and 2022

	Gert Sibande		Nkangala		Ehlanzeni	
Province	2011	2022	2011	2022	2011	2022
Western Cape	3,1	1,9	1,7	1,1	3,9	0,3
Eastern Cape	10,9	6,9	8,9	6,1	6,7	5,4
Northern Cape	1,8	1,1	1,7	1,1	2,6	1,0
Free State	11,3	6,6	3,8	3,5	4,0	1,9
KwaZulu/Natal	28,7	29,5	12,7	11,9	12,1	8,2
North-West	4,9	3	4,8	4,2	6,5	6,9
Gauteng	29,5	42,5	36,7	43,9	37,3	43,8
Limpopo	9,9	8,6	29,7	28,1	27,0	32,5

Source: Stats SA. Census 2011 and Census 2022

Table below shows the distribution of in-migrants by province. The main receiver municipality is Steve Tshwete (32.5% from WC) followed by Emalahleni (27.7% from NC) then Thembisile Hani (19.1% from GP). Nkangala is the leading role player in the provincial mining, manufacturing, and utilities industries & made significant contributions to construction, trade, transport, finance, & community services as a results most in-migrants come and settle in the district for employment opportunities.

Table 25: % Distribution of In-migrants by Province, 2016

	WC	EC	NC	FS	KZN	NW	GP	LP	TOTAL
Victor Khanye	7,5	4,2	5,3	4,3	4,6	6,5	5,2	3,0	5,0
Emalahleni	2,5	27,6	5,3	12,9	16,4	11,1	10,9	21,1	15,0
Steve Tshwete	32,5	14,5	23,7	24,5	14,0	10,5	9,7	13,1	13,0
Emakhazeni	0,0	0,9	0,0	0,7	0,7	0,7	1,4	0,8	1,0
Thembisile Hani	5,0	3,7	2,6	2,9	3,6	13,1	19,1	12,2	13,0
Dr JS Moroka	5,0	1,9	18,4	2,2	1,1	9,2	7,9	12,8	8,0

Source: Stats SA. Census 2011 and Community Survey 2016

Table 26: % Distribution of Out-migrants by Province, 2016

	WC	EC	NC	FS	KZN	NW	GP	LP	TOTAL
Victor Khanye	0,0	0,0	50,0	0,0	4,7	0,0	1,8	0,0	2,0
Emalahleni	0,0	18,2	0,0	7,7	16,3	0,0	4,8	8,5	7,0
Steve Tshwete	0,0	4,5	0,0	7,7	4,7	5,6	4,4	13,4	6,0
Emakhazeni	0,0	0,0	0,0	0,0	0,0	0,0	0,4	1,2	0,0
Thembisile Hani	20,0	4,5	50,0	7,7	0,0	16,7	29,2	18,3	22,0
Dr JS Moroka	0,0	0,0	0,0	7,7	0,0	22,2	9,2	13,4	9,0

Source: Stats SA. Census 2011 and Community Survey 2016

Table below shows the distribution of out-migrants by age in the Nkangala district municipality. Of the people who move out of the district mostly are people from age group 36-59 years and they move because of employment opportunities to other provinces.

Table 27: % Distribution of Out-migrants by Age, 2016

	14-35	36-59	60+
Victor Khanye	1,5	0,3	0,0
Emalahleni	9,6	13,5	12,2
Steve Tshwete	2,4	2,6	2,4
Emakhazeni	0,5	0,3	2,4
Thembisile Hani	4,6	3,5	2,4
Dr JS Moroka	2,5	2,0	7,3

Source: Stats SA. Census 2011 and Community Survey 2016

Table 28: Reasons for Migration by District Municipality, 2016

	Gert Sibande	Nkangala	Ehlanzeni	MP
Divorce/separation	1,3	1,0	1,4	1,2
Education	11,2	9,7	6,5	9,1
Better services	2,3	3,0	2,6	2,7
Health	1,0	1,0	1,3	1,1
High levels of crime	0,4	0,4	0,7	0,5
Job loss/retrenchment/contract ended	2,2	1,1	1,4	1,5
Job transfer/take up new job opportunity	14,9	11,9	12,9	12,8
Look for paid work	11,3	15,1	11,1	13,1
Relocation of household	8,4	8,1	6,8	7,8
Moving to be with or be closer to spouse	22,5	18,7	26,9	21,9
New dwelling for household	0,6	0,9	1,2	0,9
Other business reason	0,8	1,3	0,8	0,9
Political instability/religious conflict/persecution	0,2	0,2	0,3	0,2
Retirement	0,1	4	2	0,3
Start a business	0,9	0,7	0,4	0,6
Other	4,4	5,3	3,7	4,6

Source: Stats SA. Census 2011 and Community Survey 2016

Table above depicts reasons for migration. Most of the in-migrants are from Gauteng (43.9%) followed by Limpopo (28.1%). Of the people who moved from Gauteng to Nkangala district, 43.9% moved because of employment opportunities in the mining sector. table above displays the reasons for relocating to the district. Most people who moved to their current location did so to be closer to their spouse (18.7%), for paid work (15.1%), for a job transfer (11.9%), or for education reasons (9.7%). Interestingly, this tendency is consistent throughout the Mpumalanga province. Political instability, religious conflict, or persecution did not cause individuals to relocate to Nkangala.

Table 29: People who were born out of SA by District Municipality, 2016

	SADC		Rest of Africa		UK & Europe		Asia		Other	
	Number	%	Number	%	Number	%	Number	%	Number	%
Gert Sibande	14 468	86,4	1 148	6,9	352	2,1	650	3,9	133	0,8
Nkangala	33 030	87,1	2 071	5,5	1 496	3,9	1 103	2,9	208	0,5
Ehlanzeni	57 733	94,4	2 059	3,4	721	1,2	478	0,8	153	0,3
MP	105 231	90,9	5 278	4,6	2 569	2,2	2 231	1,9	494	0,4

Source: Stats SA. Census 2011 and Community Survey 2016

Table above shows people who were born out of SA but are staying in the municipality. In the Nkangala district approximately (87%) people are from SADC region, followed by Rest of Africa (5.5%) and UK and Europe (3.9) and the other countries shows less than (3%). Most people reside in the district because of employment opportunities in the mining and manufacturing industries.

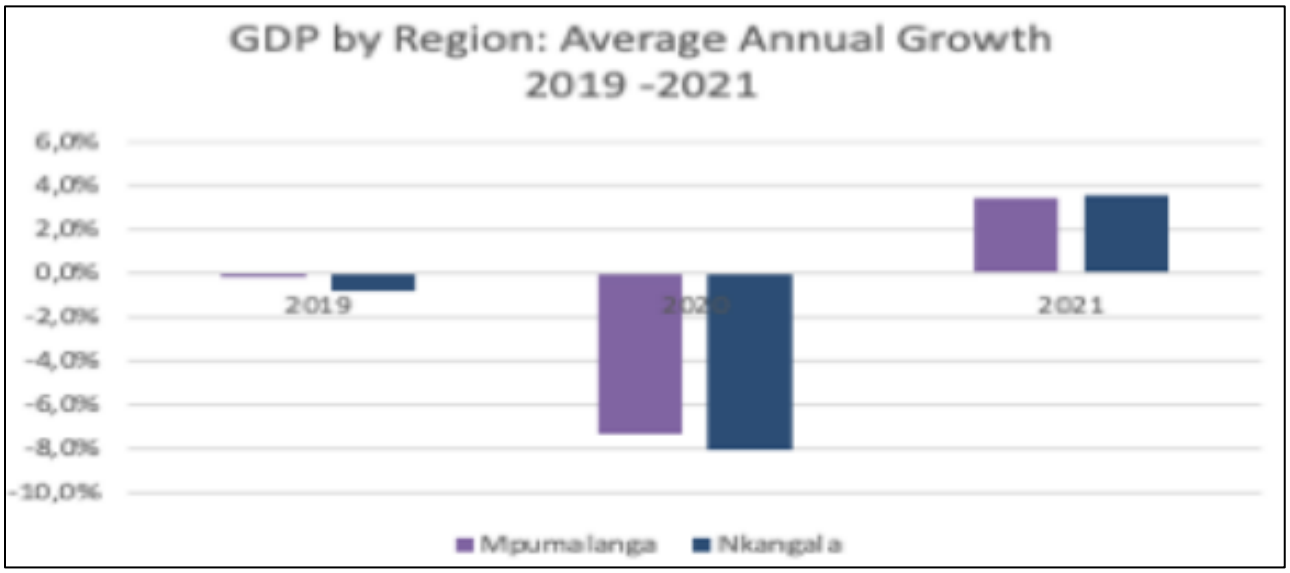
3.1.3. Economic Profile

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.
Gross Domestic Product by Region (GDP-R).

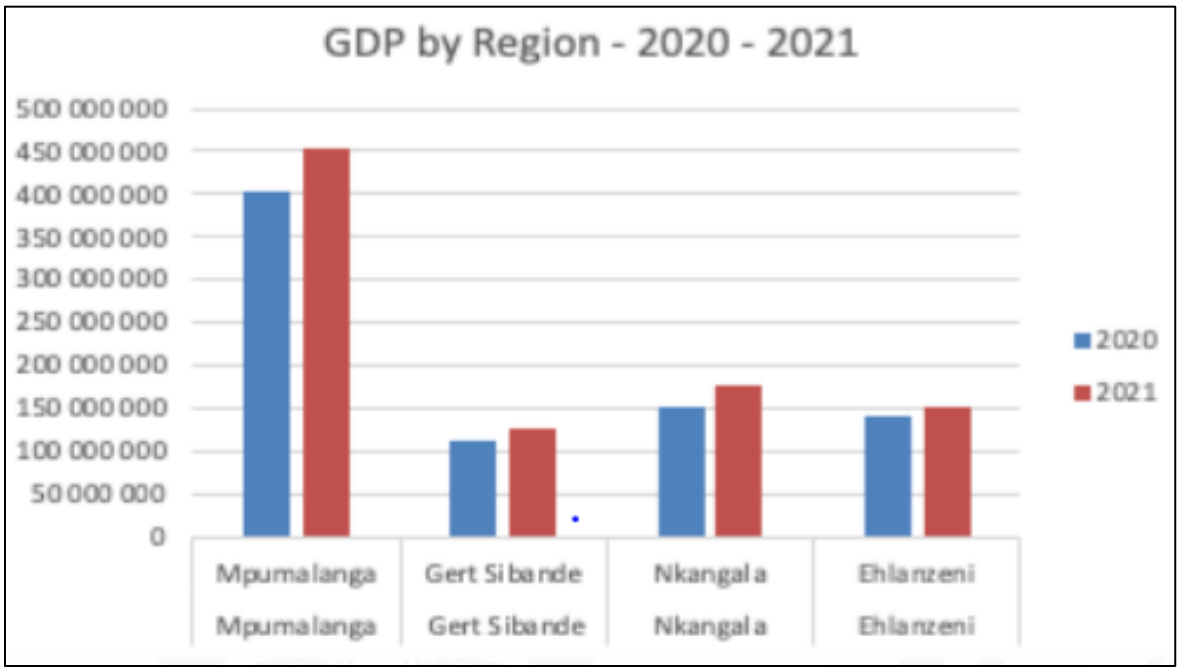
In terms of the figure below, Mpumalanga recorded an average growth per annum of -0, 2%, -7.4% and 3, 4% in 2019, 2020 and 2021 respectively. • On the other hand, the Nkangala District Municipality experienced an average growth of -0, 9% in 2019, -81% in 2020 and 3, 5% in 2021. • These indicate the District's growth performance in 2019 and 2020 were slightly below the provincial growth in 2019 and 2020, but was 0.1 higher than the provincial performance in 2021. This could be attributed to increased commodity prices in quarter 4 of 2021.

Figure 14: GDP by Region: Average Annual Growth: 2019- 2021



Source: NDM Situational Analysis Report, 2022

Figure 15: Nkangala GDP by Region 2020-2021

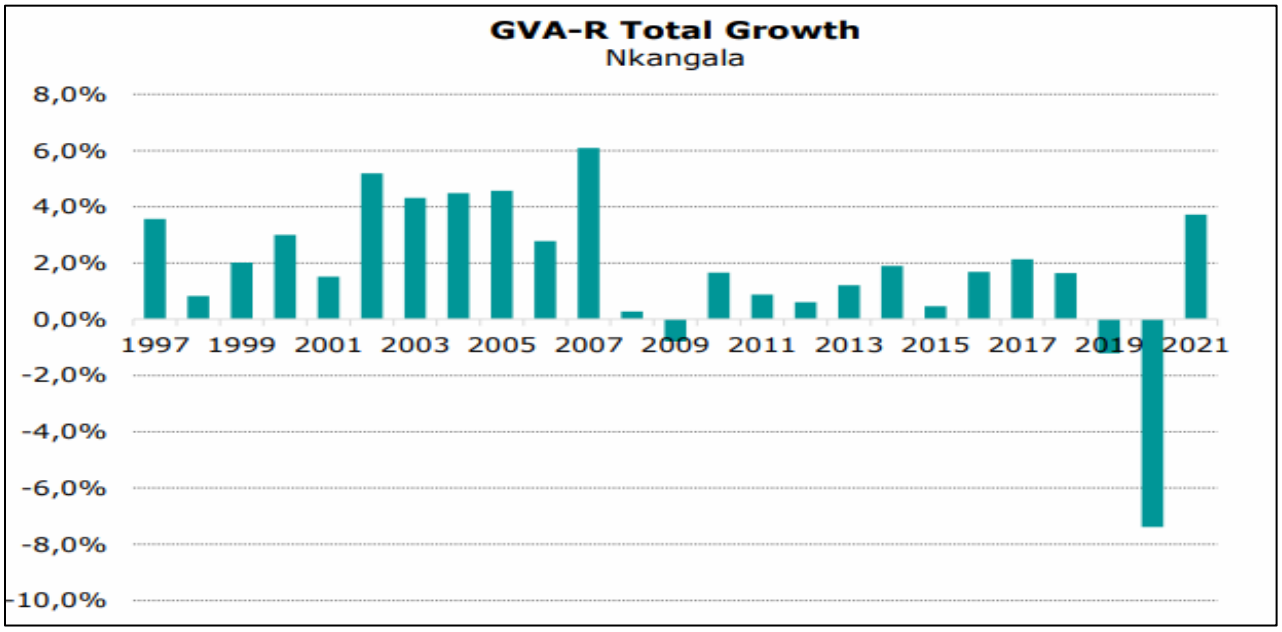


Source: NDM Situational Analysis Report, 2022

Gross Value Added by Region (GVA-R)

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. The below figure illustrates the total growth of GVA-R for the Nkangala District in 2021.

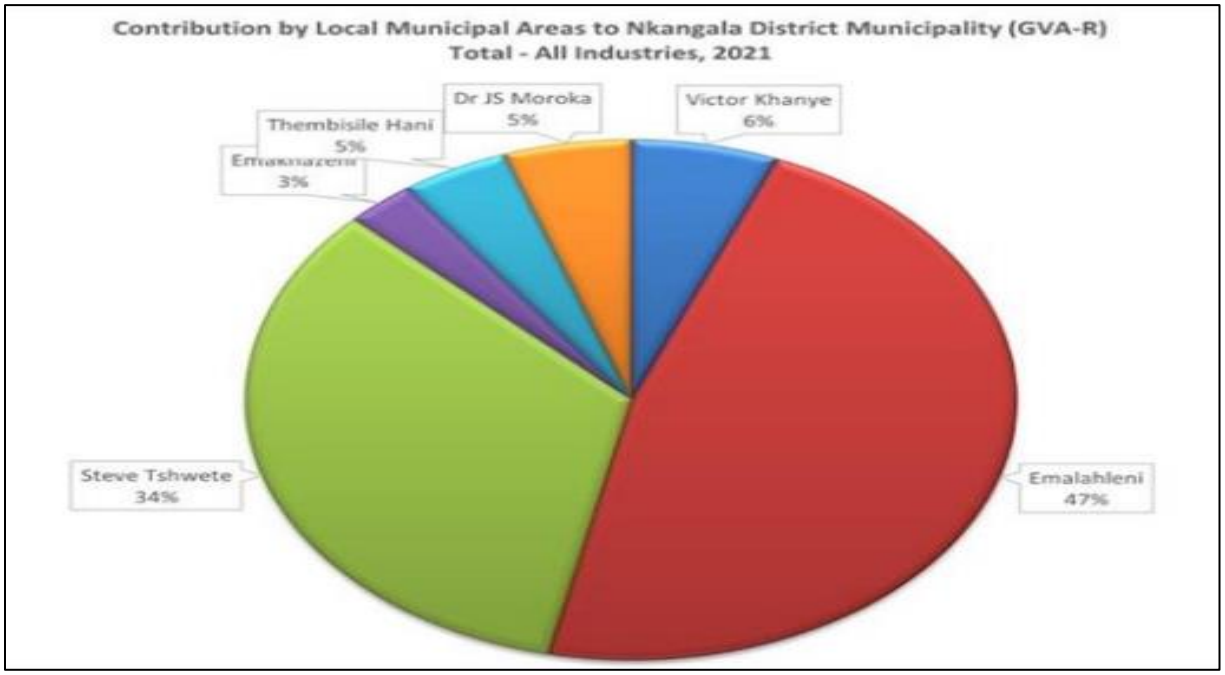
Figure 16: Nkangala GVA-R Total Growth, 2021



Source: NDM Situational Analysis Report, 2022

Nkangala recorded a – 7.7 % total GVA-R growth rate in 2020. This a negative growth rate is explained by the pandemic of the Corona Virus which took the whole world by a storm. During the pandemic, the world economy went into a recession because of the pandemic, this negatively influenced the economy of Nkangala causing it to experience a significant drop during this period of time. Fortunately, in 2021 the economy recovered, with the total growth for GVA-R recording an increased figure of 3,9%.

Figure 17: Nkangala Contribution by LM to NDM GVA-R Total- All Industries, 2021



Source: NDM Situational Analysis Report, 2022

According to the Figure above, the municipalities which contribute the most in terms of GVA-R in the Nkangala economy is Emalahleni (47%) and Steve Tshwete (34%). 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 mining, coal power generation/utilities and the steel industry with high reliance on the manufacturing sector which makes the region vulnerable to economic cycles. The least contributors the Nkangala GVA-R is Emakhazeni (3%), Thembisile Hani (5%) and Dr JS Moroka (5%), the economic sectors of these municipalities are relatively low and there is not much economic activity around these areas. The municipalities must focus on identifying potential economic sectors within these municipalities and channel investments to support industries with potential in order to drive the economy and create employment opportunities for the population living within these municipalities. The main economic sectors that drive the economy of the district area are: Mining Community services, Manufacturing, Finance, Electricity, Trade, Transport, Agriculture, Construction.

3.1.4. Economic Contribution and Growth

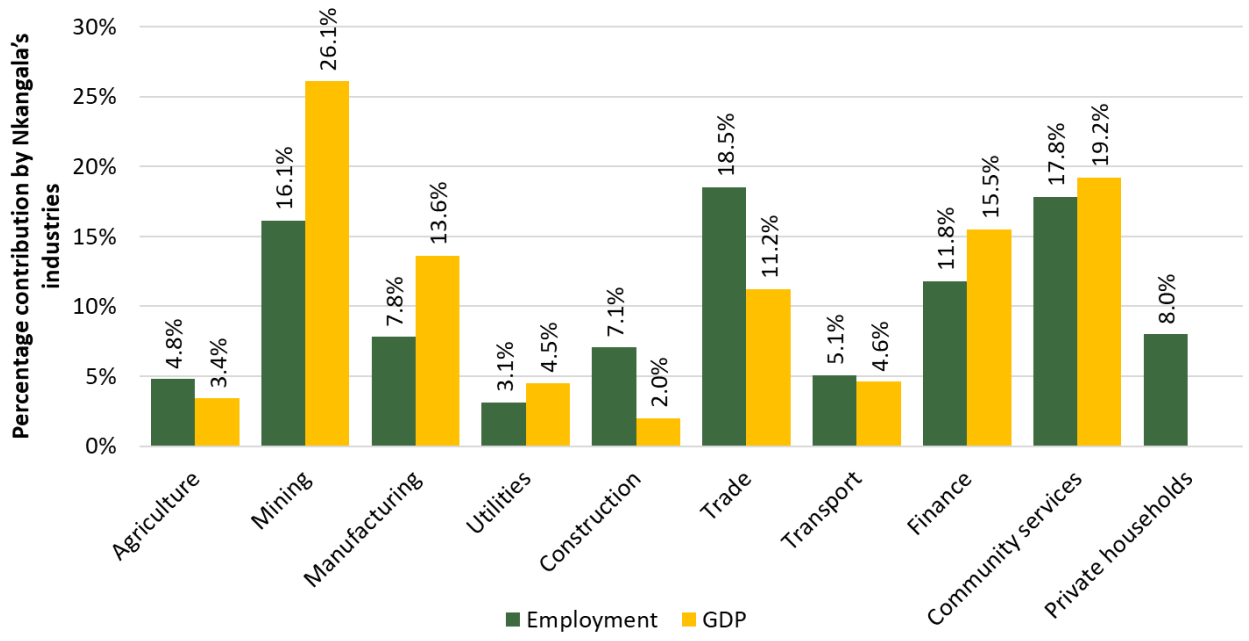
Table 30: Economic Contribution & Growth per District

District	% contribution to Mpumalanga's economy in constant 2015 prices 2022	Average annual economic growth 1996-2022	Average annual economic growth 2019-2022	Average annual economic growth 2023-2027
Gert Sibande	25.6%	1.2%	-0.7%	1.7%
Nkangala	**37.6%**	**1.8%**	**0.6%**	**2.1%**
Ehlanzeni	36.8%	2.5%	0.0%	1.2%

Source: DEDT, SERO REPORT, 2022

For 2021, the Nkangala District, with a percentage of 37,6%, was the highest contributing district in the economy of Mpumalanga compared to the other two districts. The average annual economic growth rate from 2016-2021 indicated a negative growth rate meaning the economy was growing at a slower rate for the said period. However, the average economic growth rate between 2021-2026 is projected at 2.0% illustrating positive economic growth by the end of the year 2026.

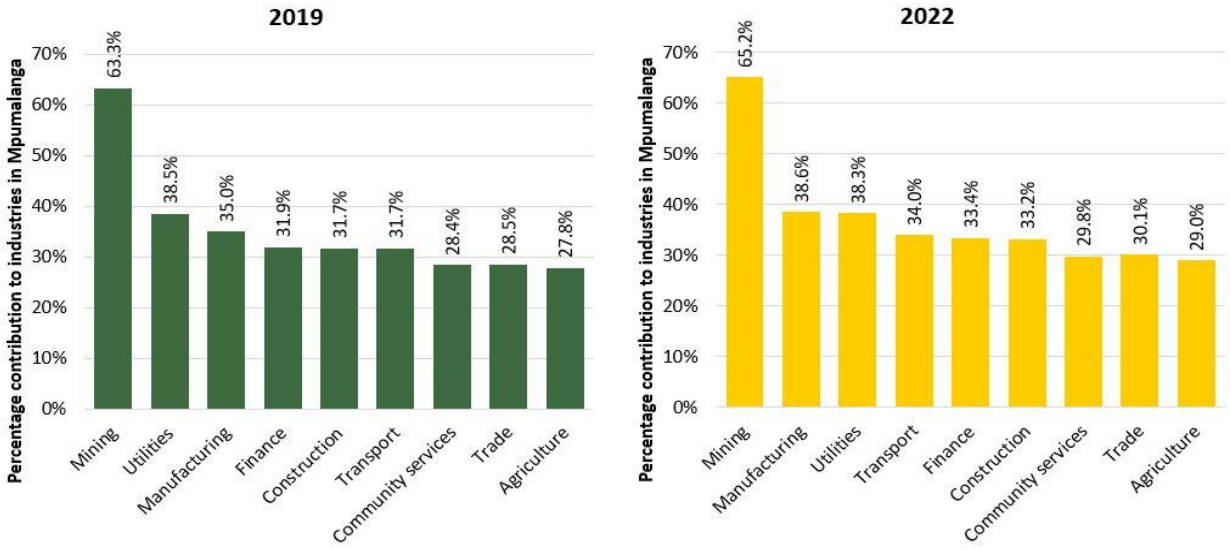
Figure 18: Nkangala Contribution by Industries- Employment and GDP in Constant Prices 2015 (2022)



Source: DEDT, SERO REPORT, 2022

The Figure above illustrates the GDP and employment contribution of the different economic sectors in the District. According to this figure the highest contributing sector in terms GDP is the Mining sector with 29.7%. The second highest contributing sector is the community service sector with 15.8%. In terms of contribution to employment, the highest contributing sectors is Trade (18.2%) and Mining (17.9%). The District must join efforts to ensure that the highest contributing sectors thrive as these sectors contribute and account for a lot of employment opportunities within the district.

Figure 19: Nkangala's Contribution to Mpumalanga's industries in constant 2015-prices



Source: DEDT, SERO REPORT, 2022

The Figure above illustrates the contribution of the district to Mpumalanga's industries in constant 2015-prices. Nkangala is the highest contributor in mining with 65,2% in 2022, giving the district an absolute economic advantage compared to other districts within the province. The second highest contributing sector for the district of manufacturing with 38.6%. the prior sectors experienced an increase in contribution compared to 2019, the mining sector's contribution increased by 2.1% and the utilities sector has increased by 1.1% surpassing the utilities sector which was the second highest contributor in 2019. The decrease in the contribution of the utility sector can be explained by the decommissioning of power stations within the region to achieve a carbon-free economy which will benefit the environment and address the climate change issues within the district. However, an emerging industry within the district is the manufacturing sector. This sector has illustrated an increase between 2019 and 2022 therefore, the district must shift a focus to growing such sectors with growth potential to promote the diversification of the economy and allow for a resilient region.

Table 31: Economic Contribution and Growth per LM in the District

Local municipal area	% contribution to Mpumalanga economy in constant 2015-prices 2022	Average annual economic growth 1996-2022	Average annual economic growth 2019-2022	Average annual economic growth 2023-2027
Emalahleni	17.4%	1.7%	0.3%	2.6%
Steve Tshwete	12.3%	2.0%	0.5%	2.1%
Victor Khanye	2.5%	3.0%	3.9%	0.4%
Dr JS Moroka	2.3%	0.6%	0.0%	1.4%
Thembisile Hani	1.9%	0.9%	0.2%	1.7%
Emakhazeni	1.1%	1.8%	1.9%	1.2%

Source: DEDT, SERO REPORT, 2022

The Table above indicates that 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 the economic growth of the local municipalities has been poor from 2019 to 2022 however has been expected to recover and grow from the 2023 to 2027 period.

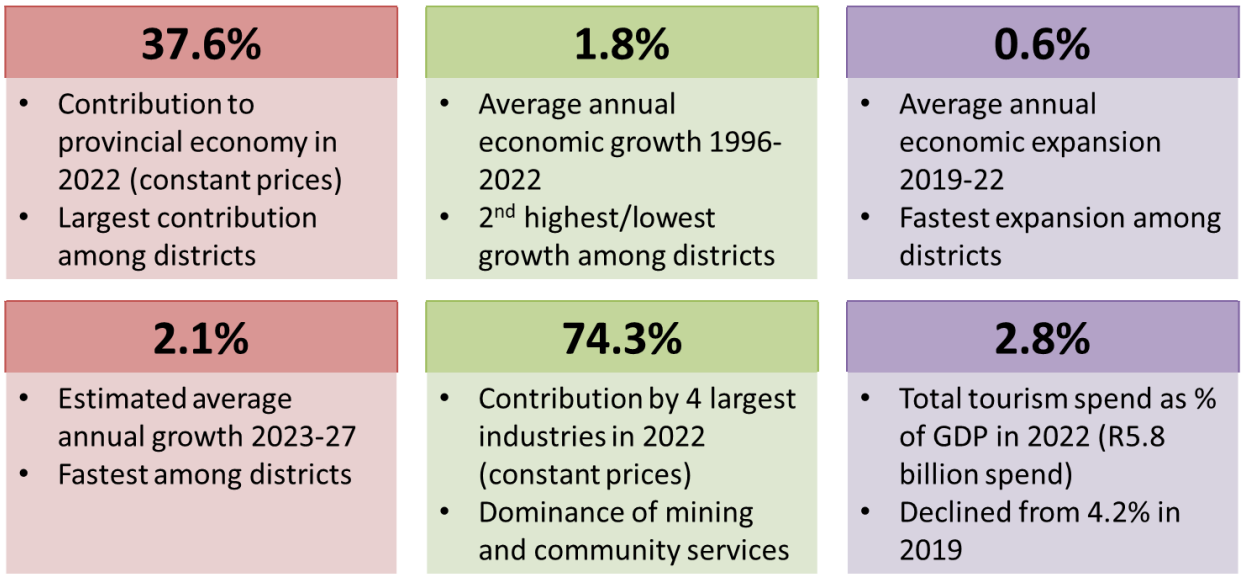
Table 32: Economic contribution by local municipal area to Nkangala's industries in constant 2015-prices, 2022

Industry	Victor Khanye	Emalahleni	Steve Tshwete	Emakhazeni	Thembisile Hani	Dr JS Moroka	Nkangala
Agriculture	17.7%	17.0%	43.5%	6.7%	8.3%	6.8%	**100.0%**
Mining	10.9%	59.4%	24.9%	3.9%	0.7%	0.2%	**100.0%**
Manufacturing	3.0%	36.2%	54.5%	1.7%	2.9%	1.6%	**100.0%**
Utilities	2.3%	53.9%	31.4%	1.7%	4.6%	6.1%	**100.0%**
Construction	5.4%	46.4%	27.8%	2.5%	9.9%	8.0%	**100.0%**
Trade	6.0%	47.2%	30.1%	2.8%	7.6%	6.3%	**100.0%**
Transport	8.4%	44.4%	32.1%	4.0%	5.8%	5.4%	**100.0%**
Finance	4.7%	42.1%	30.5%	2.3%	5.6%	14.7%	**100.0%**
Community services	4.8%	42.8%	30.2%	2.6%	9.0%	10.7%	**100.0%**
Total	**6.8%**	**46.4%**	**32.7%**	**3.0%**	**5.0%**	**6.2%**	**100.0%**

Source: DEDET- SERO Report 2024

3.1.5. Labour Market, Employment and Unemployment

Figure 20: Labour market indicators in the Nkangala Region



Source: DEDET- SERO report 2022

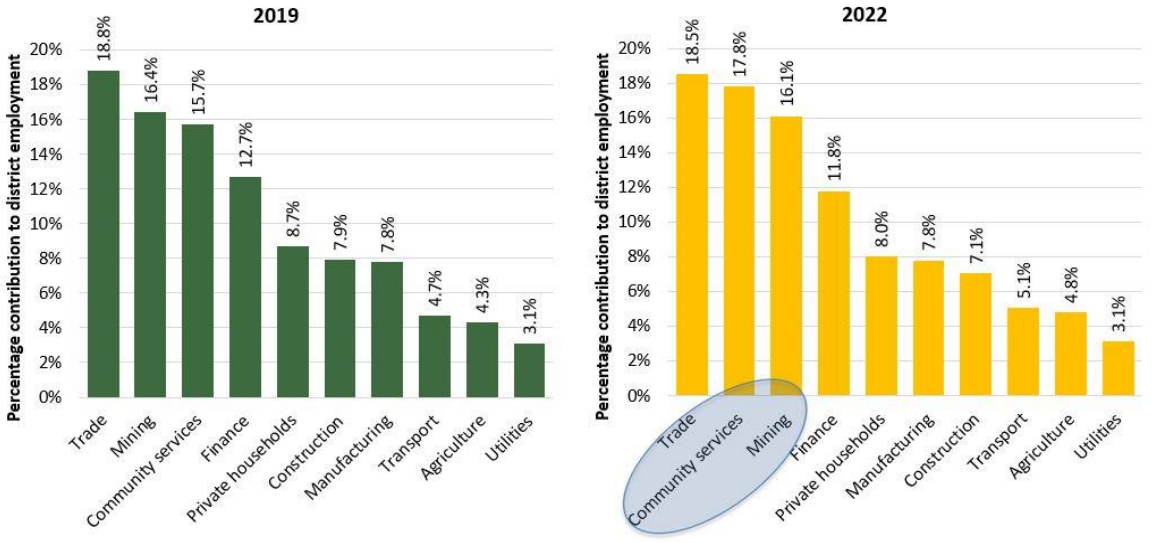
In 2022, the contribution to the Mpumalanga economy was 37.6% – largest contribution among the three districts. Nkangala was the leading role player in the provincial mining, manufacturing, and utilities (electricity) industries & made significant contributions to construction, trade, transport, finance, & community services.

Over the period 1996 to 2022, the economic growth rate for Nkangala was 1.8% p.a., however, it expanded by only 0.6% p.a. between 2019 & 2022.

3.1.6. Employment and Unemployment

- The official unemployment rate of Nkangala deteriorated from 34.3% in 2019 to 38.9% in 2022. The expanded unemployment rate deteriorated from 41.1% to 48.0% over the same period.
- In 2022, Nkangala's official unemployment rate was the highest/worst among the districts & the expanded unemployment rate the 2nd highest/lowest.
- In 2022, the official unemployment rate for females was 44.6% & that of males 34.6%.
- In 2022, the official youth (15-34 years) unemployment rate was 52.6% - 2nd highest/lowest of the three districts.
- There is concern about the high share of unemployed youth & especially females – there appears to be a mismatch between their offering of education and skills (or lack thereof) and the demand of the labour market, but also a lack of investment to create jobs.
- Importance of quality and relevant education and training in line with the economic needs of the province to improve their employability but also a need to retain businesses and attract new investment. Importance and relevance of the UMP and TVETs in this regard.
- In 2022, 32.4% of Mpumalanga's employed worked in Nkangala. Between 2019 & 2022, employment declined by 1.5% p.a. The average annual employment growth deteriorated compared with the 2014-2019 increase of 1.9% p.a.
- The job gains in 2022 was 43 362, which was in contrast to the 30 175 job losses in 2021.
- In 2022, the largest employing industries in Nkangala were trade (including also many of the tourism industry and informal sector jobs), community services, mining, & finance.

Figure 21: Total Employment by industry in Nkangala District Municipality, 2019 and 2022



Source: DEDT, SERO Report, 2022

Although mining is the biggest industry in the district it is not the biggest employer in the district. Trade in both 2019 and 2022 was absorbing the largest number of labourers. In order to address unemployment in the district investing in trade (industry) is crucial. In 2019 and 2022, the industry which employed the most people is Trade with a percentage of 18.5%

followed by Community Services (17,8%). the industry which employed the least is utilities 3.1% (2022). The decrease in the utility sector can be explained by the decommissioning of certain power stations within the region, this has led to retrenchments and loss of employment for people. Looking at the mining sector (which is the most prominent sector within the region) there was a decrease in employment by the sector from 16,4% in 2019 to 16,1% in 2022.

Table 33: Unemployment rate per Municipality in the District 2019-2022

District & Local municipal areas	Strict unemployment rate			Expanded unemployment rate		
	2019	2022	Trend	2019	2022	Trend
Victor Khanye	29.2%	30.7%		36.1%	40.7%	
Emalahleni	26.3%	28.6%		32.6%	37.6%	
Steve Tshwete	17.9%	20.5%		24.3%	30.0%	
Emakhazeni	23.8%	26.1%		31.4%	36.8%	
Thembisile Hani	52.8%	62.2%		59.3%	69.6%	
Dr JS Moroka	61.7%	70.2%		66.9%	75.7%	
Nkangala	**34.3%**	**38.9%**		**41.1%**	**48.0%**	

Source: SERO Report 2022

With reference to table above in terms of unemployment rate, Dr JS Moroka had the highest unemployment rate of 70.2% in 2022, followed by Thembisile Hani with an unemployment rate of 62.2%. The total unemployment rate in the Nkangala District Municipality as a whole was 38.9%. In terms of the expanded unemployment rate Nkangala had an average of 48%.

3.1.7. Education

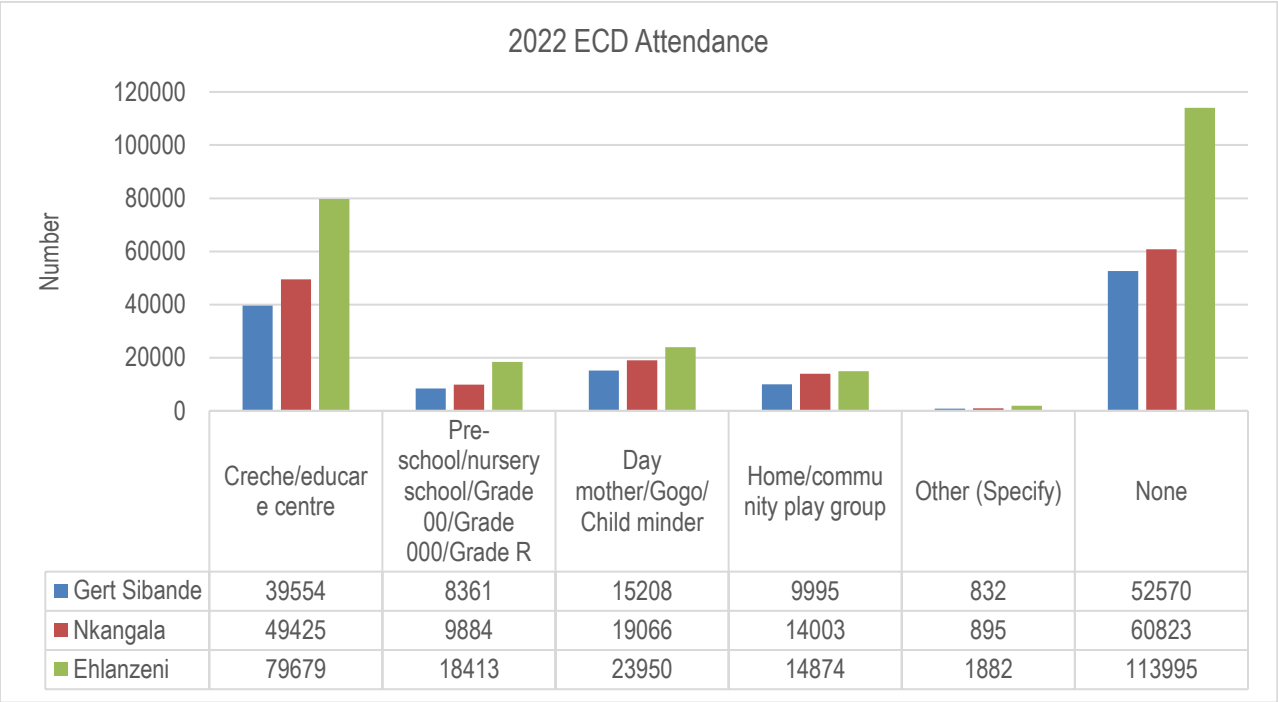
3.1.7.1. ECD Attendance by Children 0-4 Years by Nkangala District Municipality, 2022

The Centre on the Developing Child has produced this Guide to Early Childhood Development (ECD) with the aim of assisting parents, caregivers, practitioners, and policymakers in comprehending the significance of early childhood development and acquiring the knowledge necessary to provide effective support to children and families during this pivotal phase.

Early childhood development (ECD) encompasses the physical, cognitive, emotional, and social growth that occurs in children from birth through their early years. By disseminating evidence-based information and practical guidance, the guide aims to empower these stakeholders with the necessary tools to foster optimal development in young children and provide comprehensive support to families.

According to data from StatsSA (See the graph below), within the Nkangala District Municipality, there are notable figures regarding early childhood development (ECD) attendance among children aged 0 to 4 years. Specifically, 49 425 children are enrolled in crèche or educare facilities, while 9 884 are attending pre-school, nursery school, Grade 00, Grade 000, or receiving care from day mothers, grandparents (referred to as "gogos" in some regions), or child minders. Additionally, 19 066 children are engaged in home or community playgroups. However, a concerning statistic reveals that 60 823 children within this age group are not participating in any formal ECD programs. This data underscores the necessity for increased efforts in promoting access to quality ECD services and ensuring that all children have the opportunity to benefit from early childhood education and care.

Figure 22: ***ECD Attendance by Children 0-4 Years by District Municipality, 2022***



	Creche/educare centre	Pre-school/nursery school/Grade 00/Grade 000/Grade R	Day mother/Gogo/ Child minder	Home/community play group	Other (Specify)	None
Gert Sibande	39554	8361	15208	9995	832	52570
Nkangala	49425	9884	19066	14003	895	60823
Ehlanzeni	79679	18413	23950	14874	1882	113995

Inadequate implementation of early childhood development (ECD) policies can precipitate deficiencies in non-human resources, substandard infrastructure, and a scarcity of funding and other essential resources. These shortcomings, when left unaddressed, can culminate in limited access to quality early learning experiences, consequently impacting children's holistic development.

3.1.7.2. Matric Pass Rate

Table 34: Grade 12 pass rate & performance per district

Education district	Grade 12 Pass Rate				Admission to B degree studies
	2014	2021	2022	2023	2023
Ehlanzeni	82.9%	75.6%	76.2%	81.8%	37.7%
Gert Sibande	77.1%	72.2%	77.7%	79.8%	36.1%
Nkangala	**78.8%**	**72.2%**	**74.5%**	**76.4%**	**32.4%**
Bohlabela	76.8%	74.2%	79.3%	69.1%	26.4%

Source: SERO Report 2022

As indicated on the table above the Grade 12 pass rate in Nkangala increased from 74.5% in 2022 to 76.4% in 2023. The highest pass rate in the District was obtained in 2014 whereby the District had an average of 78.8%, obtaining second position after Ehlanzeni. In terms of admission to a bachelor's degree, the district obtained 32.4% in 2023.

Table 35: Basic education data & performance per municipal area

Local municipal area	Grade 12 Pass Rate				Admission to B degree studies
	2014	2021	2022	2023	2023
Steve Tshwete	85.6%	82.2%	86.7%	89.5%	47.5%
Emalahleni	81.9%	79.6%	82.8%	82.0%	35.2%
Victor Khanye	74.6%	52.8%	72.5%	78.8%	34.3%
Emakhazeni	85.7%	63.9%	69.2%	73.6%	24.9%
Dr JS Moroka	73.8%	66.4%	70.3%	71.3%	26.9%
Thembisile Hani	77.1%	71.6%	67.7%	69.9%	27.8%

Source: SERO Report 2022

The table above indicates Grade 12 pass rate per municipality. In 2023 Steve Tshwete was in first place, followed by Emalahleni and Victor Khanye with pass rates of 89.5%, 82% and 78.8% respectively.

Table 36: No schooling & Tertiary education per district, 2011 & 2022

District	Share of population 20 years & older with no education		Share of the population 20 years and older with tertiary education	
	2011	2022	2011	2022
Gert Sibande	13.3%	10.3%	8.6%	6.6%
Nkangala	**11.5%**	**9.4%**	**9.4%**	**7.6%**
Ehlanzeni	16.6%	14.3%	9.2%	7.5%
Mpumalanga	**14.0%**	**11.7%**	**9.1%**	**7.3%**

Source: SERO Report 2022

The table above indicates a comparison of the percentage of people with no basic education and tertiary education per district within Mpumalanga. The province in 2022 was reported to have a total population of 11.7% over the age of 20 years with no basic education and 7.3% with no tertiary education. On the other hand, Nkangala District Municipality in 2022 had a total population of 9.4% over the age of 20 with no basic education and 7.6% with no tertiary education.

Table 37: No schooling & Tertiary education, 2011 & 2022

Local Municipal area	Share of population 20 years & older with no education		Share of population 20 years and older with tertiary education	
	2011	2022	2011	2022
Victor Khanye	11.8%	8.0%	7.2%	3.8%
Emalahleni	5.8%	5.1%	12.5%	9.7%
Steve Tshwete	7.4%	6.5%	13.2%	10.9%
Emakhazeni	15.0%	13.2%	7.2%	6.2%
Thembisile Hani	18.0%	13.1%	5.1%	5.4%
Dr JS Moroka	17.4%	12.8%	6.3%	6.5%

Source: SERO Report 2024

The table above indicates a comparison of the percentage of the population with no basic education and tertiary education per municipality within the district. In 2022 Emakhazeni was reported to have the highest number 13.2% of people over the age of 20 with no basic education, followed by Thembisile Hani with 13.1%. In terms of the population with no tertiary education in 2022, Steve Tshwete was reported to have the highest number with 10.9%.

Table 38: Functional literacy rate per district, 2014-2022

District	Age 15yr+ & completed gr 7 or higher		Age 15yr+ & completed gr 7 or higher	
	2014	2018	2019	2022
Gert Sibande	78.4%	81.2%	82.6%	86.6%
Nkangala	**81.3%**	**84.1%**	**85.3%**	**88.7%**
Ehlanzeni	77.4%	80.2%	81.8%	86.2%
Mpumalanga	**79.0%**	**81.8%**	**83.2%**	**87.2%**

Source: SERO Report 2024

With reference to the table above, in 2022 Nkangala District Municipality had 88.7% people aged 15 and above who had completed Grade 7 and higher grades. Making it the highest performing district in Mpumalanga.

Table 39: Functional literacy rate per municipal area, 2011-2022

Local municipal area	Age 15yr+ & completed gr 7 or higher		Age 15yr+ & completed gr 7 or higher	
	2014	2018	2019	2022
Victor Khanye	79.0%	81.8%	83.1%	86.8%
Emalahleni	87.4%	89.4%	90.2%	92.5%
Steve Tshwete	86.6%	88.7%	89.6%	92.1%
Emakhazeni	78.1%	80.8%	82.1%	86.4%
Thembisile Hani	74.7%	78.2%	79.9%	84.6%
Dr JS Moroka	74.2%	77.6%	79.3%	84.0%

Source: SERO Report 2024

With reference to the table above, in 2022 Emalahleni had 92.5% people aged 15 years and above who had completed Grade 7 and higher grades, followed by Steve Tshwete with 92.1.

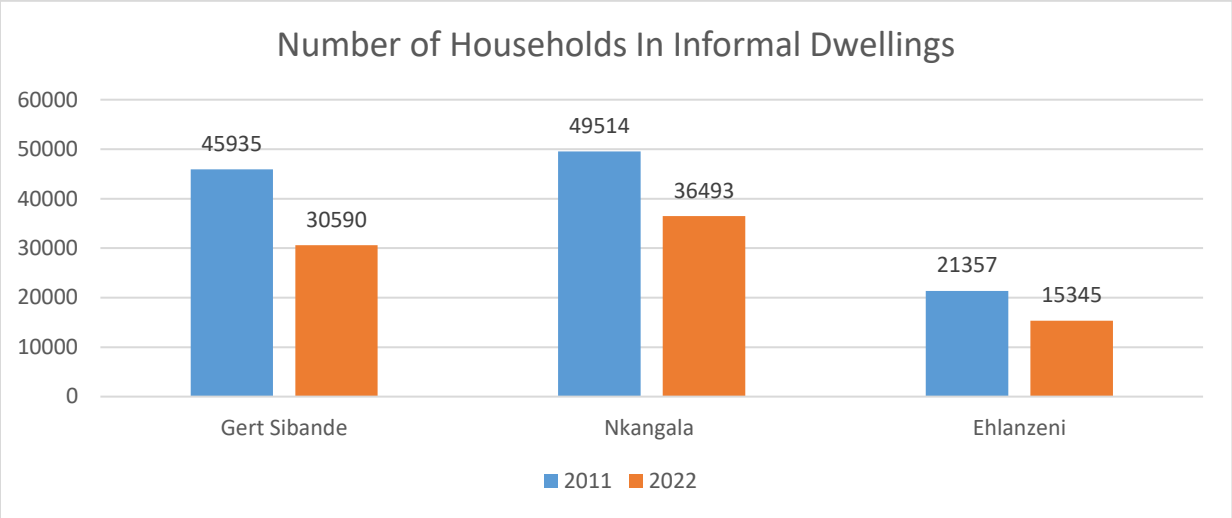
3.1.8. Household by Dwelling Type

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 23: Households by Dwelling Unit Type -



Source: **SEP DEDET 2024**

Nkangala District Municipality had the highest number of households in informal dwellings in the province. The high number of mushrooming of informal settlements is a huge contributor to this problem. The provision of housing needs to be prioritised to assist households currently in informal dwellings.

Table 40: Informal Dwelling Backlog

Local Municipal area	Number of households in informal dwellings		Share of total households	
	2011	2022	2011	2022
Victor Khanye	3 158	4 505	15.4%	13.3%
Emalahleni	23 138	18 489	19.3%	11.2%
Steve Tshwete	9 190	6 955	14.1%	8.7%
Emakhazeni	1 537	768	11.2%	3.9%
Thembisile Hani	7 678	3 056	10.2%	2.8%
Dr JS Moroka	4 813	2 719	7.7%	3.6%
Nkangala District	49 514	36 493	13.9%	7.6%

Sources Stats-SA 2011& 2022

The region within the Nkangala District Municipality with the highest number of informal dwellings is Victor Khanye Local Municipality (13,3 %) followed by Emalahleni Local Municipality (11,2%) then by Steve Tshwete Local Municipality. All the Municipalities showed a decrease in the share of households residing in informal dwellings. However, the number of household in informal dwellings is still a concern.

3.1.9. 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 41: Households by Type of Sanitation

	Nkangala	Victor Khanye	Emalahleni	Steve Tshwete	Emakhazeni	Thembisile Hani	Dr JS Moroka	Total
Flush toilet connected to a public sewerage system	682 109	75 404	305 978	186 794	39 524	28 107	46 303	682 109
Flush toilet connected to a septic tank or conservancy tank	37 822	2 672	5 639	3087	1048	14 092	11 284	37 822
Chemical toilet	16 999	770	5 884	1 134	507	7 435	1 269	16 999
Pit latrine/toilet with ventilation pipe (VIP)	175 239	4 950	8 937	8 036	593	70 347	82378	175 239
Pit latrine/toilet without ventilation pipe	556 491	13 175	71 419	20321	3567	287 835	160 174	556 491
Ecological toilet (e.g. urine diversion, enviroloo, etc.)	1 1047	92	1 086	1719	25	2 374	5 750	11 047
Bucket toilet (collected by municipality)	6 298	635	93	5125	16	113	316	6298
Bucket toilet (emptied by household)	12 298	539	3 482	1 521	286	2 956	3 513	12 298
Total	1 498 302	98 237	40 2518	227 738	45 566	413 257	310 987	1 498 302

Source: stats-SA 2022

Nkangala District Municipality had a total number of 682 109 flush toilets 37 822 Flush toilet connected to a septic tank or conservancy tank, 16 999 chemical toilets, 175 239 Pit latrine/toilet with ventilation pipe, 556 491 Pit latrine/toilet without ventilation pipe, 11 047 Ecological toilets (e.g. urine diversion, enviroloo, etc.), 6298 Bucket toilet (collected by municipality) and 12 298 Bucket toilet (emptied by household). The prevalence of the Bucket system is a health concern that needs alignment of policies and projects from all spheres of government to eradicate.

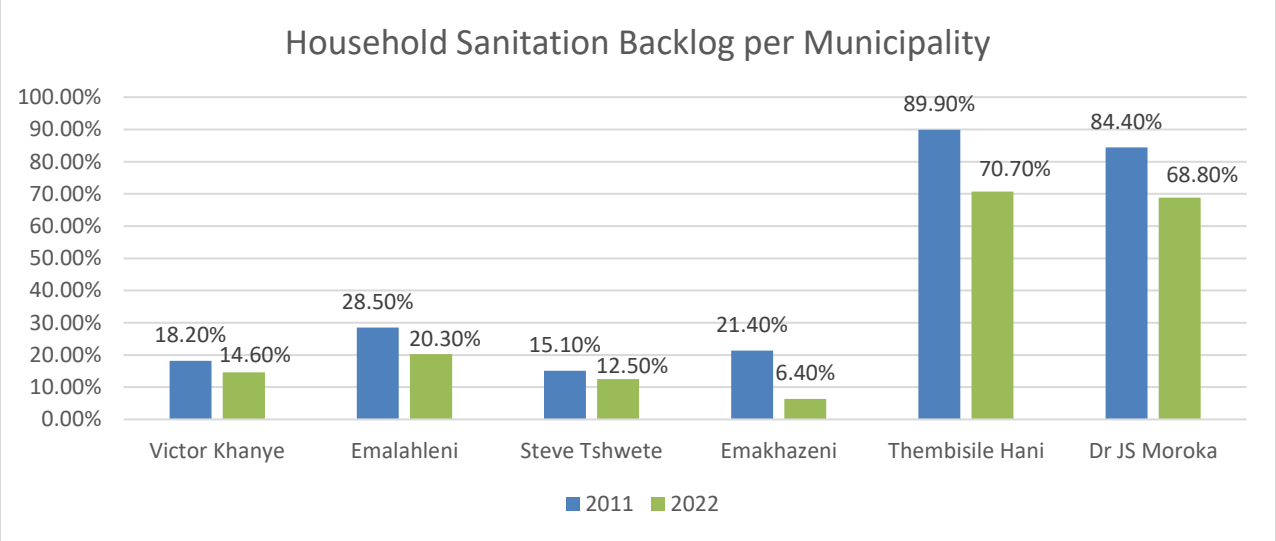
Table 42: Households by Type of Sanitation - Nkangala

Local Municipal area	Number of households without hygienic toilets		Share of total households	
	2011	2022	2011	2022
Victor Khanye	3 742	4 943	18.2%	14.6%
Emalahleni	34 160	33 283	28.5%	20.3%
Steve Tshwete	9 780	10 042	15.1%	12.5%
Emakhazeni	2941	1 247	21.4%	6.4%
Thembisile Hani	68 022	78 147	89.9%	70.7%
Dr JS Moroka	52 450	51 319	84.4%	68.8%

Source Stats SA 2022

Thembisile Hani has the Highest share and Backlog of households without access to hygienic toilets (70,7%) followed by DR JS Moroka (68,8. While the rest of the Municipalities have less than 30% of households with unhygienic toilets. Only Emakhazeni Local Municipality is below 10%. The Emakhazeni Local Municipality has the lowest percentage of Households without access to hygienic toilets with only 6.4% of households without access to hygienic toilets. Any percentage however small is a concern as hygiene has a great impact on the health of the individuals living in the households.

Figure 24: Sanitation Backlog - Nkangala District Municipality, 2011-2022



Source: SEP DEDET 2022

When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2011 the number of Households without any hygienic toilets in Nkangala District Municipality has decreased for each municipality showing an improvement on access to sanitation.

3.1.10. 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, rainwater, boreholes, dams, rivers and springs.

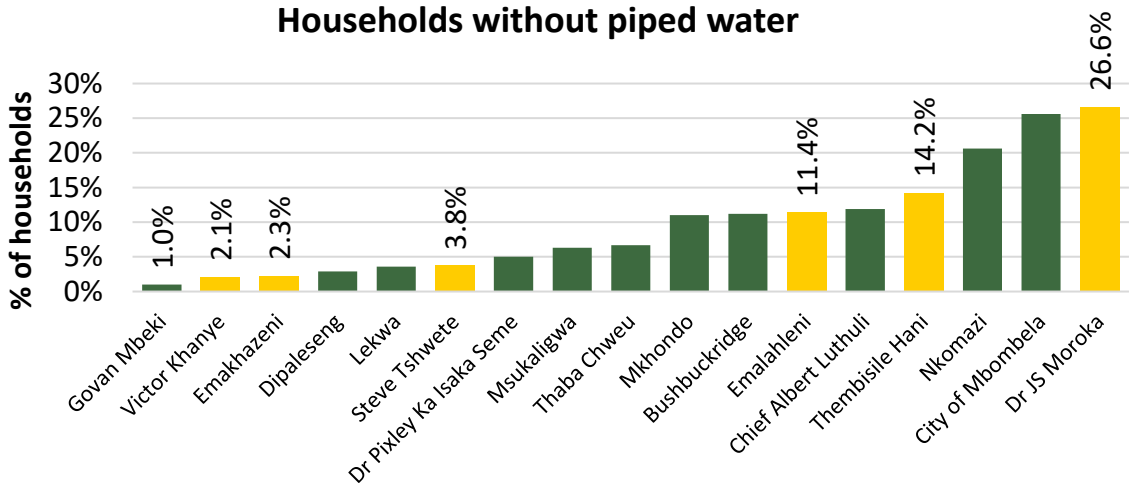
Table 43**: Households Water Access**

District	Number of households without access to water		Share of total households	
	2011	2022	2011	2022
Gert Sibande	24 285	22 717	8.9%	6.0%
Nkangala	**26 200**	**58 467**	**7.3%**	**12.1%**
Ehlanzeni	84 715	104 357	19.0%	18.6%
Mpumalanga	**135 200**	**185 541**	**12.6%**	**13.1%**

Source: DEDET SEP 2022

In 2022, the number of households with access to piped water was 424 702 households or a share of 87.9% of households. This was lower/worse than the 92.7% access in 2011. The Municipality has a huge water challenge, especially in Thembisile Hani, Dr JS Moroka and Emalahleni Local Municipality. The 12,1% of Households the Main challenge is Bulk Infrastructure, ageing infrastructure, and infrastructure vandalism.

Figure 25: Access to piped water.



Source: SEP (DEDET) 2024

The Local municipalities within Nkangala District Municipality with the highest number of households without piped water inside the dwelling is Dr JS Moroka, Thembisile Hani and Emalahleni Local Municipality with a 26,6%, 14,2% and 11,4% share of households respectively.

Table 44: Households by Type of Water Access - Nkangala District Municipality, 2016 [Number]

Local Municipal Area	Number of households without access to water		Share of total households	
	2011	2022	2011	2022
Victor Khanye	882	722	4.3%	2.1%
Emalahleni	6 273	18 713	5.2%	11.4%
Steve Tshwete	1 194	3 057	1.8%	3.8%
Emakhazeni	642	445	4.7%	2.3%
Thembisile Hani	3 459	15 725	4.6%	14.2%
Dr JS Moroka	13 750	19 806	22.1%	26.6%

Source: Stats SA 2011, 2022

When looking at the water backlog over time, it can be seen that in 2022 the number of households without access to water increased in Thembisile Hani, DR JS Moroka, Emalahleni, Steve Tshwete and Emalahleni Local Municipality
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 having adequate access to water as the provision of household infrastructure usually takes time to deliver.

3.1.11. Household access to 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).

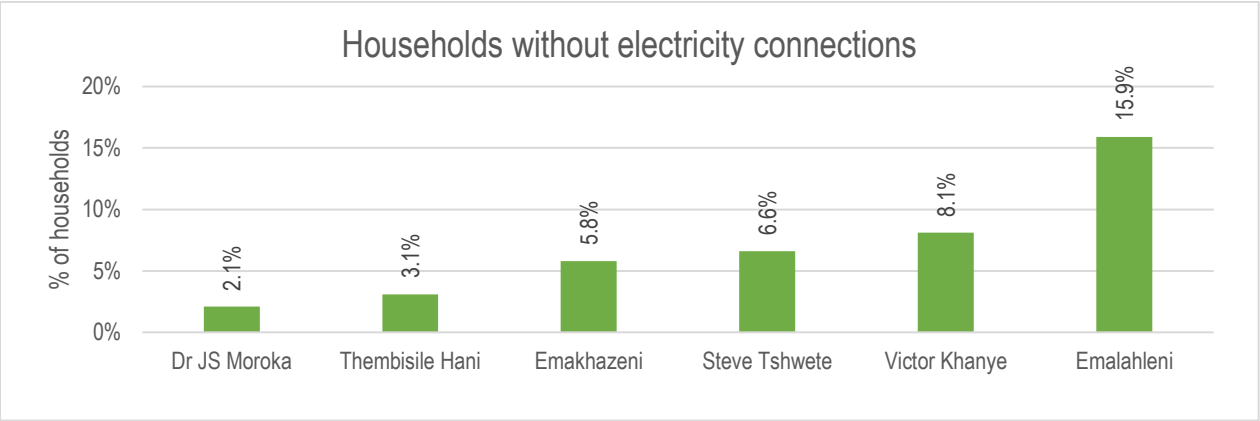
Table 45: Households access to Electricity

District	Number of households not connected		Share of total households	
	2011	2022	2011	2022
Gert Sibande	44 852	30 933	16.4%	8.2%
Nkangala	**50 324**	**40 287**	**14.1%**	**8.3%**
Ehlanzeni	48 069	18 764	10.8%	3.3%
Mpumalanga	**143 245**	**89 984**	**13.3%**	**6.3%**

Source: DEDET 2022

The share of households connected to electricity improved to a level of 91.7% in 2022, however, 40 287 households were still not connected to electricity at all. Only 8,3% of households did not have access to electricity in the District which is an improvement from the 14,1 % of households recorded in 2011 census.

Figure 26:Households by Type of Electrical Connection



Source: DEDET 2022

Emalahleni Local Municipality has the Highest number of Households without electricity connection (15,9%) followed by Victor Khanye Local Municipality (8,1%) then Steve Tshwete with 6,65 of Households. Dr JS Moroka and Thembisile Hani Local Municipality have the lowest number of Households in the District without Electricity connection. Emalahleni, Victor Khanye and Steve Tshwete Local Municipalities have a high number of mushrooming informal settlements which contribute to the growing number of households without access to electricity.

Table 46: Households without Electrical Connection per Local Municipality

Local Municipal area	Number of households not connected		Share of total households	
	2011	2022	2011	2022
Victor Khanye	3 062	2 733	14.9%	8.1%
Emalahleni	31 527	26 147	26.3%	15.9%
Steve Tshwete	5 782	5 288	8.9%	6.6%
Emakhazeni	2 209	1 147	16.1%	5.8%
Thembisile Hani	5 673	3 412	7.5%	3.1%
Dr JS Moroka	1 927	1 560	3.1%	2.1%

Source: DEDET 2022

The Municipality within Nkangala with the highest percentage of households with electricity is Dr JS Moroka local municipality with 1 560 households not connected which amounts to 2.1% of the households. On the other hand, the Municipality with the highest amount of households with no electricity connection is Emalahleni Local Municipality which has 26 147 households which constitute a 15.9% share of the Households.

3.1.12. Households 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.

Table 47: Households Refuse Disposal

District	Number of households with no weekly/less often refuse removal		Share of total households with no weekly/less often refuse removal	
	2011	2022	2011	2022
Gert Sibande	99 543	120 525	35.3%	31.9%
Nkangala	**183 526**	**193 414**	**50.1%**	**40.0%**
Ehlanzeni	334 615	363 303	73.6%	64.8%
Mpumalanga	**617 684**	**677 242**	**56.0%**	**47.6%**

SEP DEDET 2022

Nkangala District Municipality had a total number of 192 414 households with no weekly access to refuse removal weekly. When looking at the number of households with no formal refuse removal, it can be seen that in 2011 the households with no formal refuse removal in Nkangala District Municipality was 183 526, this increased to 193414 in 2022.

Table 48: Households by Refuse Disposal

Local Municipal area	Number of households with no weekly/less often refuse removal		Share of total households with no weekly/less often refuse removal	
	2011	2022	2011	2022
Victor Khanye	5 166	6 689	24.7%	19.8%
Emalahleni	38 885	49 284	31.4%	29.9%
Steve Tshwete	10 379	10 183	15.0%	12.7%
Emakhazeni	3 765	2 463	26.8%	12.6%
Thembisile Hani	72 254	66 761	94.9%	60.4%
Dr JS Moroka	53 077	58 035	84.7%	77.8%

SEP DEDET 2022

The local municipalities within the district with the highest number of households where the refuse is not removed weekly by the authority is Emalahleni local municipality with 49 284 households, However, the largest share of households is Dr JS Moroka where 77,8% of households have no access to weekly refuse removal followed by Thembisile Hani 60,4%. Emalahleni despite having a high number of households without access to weekly refuse removal only constitutes 29.9% of the total households in the Local Municipality. Victor Khanye (19,8%), Steve Tshwete (12,7%) and Emakhazeni (12,6%).

3.1.13. 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.

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 relative
    - Other (Medical, Religious, etc.)

Table 49: Tourism by local municipal area

Local Municipal Area	Total tourism spend (R-million)		Tourism spend as % of GDP (current prices)	
	2015	2020	2015	2020
Nkangala	**4 574.7**	**1 612.4**	**3.9%**	**1.0%**
Victor Khanye	278.6	97.8	4.3%	1.1%
Emalahleni	1 633.5	604.5	3.0%	0.8%
Steve Tshwete	1 694.7	513.4	4.1%	1.0%
Emakhazeni	379.5	198.4	12.5%	4.6%
Thembisile Hani	387.7	122.4	6.5%	1.6%
Dr JS Moroka	200.6	75.8	2.9%	0.8%
Mpumalanga	17 116.3	7 528.5	5.4%	1.9%

Source: DEDT 2021, SERO report

In 2015, Tourism Spend Totalled R4.6 Billion or Equal to 3.9% Of The District GDP. In 2020, Due to Covid-19 Related Factors, It Decreased to Only R1.6 Billion, Which Was Equal to Only 1.0% Of The District's GDP.

Table 50: 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%
Emalahleni	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%

Source: IHS Markit Regional explorer version 1160

The Visits to friends and relatives at 66.23% have 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.

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.

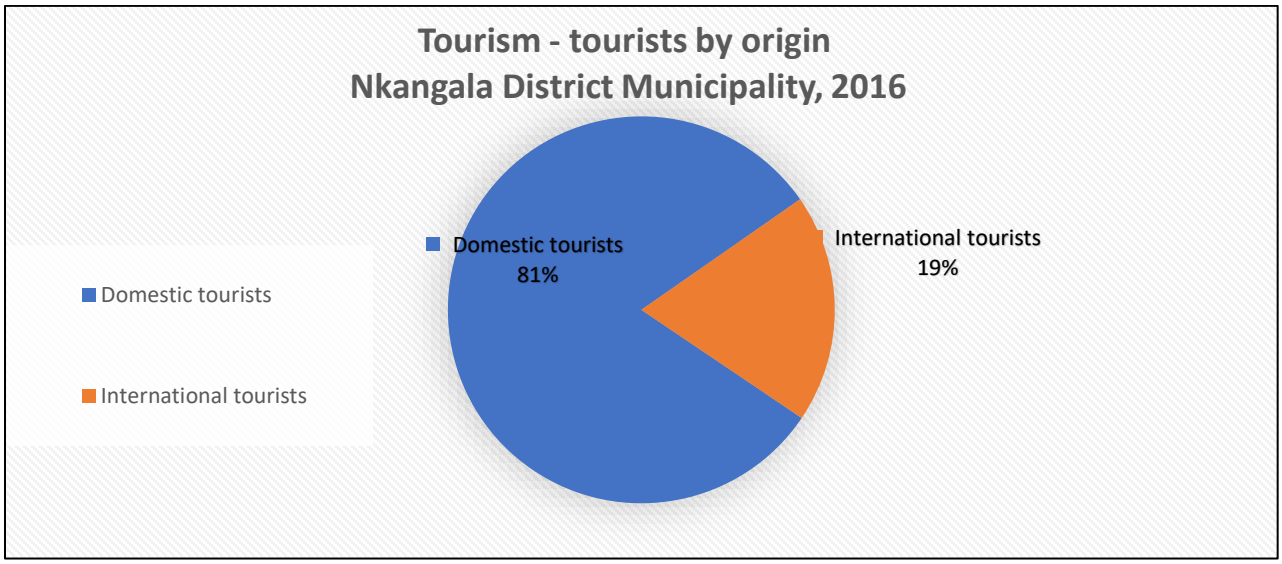
Table 51:Total Number of Trips by Origin Tourists - Nkangala District Municipality, 2006-2016 [Number]

	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 27: Tourists by Origin



Source: IHS Markit Regional explorer version 1160

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.

	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

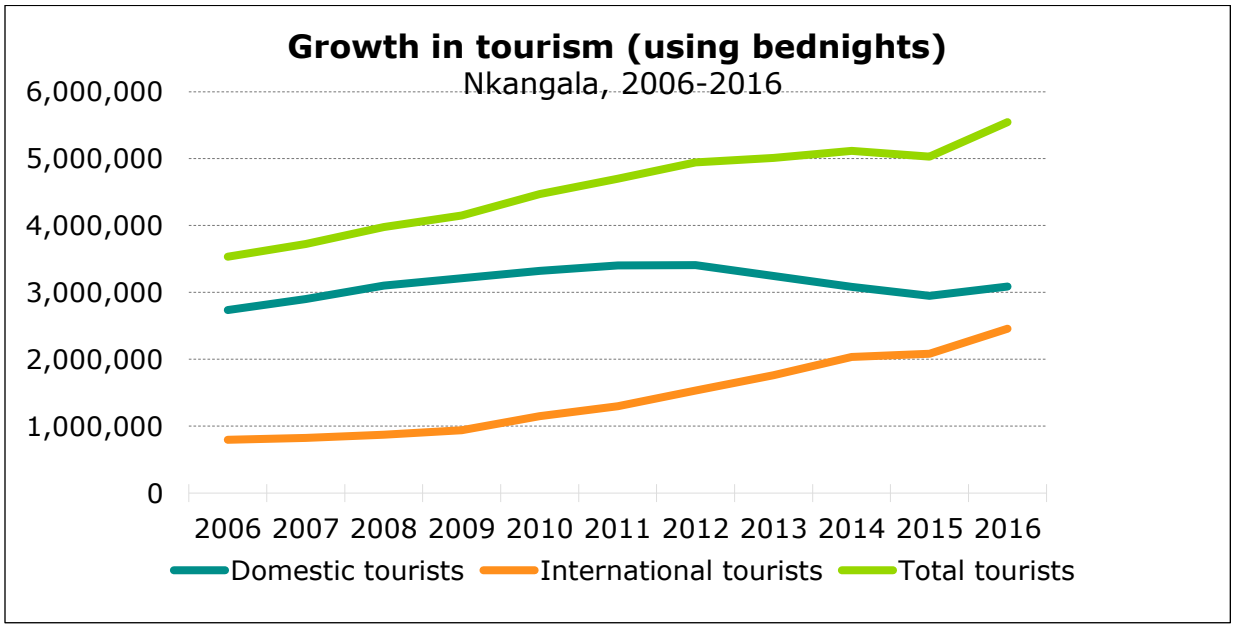
From 2006 to 2016, the number of bed nights spent by domestic tourists has increased at an average annual rate of 1.22%, while in the same period the international tourists had an average annual increase of 11.92%. The total number of bed nights spent by tourists increased at an average annual growth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

Table 52: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

Source: IHS Markit Regional explorer version 1160

Figure 28: Growth in Tourism Nkangala 2006- 2016



Source: IHS Markit Regional explorer version 1160

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 53: Total Tourism Spending - Nkangala, Mpumalanga and National Total, 2006-2016

	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%**

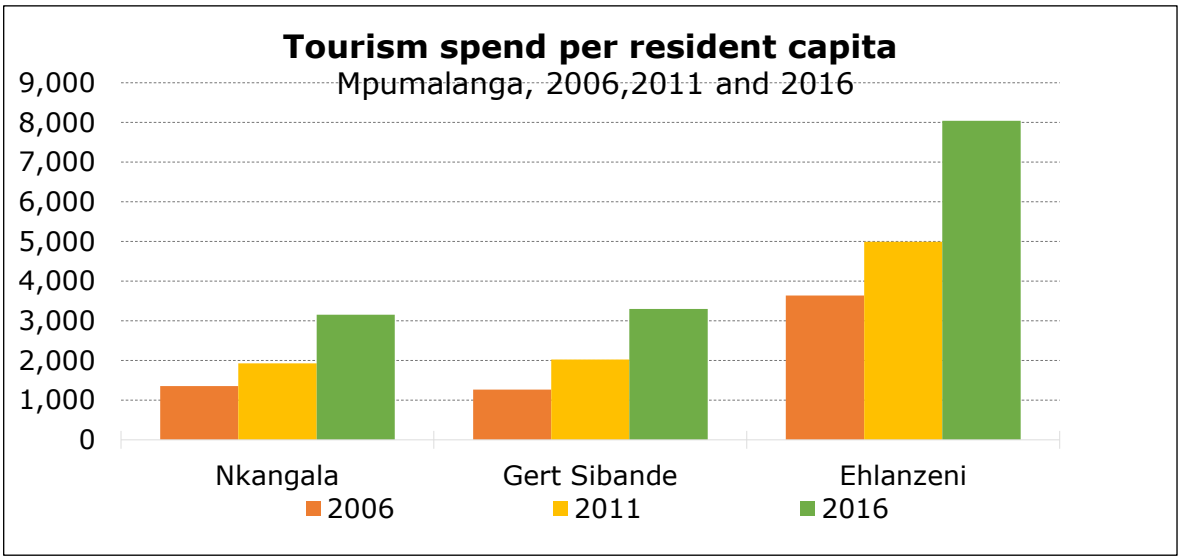
Source: IHS Markit Regional explorer version 1160

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%.

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 29: Tourism Spend Per Resident Capita - Nkangala District Municipality and Mpumalanga



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.

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 tourists visiting that region as their main destination spend.

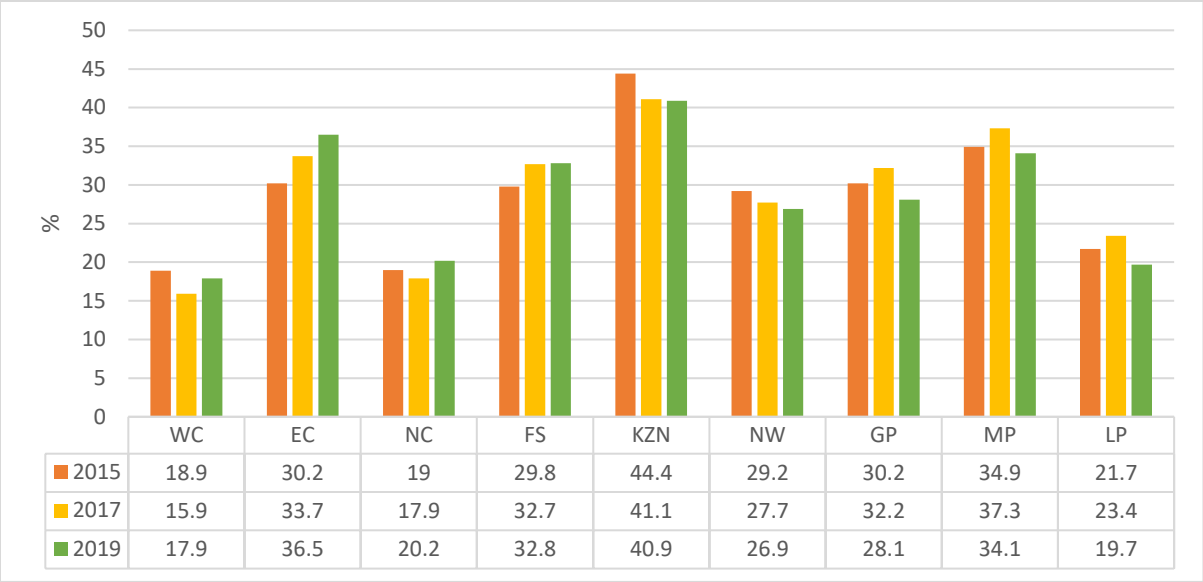
Table 54:Total Spending as % Share of Gdp - Nkangala, Mpumalanga and National Total, 2006-2016 [Percentage]

	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%

Source: IHS Markit Regional explorer version 1160

3.1.14. HIV/AIDS

Figure 30: ***HIV Prevalence by District Municipality in MP, Antenatal HIV***



	WC	EC	NC	FS	KZN	NW	GP	MP	LP
2015	18.9	30.2	19	29.8	44.4	29.2	30.2	34.9	21.7
2017	15.9	33.7	17.9	32.7	41.1	27.7	32.2	37.3	23.4
2019	17.9	36.5	20.2	32.8	40.9	26.9	28.1	34.1	19.7

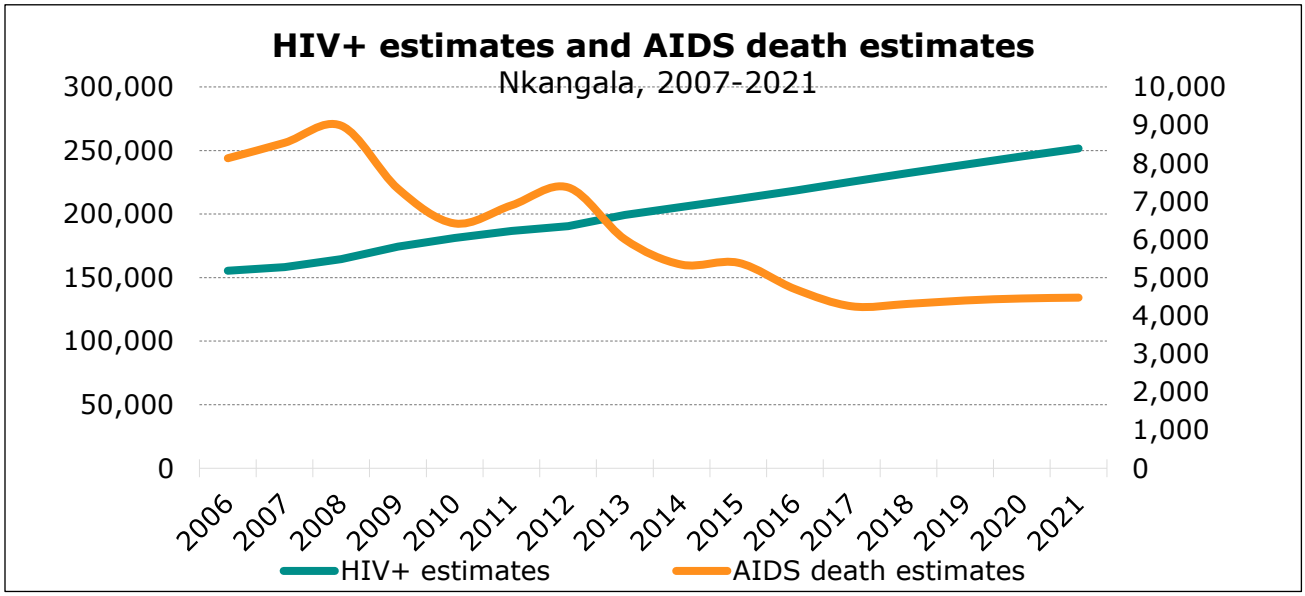
Woldesenbet, et al. 2021. The 2019 National Antenatal Sentinel HIV Survey, South Africa, National Department of Health.

Mpumalanga province is ranked the 2nd amongst the provinces of South Africa in terms of HIV prevalence. The HIV prevalence rate in the province has slightly reduce from 34.9% in 2015 to 34.1% in 2019 however the district still views this prevalence rate to be very high. The highest peak was experienced in 2017

According to StatsSA (2017), the number of persons living with HIV and AIDS in the Mpumalanga Province went from 34.9% in 2015 to 37.3% by 2017. In 2017, approximately 12.6% of the population was HIV positive. HIV & AIDS. Education has become a key preventative measure since the pandemic. HIV and AIDS prevention programs have successfully reduced infection rates. However, preventative programs have not effectively lowered infection rates, particularly among youth.

The district along with its locals has developed various programmes focusing on HIV/ AIDS awareness and education in an effort to minimise future transmissions and to encourage healthy wellbeing of the HIV/ Aids infected and affected persons.

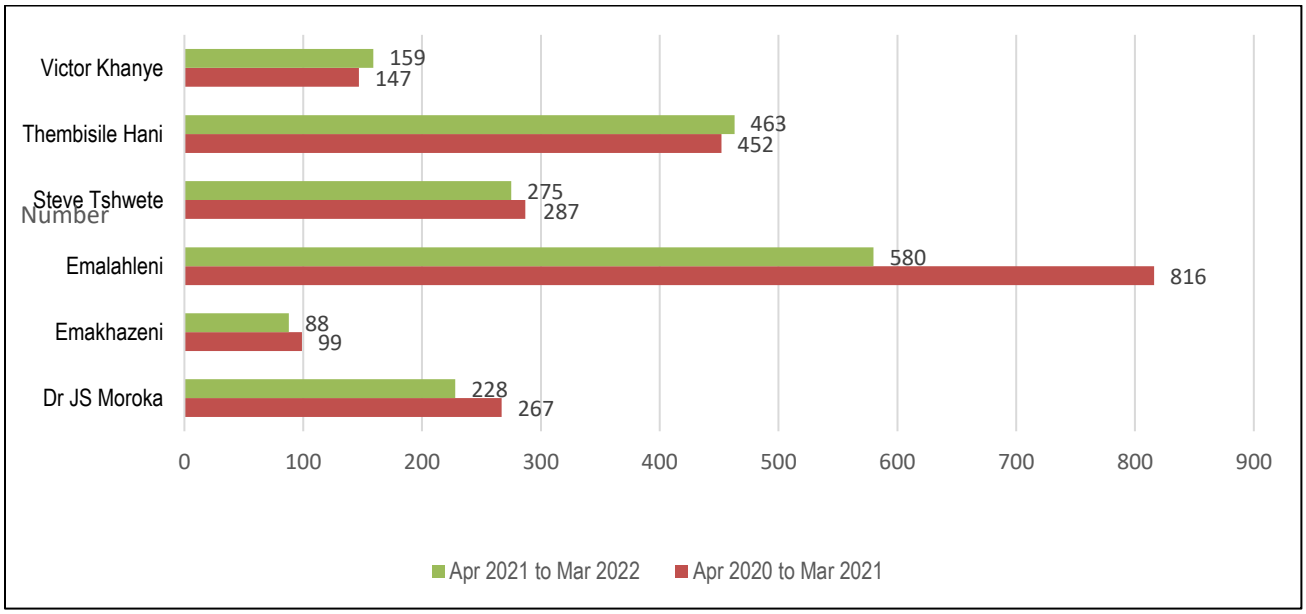
Figure 31:Hiv+ Estimates and Aids Death Estimates



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. The number of Deaths due to AIDS related issues is decreasing which a positive outcome.

Figure 32: HIV Prevalence Amongst 15-24 Year Olds by LMs, 2020/21 and 2021/22

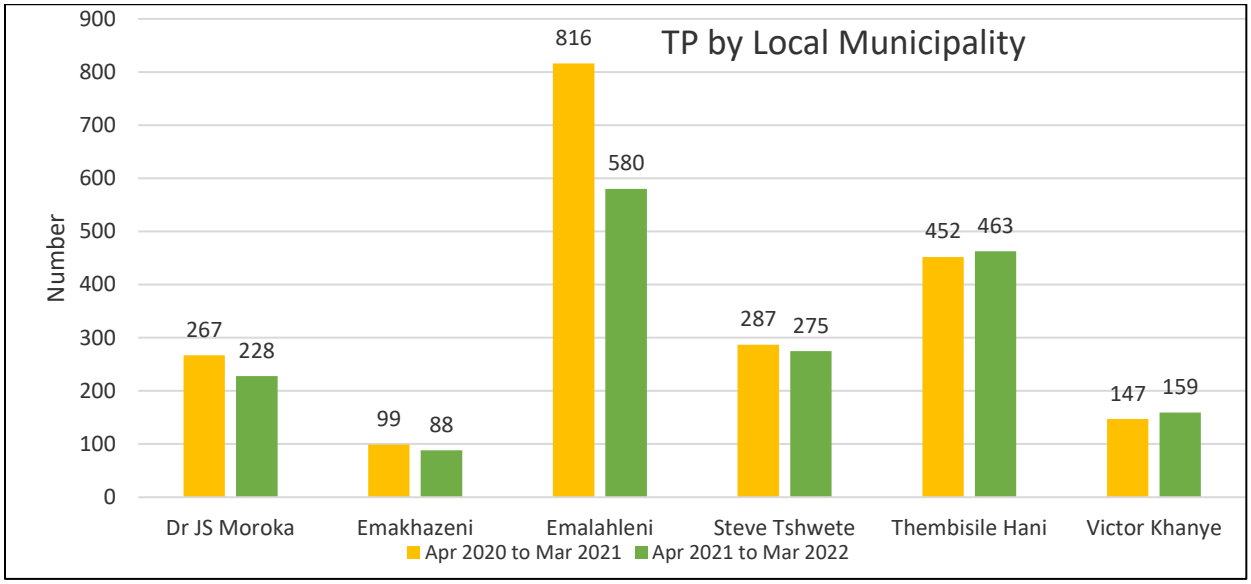


Source: Dept. of Dsd

The prevalence of unsafe sex and other practices that expose youth to HIV continues to rise. the increase of HIV infection among women between the ages of 15 and 24 is associated with various social factors such as insufficient access to education and sexual and reproductive health services.

3.1.15. Teenage Pregnancy

Figure 33:Teenage Pregnancy



Source: Dept. of Dsd

The figure above indicates a decline in the number of teenage pregnancy in Emalahleni, from 816 from April 2020 – March 2021 to 580 from April 2021 to March 2022.

3.1.16. Persons Living with Disability

Table 55:Number of persons living with disability per disability classification.

Disability	Seeing		Hearing		Communication		Walking		Remembering		Self-care	
Sex	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Some difficulty	43358	66603	15427	20285	8659	9309	12882	22779	13063	19246	7458	9514
A lot of difficulty	7711	12140	2674	3641	1582	1349	4069	7551	2890	3591	2040	2493
Cannot do at all	596	826	364	388	688	525	1098	1340	536	466	1383	1559
Total	51665	79570	18464	24314	10929	11183	18050	31671	16489	23303	10882	13566

Source, STATS-SA 2022

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 specialized schools, health care and even public transportation are essential in the improvement of the quality of life of persons living with disabilities.

Table 56: Use of Assistive Devices by NDM local Municipalities

Devices	Other assistive devices	Prosthesis/ artificial limb	A wheelchair	Walking stick or frame	Hearing aid	Eyeglasses	Total
Victor Khanye Local Municipality	790	941	951	1509	1153	6397	8053
Steve Tshwete Local Municipality	1691	1811	1761	3221	2807	24889	28673
Emalahleni Local Municipality	3454	3100	3039	5529	4474	42059	49498
Emakhazeni Local Municipality	421	413	417	1003	609	4124	5138
Thembisile Hani Local Municipality	3071	2772	2948	7394	3040	18936	29110
Dr JS Moroka Local Municipality	2151	2383	2389	7379	3297	15165	24785
Total	11578	11421	11505	26034	15379	111569	145256

Source, STATS-SA 2022

Table 57:Number of people with challenges in self care

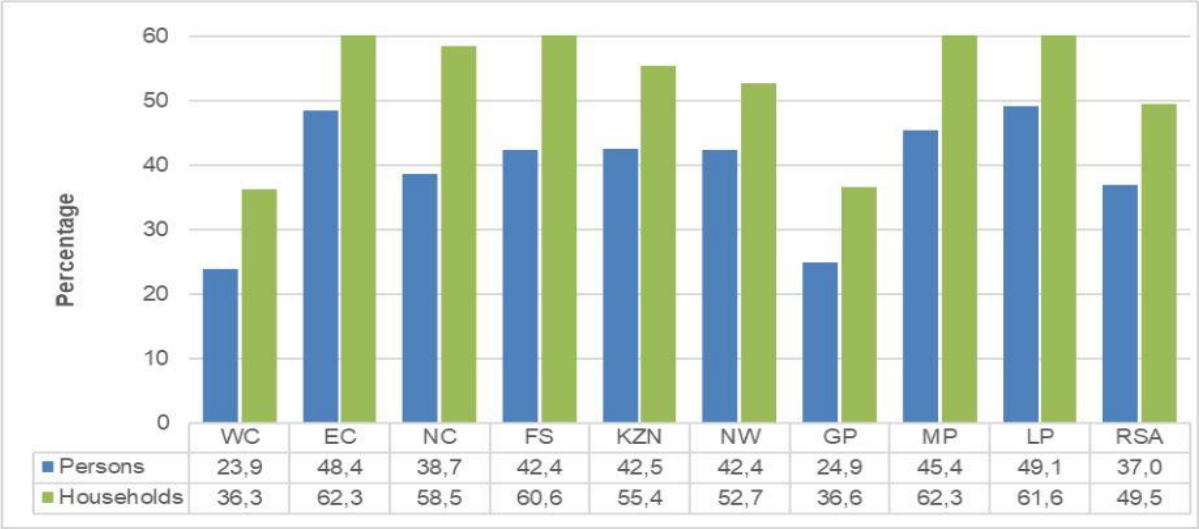
Sex	Male			Female			Total		
Disability status	Some difficulty	A lot of difficulty	Cannot do at all	Some difficulty	A lot of difficulty	Cannot do at all	Some difficulty	A lot of difficulty	Cannot do at all
Nkangala	77265	16736	3144	107175	23743	3644	184440	40478	6788
Victor Khanye Local Municipality	5027	1141	193	6375	1490	215	11403	2631	408
Emalahleni Local Municipality	21996	4368	723	28072	5723	817	50068	10091	1540
Steve Tshwete Local Municipality	11165	2401	416	14657	2961	397	25822	5362	812
Emakhazeni Local Municipality	2544	459	73	3631	616	83	6175	1074	156
Thembisile Hani Local Municipality	19935	4559	925	29265	7306	1156	49200	11865	2081
Dr JS Moroka Local Municipality	16597	3808	813	25175	5647	977	41772	9455	1790
Total	77265	16736	3144	107175	23743	3644	184440	40478	6788

Source, STATS-SA 2022

The prevalence of persons living with disability in every local municipality shows that when dealing with the planning, and the delivery of projects and projects every local municipality inclusive of the district have to consider the needs and also the prosperity persons living with disability from the provision of disability friendly/accommodative infrastructure and services. The district has taken a resolution in its Lekgotla to prioritise persons living with disability in employment and also in projects and programmes in line with relevant policies.

3.1.17. Social Grants

Figure 34:% Individuals and Households Benefiting from Social Grants per Province, 2022



	WC	EC	NC	FS	KZN	NW	GP	MP	LP	RSA
Persons	23,9	48,4	38,7	42,4	42,5	42,4	24,9	45,4	49,1	37,0
Households	36,3	62,3	58,5	60,6	55,4	52,7	36,6	62,3	61,6	49,5

Source: Stats SA. General Household Survey 2022

The figure above shows the provincial distribution of individuals and households that benefited from social grants in 2022. Social grants remain a vital safety net, particularly in the poorest provinces. Grant beneficiaries were most common in Limpopo (49,1%) and Eastern Cape (48,4%) and least widespread in Western Cape (23,9%) and Gauteng (24,9%). Households that received at least one type of social grant were most common in Mpumalanga and Eastern Cape (both 62,3%), and Limpopo (61,6%), and least common in Western Cape (36,3%) and Gauteng (36,6%). The statistics above reveal that 62,3% of Mpumalanga households are benefiting from social grants. This is having the highest percentage of households in the country along with the eastern cape. The high dependence on social grants in the province is a challenge and an indicator of the socio-economic well-being of the province that needs to be improved.

Table 58: Social assistance grant beneficiaries per district

District	Grant specific beneficiaries as share of total beneficiaries per area						Total number of beneficiaries
	CDG	CSG	DG	FCG	GIA	OAG	
Gert Sibande	1.2%	60.4%	8.2%	1.4%	2.0%	26.9%	258 457
Nkangala	**1.0%**	**58.9%**	**6.2%**	**1.4%**	**2.8%**	**29.7%**	**363 421**
Ehlanzeni	1.1%	64.4%	7.7%	1.1%	2.7%	22.9%	452 417
Total	**1.1%**	**61.6%**	**7.3%**	**1.3%**	**2.6%**	**26.2%**	**1 074 295**

Source: DEDET 2022

The high number of dependents on social grants is alarming it shows the need for economic transformation and opportunities to be increased in the district. The positive aspect is that social grants play a critical role in preventing extreme food insecurity.

Table 59: Social assistance grant beneficiaries per municipal area

Local Municipal Area	Grant specific beneficiaries as share of total beneficiaries per area						Total number of beneficiaries
	CDG	CSG	DG	FCG	GIA	OAG	
Victor Khanye	1.1%	62.8%	6.9%	1.2%	1.2%	26.7%	16 878
Emalahleni	1.2%	62.2%	7.5%	1.5%	2.1%	25.5%	106 483
Steve Tshwete	1.1%	59.0%	6.3%	1.9%	1.1%	30.5%	40 612
Emakhazeni	1.2%	57.2%	10.2%	1.9%	1.6%	27.8%	14 409
Thembisile Hani	0.9%	58.7%	5.5%	1.1%	3.3%	30.5%	98 222
Dr J.S. Moroka	0.8%	54.5%	4.7%	1.2%	4.3%	34.6%	86 817
Source: DEDET 2024							

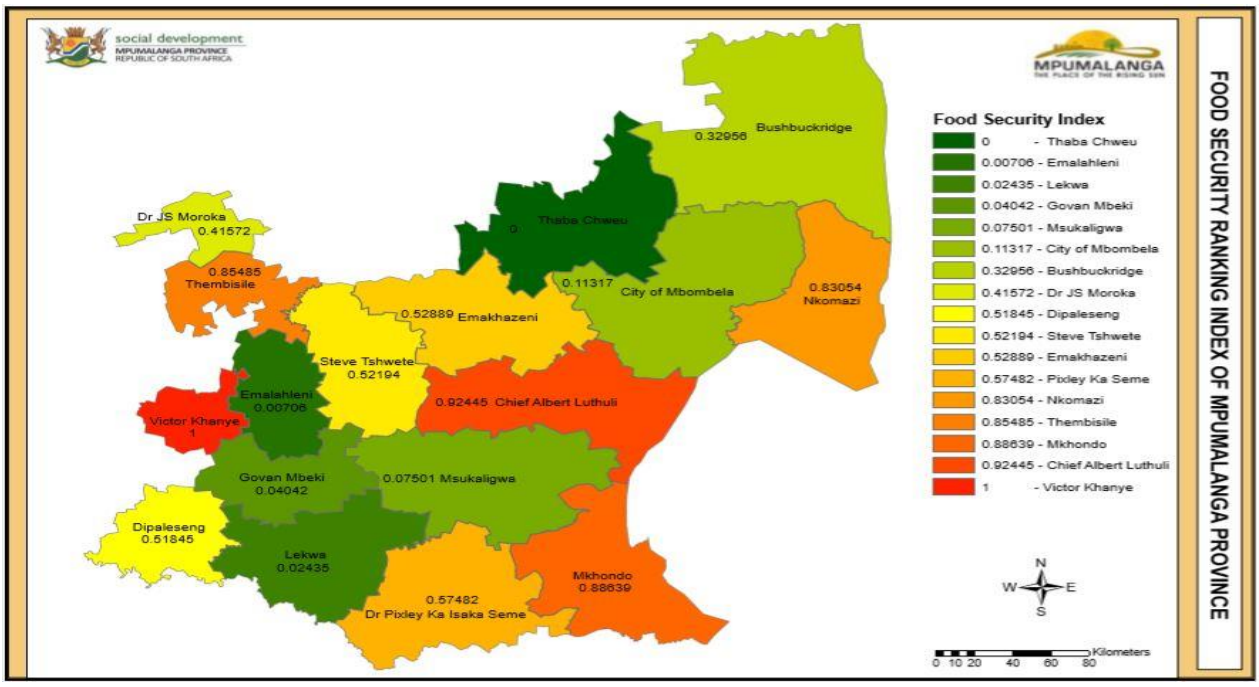
The data presented in the table above illustrates the total number of social grant recipients across various Local Municipal Areas within the Nkangala District Municipality. In Victor Khanye LM, the predominant type of grant received is the Child Support Grant (CSG), whereas the Care Dependency Grant (CDG), Foster Child Grant (FCG), and Grant in Aid (GIA) are less common. Similarly, in Emalahleni LM, the majority of recipients receive the CSG, with a smaller percentage receiving the CDG and FCG grants. In Steve Tshwete LM, the primary grants are the CSG and Old Age Grant (OAG), while the CDG and GIA have the lowest representation. In Emakhazeni LM, the highest proportion of recipients are on the CSG and OAG, with fewer receiving the CDG and GIA. Thembisile Hani LM also sees a higher number of recipients on the CSG and OAG, with fewer on the CDG and FCG. Lastly, Dr JS Moroka has the highest number of beneficiaries receiving the CSG and OAG, with the CDG and FCG having the fewest recipients.

The prevailing pattern across the local municipalities in the Nkangala District Municipality indicates that the majority of social grant recipients are enrolled in the Child Support Grant and the Old Age Grant, whereas the Care Dependency Grant and the Foster Child Grant have the fewest beneficiaries.

3.1.18. Food Security

USAID explains Food security as having the means to have, at all times, both physical and economic access to sufficient food to meet dietary needs for a productive and healthy life. A family is food secure when its members do not live in hunger or fear of hunger. Food insecurity is often rooted in poverty and has long-term impacts on the ability of families, communities and countries to develop and prosper. Prolonged undernourishment stunts growth slows cognitive development and increases susceptibility to illness.

Figure 35: Food Security Index



Source: Department of Social Development

According to the Department of Social Development, food security ranking index of Mpumalanga a few of the municipalities in the district have the highest levels of food insecurity in the province namely Victor Khanye, Thembisile Hani and Emakhazeni. Hunger and food insecurity are challenges affecting the sustainability of communities in the long term. A multipronged approach is necessary to improve the lives of the people. The key challenges faced is high unemployment. The Municipality has initiated a number of programmes to assist in the improvement of the economic viability of the district which in turn assist in the alleviation of high food security. These include the creation of a SMME financial and non-financial support programmes and well and a farmers support programmes to grow small industries in the district with a potential of creating high employment (especially the agricultural sector.

3.1.19. Poverty, Inequality, HDI & Crime Indicators in Nkangala

- The share of population in Nkangala below the lower bound poverty line (LBPL) increased/deteriorated from 42.7% in 2019 to 43.1% in 2022 – the lowest of the 3 districts.
- In 2022, the number of people below the LBPL was 676 709 – 2nd lowest/highest among the districts.
- In the calculation of the Local Government Equitable Share (LGES), National Treasury estimates that Nkangala had 274 392 poor households in 2023 – 57% of the Nkangala households.
- In 2022, Nkangala's share of income by the poorest 40% of households was 7.8%, an increase/improvement from 7.0% in 2019.
- Nkangala ranked joint 2nd highest/lowest in terms of income inequality among the three districts.
- Unchanged Human Development Index (HDI) at 0.64 between 2019 & 2022.
- In April 2023, there were 363 421 beneficiaries of social assistance grants in Nkangala.
- Nkangala ranked highest/worst in terms of the 17 serious crimes reported, but recorded an improvement between 2018/19 and 2022/223.
- 4 of Nkangala's 7 municipal areas among the 7 highest/worst serious crime areas in the province.

Figure 36: Poverty, inequality, HDI & crime indicators in Nkangala



Source: DEDET 2024

3.1.20. Crime

Table 60: Serious crimes reported per district.

District	17 Serious Crimes/10 000		Ranking (1=best to 3=worst)
	2018/19	2022/23	
Ehlanzeni	164	139	1
Gert Sibande	243	208	2
Nkangala	**270**	**211**	**3**
Total	**217**	**178**	

Source: DEDET 2024

Nkangala District has the highest number of serious crimes reported of the three district municipalities in the province. This makes crime a serious issue for the district and its residents Partnerships with sector departments SAPS, the community and businesses is crucial to fin the fight agaist vcrime

Table 61: Serious crimes reported per municipal area.

Local Municipal Area	17 Serious Crimes/10 000		Ranking (1=best to 17=worst)
	2018/19	2022/23	
Dr JS Moroka	132	115	3
Thembisile Hani	156	148	6
Emalahleni	397	268	11
Victor Khanye	309	275	12
Steve Tshwete	357	291	14
Emakhazeni	404	373	17
Source: South African Police Service – Annual Crime Stats, 2022/23			

For the 202/23 financial year Emakhazeni, Steve tshwete and Victor Khanye local municipalities had the highest number of serious crimes reported.

CHAPTER FOUR



4. 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. 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.

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 56** below:

Table 62:Division of functions and powers between the NDM and Local Municipalities

POWERS AND FUNCTIONS		VICTOR KHANYE	DR. J S MOROKA	EMALAHLENI	EMAKHAZENI	STEVE TSHWETE	THEMBISILE
(a)	Integrated development planning for the District Municipality as a whole, including a framework for	Nkangala					

POWERS AND FUNCTIONS		VICTOR KHANYE	DR. J S MOROKA	EMALAHLENI	EMAKHAZENI	STEVE TSHWETE	THEMBISILE
	integrated development plans of all Municipalities in the areas of the District Municipality						
(b)	Potable water supply systems.	Victor Khanye	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	Victor Khanye	Dr. J S Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
(d)	Domestic wastewater and sewage disposal systems	Victor Khanye	Dr. J S Moroka	Emalahleni	Emakhazeni	Steve Tshwete	Thembisile
(e)	Solid waste disposal sites	Victor Khanye	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	Victor Khanye	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	Dr. JS Moroka		Thembisile Hani			
(k)	The establishment, conduct and control of fresh produce markets and abattoirs serving the area of	Nkangala	Dr. J S Moroka	Emalahleni	Emakhazeni	Nkangala	Nkangala

POWERS AND FUNCTIONS		VICTOR KHANYE	DR. J S MOROKA	EMALAHLENI	EMAKHAZENI	STEVE TSHWETE	THEMBISILE
	a major proportion of the Municipalities in the District						
(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.

Notwithstanding the general powers and functions as tabulated in Section 84 of the Structures Act, Nkangala District Municipality has been delegated the following powers and functions of Local Municipalities by the Honourable MEC M Bhabha, through Mpumalanga Provincial Government Gazette No. 958 of the 26th June 2003 Notice No. 144):

- Firefighting Services in respect of MP315 and MP316 (Thembisile Hani Local Municipality and Dr. JS Moroka Local Municipality) respectively;
- Local Tourism in respect of MP311, MP312, MP313, MP314, MP315 and MP316 (all six {06} Local Municipalities); and
- Municipal Planning in respect of MP314, MP315 and MP 316 (Emakhazeni Local Municipality, Thembisile Hani Local Municipality and Dr. JS Moroka Local Municipality).

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.

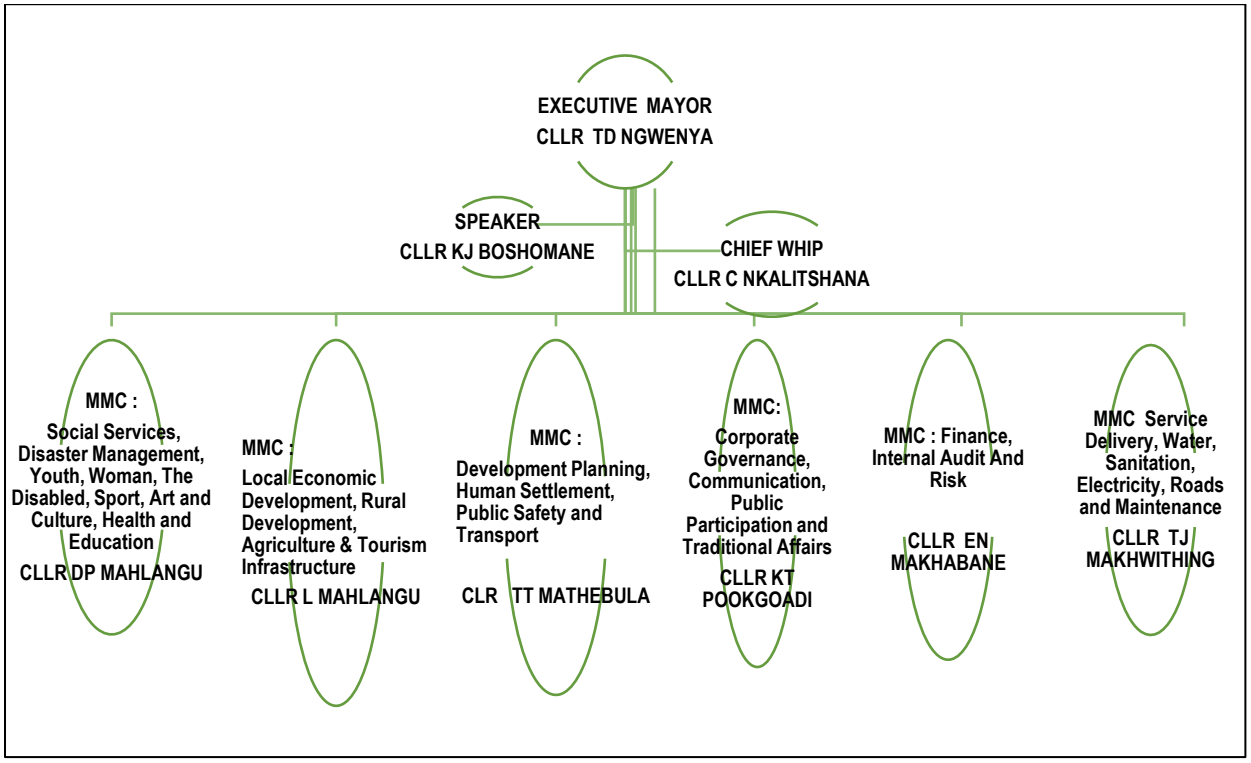
4.2.1.2. NDM Organizational Leadership Capacity

Culminating from Municipal Elections in November 2021, 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 six (6) line function departments: viz; the Office of the Municipal Manager (constituted of Information Communication Technology (ICT) Internal Audit Unit, Legal Service, Municipal Support, Risk unit and the Performance management unit), the department of Corporate Services, Finance, Community Development Services, Technical Services and Planning & Economic Development
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

Figure 37:Political structures within the District



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).

- **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) Social Services, Disaster Management, Youth, Woman, The Disabled, Sport, Art and Culture, Health and Education Committee;
(c) Local Economic Development, Rural Development, Agriculture & Tourism Infrastructure committee
(d) Service Delivery, Water, Sanitation, Electricity, Roads and Maintenance Committee;
(e) Finance, Internal Audit and Risk committee
(f) Development Planning, Human Settlement, Public Safety and Transport Committee;
(g) Corporate Governance, Communication, Public Participation and Traditional Affairs Committee; and
(h) Rules & Ethics Committee

- **Section 80 Committees**

The following are the section 80 committees in the district:

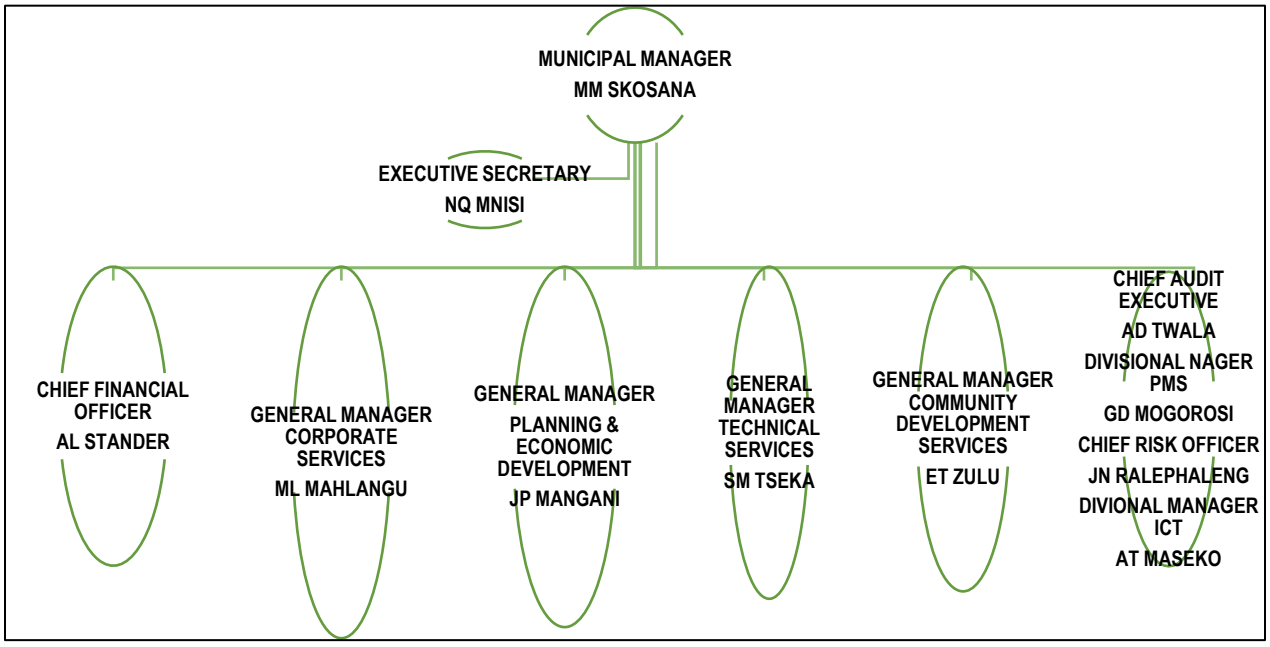
a) Social Services, Disaster Management, Youth, Woman, The Disabled, Sport, Art and Culture, Health and Education Committee;
b) Local Economic Development, Rural Development, Agriculture & Tourism Infrastructure committee
c) Service Delivery, Water, Sanitation, Electricity, Roads and Maintenance Committee;
d) Finance, Internal Audit and Risk committee
e) Development Planning, Human Settlement, Public Safety and Transport Committee; and
f) Corporate Governance, Communication, Public Participation and Traditional Affairs Committee

- **Audit and Performance Committee**

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

4.2.1.4. Top Administration Structure

Figure 38:Top Administrative Structure



The departments are as follows:

a) The Municipal Managers office (PMS, ICT, Internal Audit and Risk Management, Legal Services and Municipal Support)
b) Department of Technical Services
c) Department of Community Development Services
d) Department of Corporate Services
e) Department of Finance
f) Department of Planning and Economic Development

Table 63: Departments and Section 56 Managers within the District

Department	Names	Filled/Vacant
Municipal Manager	Ms MM Skosana	Filled
Department of Technical Services	Ms SM Tseka	Filled
Department of Corporate Services	Mr ML Mahlangu	Filled
Department of Community Development Services	Ms ET Zulu	Filled
Department of Finance	Ms AL Stander CFO	Filled
Department of Planning and Economic Development	Mr JP Mangani	Filled

4.2.1.5. Employment Equity Plan of the District

The Nkangala District Municipality Employment equity plan has been developed and approved by the Municipal Council on the 30 June 2018 for the period 1 July 2018 to 30 September 2023. The filling of vacancies is to be made in line with the approved Employment Equity Plan of the municipality.

4.2.1.6. Staff Establishment Report:

Table 64:Staff Establishment in NDM

Department/Unit	Total Positions	Total Filled Positions	Vacant
Audit Committee	5	4	1
Risk Committee	1	1	0
Planning Tribunal	6	6	0
NEDA	6	4	2
Executive Mayor	8	8	0
Speaker	4	4	0
Council Whip	1	1	0
Municipal Manager	2	2	0
Risk	2	2	0
Internal Audit	6	6	0
ICT	7	7	0
PMS	5	4	1
Legal	2	1	1
Municipal Support	2	1	1
Finance	37	35	2
Corporate + LGSETA Interns	49	46	3
Technical	12	9	3
Community Development Services	64	62	2
Fire DR JS Moroka + Fire Reservists	37+6 = 43	41	2
Fire Thembisile + Fire Reservists	38 + 6 = 44	44	0
Nokaneng Satellite Fire Station	12	11	1
PED	20	18	2
Total	337	317	20

4.2.1.7. NDM Employee profile

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management	2	0	0	0	3	0	0	1	6
Senior management	24	1	0	0	11	0	0	0	36
Professionally qualified and experienced specialists and mid-management	39	0	0	1	46	0	3	4	93
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	54	1	0	1	53	0	1	1	111
Semi-skilled and discretionary decision making	23	0	0	1	20	0	0	0	44
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	142	2	0	3	133	0	4	6	290
Temporary employees	0	0	0	0	0	0	0	0	0
GRAND TOTAL	**142**	**2**	**0**	**3**	**133**	**0**	**4**	**6**	**290**

4.2.1.8. Total Number of people with Disability within the district

Table 65:Total Number of people with Disability within the District

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management	0	0	0	0	1	0	0	0	1
Senior management	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	1	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	0	0	0	0	0	0	1
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	1	0	0	0	2	0	0	0	3
Temporary employees	0	0	0	0	0	0	0	0	0
GRAND TOTAL	**1**	**0**	**0**	**0**	**2**	**0**	**0**	**0**	**3**

4.2.2. Organization Restructuring and Transformation

The new municipal staff regulations as promulgated by the Minister of COGTA (20 September 2021) provides that the Organisational structure be aligned to the term of office of Council, i.e. 2024

4.2.2.1. 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.

4.2.2.2. 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.

4.2.2.3. 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 not 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

4.2.2.4. Recruitment and Selection of Employees

Recruitment and Selection of employees is based on the NDM HR Talent Management & Acquisition 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 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. With the sudden outbreak of the Covid 19 pandemic and its declaration as a national disaster by the President of the RSA, NDM developed a standard operating procedure for virtual recruitment processes. The online recruitment is a strategy by the municipality to further combat the spread of the pandemic.

4.2.2.5. Occupational Health and Safety

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 Nkangala 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 remaining10 % is occupied by the day to day operational risks/ hazards as mentioned above.

Challenges and proposed interventions

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

- Providing ongoing awareness to all employees on all the aspects of OHS, including all visitors who comes to the premises (OHS Video prior each meeting).
- Giving clear instructions the employees on do's and don'ts.
- Training and refresher courses for all OHS Champions/SHE Reps.
- Conducting baseline risk assessment
- Conducting Continuous risk assessment such as regular 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.

4.2.2.6. Administration and management of COVID 19

The municipality in its quest to combat the spread of the pandemic developed a SOP on Covid 19, registers, checklist and risk assessment that is implemented on an ongoing basis. Encapsulated in the SOP are precautionary measures that the municipality is implementing and monitoring to bring the spread of the pandemic under control.

The following precautionary measures are still relevant to contain the spread of the virus in the workplace:

- Frequent washing of hands with water and soap
- Sanitization of employees and visitors
- Sanitisation of objects and surfaces

4.2.2.7. Employee Health and Wellness

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 that 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. The above stated services are even extended to employees' immediate family members which indirectly relieves some of the financial burden from the employees.

Challenges and proposed interventions

The following challenges are prevalent within the NDM

- High levels of stress,
- financial problems
- underutilization of EAP by the employees.
- Low staff morale
- Under performance

To address these challenges, the municipality provides support to employees through the appointed Service Provider as reported above with the aim to give employees more freedom and privacy in dealing with their personal matters.

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.

4.2.2.8. Records, Auxiliary Services and Secretariat Unit

The Records, Auxiliary Services & Secretariat within the Corporate Services Department is mandated to give Administrative and Council support, Library Services and Auxiliary Services to all departments and units within the municipality.

We have three (3) units namely:

RECORDS UNIT is responsible for:

- ❖ The management of records according to the records management principles contained in the National Archives and Records Service Act 1996 and the NDM Records Policy.
- ❖ The determination of retention periods in consultation with the user departments and taking into account the functional, legal and historical need to maintain those records of transactions.
- ❖ The NDM Library which is part of Records unit is open to all employees and councillors of Nkangala District Municipality. Library services plays an essential role in providing access to information and resources, supporting literacy and education, promoting lifelong learning.

- **AUXILIARY SERVICES**

Provides general office support. Assists with the printing and binding of documents. Provides the driver/messenger services.

- **SECRETARIAT UNIT**

The Secretariat Unit is responsible for rendering Secretariat Support services to Council and Council Committees including Management committees, to enable these committees to effectively and efficiently perform their functions and powers in accordance to Council policies, by-laws and approved Year Planner.

A total of thirty-six (36) committees are serviced by the Secretariat Unit including Mayoral and Council Meeting. All meetings take place in accordance to the NDM Approved Year Planner.

Table 66: Council Committees

Committee	Frequency of sitting	Challenges
nine (9) Section 79 Committees	As per approved year plan	All meeting sit successfully
six (6) Section 80 Committees	As per approved year plan	
Mayoral Committee	As per approved year plan	
council	As per approved year plan	

4.2.2.9. Legal Services

The key services performed by the Legal Services Unit includes amongst others: -

i. development and standardisation of employment contracts.
ii. development and promulgation of by–Laws.
iii. administration of Council Litigation and Personnel matters.
iv. drawing of Service Level Agreements and other agreements.
v. drawing of Legal Opinions.
vi. consequent management.
vii. advising management on grievances lodged by employees.
viii. representing NDM in Bargaining Council and CCMA matters.
ix. issuing instructions to attorneys and managing correspondence thereof, and
x. Oversee the reviewal and standardisation of Districtwide Standing Rules & Orders and the Delegations of Authority.

NDM has a staff compliment of 315 employees, some of whom are employed on fixed term contracts, whilst others are permanently employed. Irrespective of the duration of the nature of employment all the employees are expected to sign an employment contract which clearly stipulates the terms and conditions of their respective 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.

Current Status of By-laws

Nkangala District Municipality, is amongst other legal assistance, Gazetting By-Laws on behalf of its local municipalities and in the year 2021/2022 the following gazettes have been published for Nkangala District Municipality and for its local municipalities –

Table 67:Status of Bylaws in the District

NO	NAME OF BY-LAWS	PUBLISHMENT DATE	GAZETTE NOTICE NO.
EMALAHLENI LOCAL MUNICIPALITY			
1.	Property Rates By-Law	24 September 2021	Notice 3300 Vol 28
Dr. JS MOROKA LOCAL MUNICIPALITY			
2.	Notice for Inspection of Supplementary Valuation Roll	23 July 2021	Notice 3283 Vol 28
3.	Property Rates By-Law	23 July 2021	Notice 3283 Vol 28
4.	Tariff Structure	23 July 2021	Notice 3283 Vol 28
VICTOR KHANYE LOCAL MUNICIPALITY			
5.	Notice on Levying of Property	23 July 2021	Notice 3283 Vol 28
THEMBSILIE HANI LOCAL MUNICIPALITY			
6.	Notice on Levying of Property Rates	23 July 2021	Notice 3283 Vol 28
NKANGALA DISTRICT MUNICIPALITY			
7.	Nkangala District Municipality Council Standing Rules and Orders	03 December 2021	Notice 3331 Vol 28

It is envisaged that more gazettes would be published in the month of June 2022 being the Council Standing Rules and Orders for Victor Khanye Local Municipality, Steve Tshwete Local Municipality, Emakhazeni Local Municipality, Thembisile Hani Local Municipality and Emalahleni Local Municipality.

Enforcement of By-Laws

Each municipality is responsible for enforcement of its own By-Laws and some of the local municipalities such as Emalahleni and Steve Tshwete Local Municipality have already established law enforcement units, which its primary purpose is to enforce the municipal By-Laws.

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

- Non-compliance with the NEMA and NEMAQA in respect of regulated emissions. Atmospheric Emission License must robustly enforce compliance and issue fines to those that are found to be non-compliant.
- Poor performance by Infrastructure Service Providers leading to termination of contracts, which in turn delay service delivery. It is proposed that service providers be trained on contract management and SCM processes on a quarterly basis.

4.2.2.10. 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 and 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.

4.2.2.11. 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.

4.2.2.12. 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 cascade PMS to all levels of the organisational structure for the Financial year 2020/2021. Currently NDM cascaded PMS up to level 10 for 2019/2020 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.

4.2.2.13. 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:

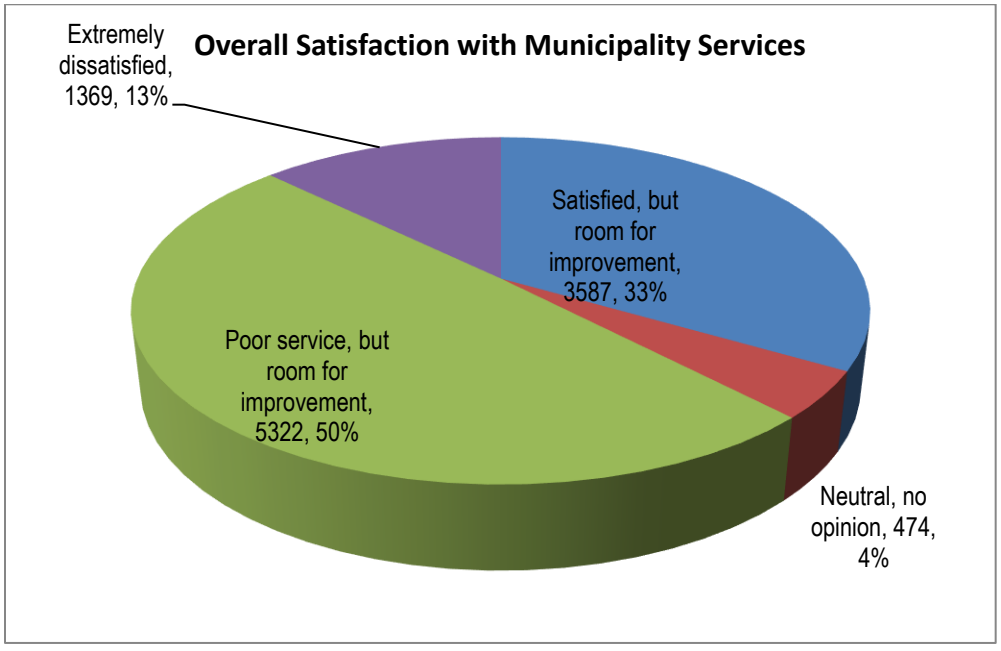
- The priority needs of the community
- Community level of satisfaction with Municipal Services provided;
- The manner in which the public participation function is strengthened;
- The manner in which the systems and processes of service delivery related information is communicated to the public must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

4.2.2.14. Community Satisfaction survey

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:

Overall satisfaction n = 10752

Figure 39: Overall Community Satisfaction: NDM



The Figure above shows how, 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.

4.2.2.15. 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 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.

While the above status quo remains, the following remain the main objectives for the existence of the Information and Communication Technology within NDM:
:

- 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.

In May 2020, in order to ensure business continuity and to mitigate the risks and changes that are imposed by the COVID-19 pandemic, ICT developed the Post COVID-19 ICT Plan – see below:

Table 68:Post COVID-19 ICT Plan

No	SERVICE TYPE	ACTION/TASK	CURRENT STATUS
1	Creating a platform for downloading of Tenders	• Investigate the implementation of e-Procurement system.	Project in final phase. Training of users underway.
2	Implementation of District Wide Disaster Recovery Plan	• Procurement of a direct service from Microsoft to effect seamless DRRS within the district.	Under investigation.
3	Implementation of Electronic signature	• Procurement of Electronic signature software.	Project complete. Training of users underway.
4	Upgrade of Network Connectivity to allow for extensive Remote Access	• Current Service Provider in process of increasing the link from WAN (100MBps) to 200MBps.	Work in progress
5	Deployment of Collaborative Platforms	• Deployment of Microsoft Teams platform to conduct virtual meetings • Increase the usage of Social Media Platforms e.g. WhatsApp, Twitter, Facebook and YouTube	Fully Functional

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.

4.3. KPA 2: Good Governance and Public Participation

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

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4.3.1. 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.

4.3.1.1. Shared Audit and Performance Committee:

The District has established a shared Audit and Performance Committee in terms of Section 166(6) (a) of the Local Government: Municipal Finance Management Act, Act 56 of 2003 (MFMA). The Audit and Performance Committee performs its duties according to the Audit and Performance Committee Charter approved by Council.

In the last 5 years' some of the Municipalities within the District; have received differentiate audit opinion with some improving in their opinion municipalities like Thembisile Hani Local Municipality are showing signs of improvement and Emalahleni Local Municipality not moving on the qualified audit opinion.

Nkangala District Municipality has managed to maintain its clean audit opinion for at least four years in succession and as all municipalities within District being part of the Shared Audit and Performance committee, the Audit and Performance Committee is working hard to try and assist with the improvement of audit opinion for all municipalities. Nkangala District Municipality Shared Audit and performance committee has seen an improvement in the attendance of shared audit and performance committee meetings by all municipalities.

Internal Audit of Nkangala District municipality is assisting the Audit and performance Committee will secretarial has also supported some municipalities with implementation of its projects as well as the Auditor General that has assisted to decrease audit fees.

Table 69:Audit Performance of LMs-3 year-term

NAME OF MUNICIPALITIES	AUDIT OUTCOME 2017-18	AUDIT OUTCOME 2018-19	AUDIT OUTCOME 2019-20	AUDIT OUTCOME 2020-21	AUDIT OUTCOME 2021-22	AUDIT OUTCOME 2022-23
NKANGALA DISTRICT MUNICIPALITIES						
Emakhazeni LM	Qualified	Adverse	Adverse	Adverse	Adverse	Adverse
Victor Khanye LM	Qualified	Disclaimer	Qualified	Qualified	Qualified	Qualified
Thembisile Hani LM	Qualified	Qualified	Qualified	Unqualified	Unqualified	Unqualified
Steve Tshwete LM	Unqualified	Unqualified	Unqualified (CA)	Unqualified (CA)	Unqualified with findings	Qualified
Dr JS Moroka LM	Adverse	Disclaimer	Disclaimer	Disclaimer	Qualified	Qualified
Emalahleni LM	Qualified	Qualified	Qualified	Qualified	Qualified	Qualified
Nkangala DM	Unqualified	Unqualified (CA)	Unqualified (CA)	Unqualified (CA)	Unqualified (CA)	Unqualified (CA)

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 for the entire District

- Poor or no progress on previous issues raised by AG
- Poor understanding of performance management
- 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
- Misstatement on Financial statements
- Over or understatement of performance information
- Lack of IT audit skills.
- Non-investigations of irregular expenditure
- Lack of IT audit software for Thembisile Hani Local Municipality, Emakhazeni Local Municipality and Victor Khanye Local Municipality

Achievements

- Maintaining of clean audit status by Nkangala District Municipality.
- Maintaining of unqualified audit opinion by Thembisile Hani Local
- Functionality Audit and Performance Committees in all municipalities within the District
- Dr.JS Moroka Local Municipality have since joined the District shared Audit and Performance Committee and have submitted financials and concluded their audit on time.

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 70 Level of Governance with the Audit Function in the LMs

Municipality	Functionality of Audit and Performance Committee	Functionality of Internal Audit	Shared Services with NDM on Audit Committee	Shared Services with NDM Internal Audit	Applied for Interim Audit to AG
VKLM	yes	yes	yes	No	No
DR JS MLM	Yes	yes	yes	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	yes	No	No
NDM	yes	yes	yes	n/a	No

4.3.2. Risk Management

4.3.2.1. Problem Statement

In order to improve quality of life for all, the District adopted Enterprise Risk Management, which provides a framework for risk management, which typically involves identifying particular events or circumstances (risks and opportunities) relevant to the municipality's objectives, 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 where 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 management planning to enable the municipalities to continue with provision of services during disruptive events and non-implementation of risk management mitigation strategies.

4.3.2.2. Risk Management Statement:

Risk management is recognized as an integral part of responsible management and Council therefore adopts a comprehensive approach to the management of risk. It is expected that all departments/units, operations and processes will be subject to the risk management framework in order to effectively manage risks and achieve objectives. It is the intention that these departments /units will work together in a consistent and integrated manner, with the overall objective of reducing risk, as far as reasonably acceptable.

Nkangala District Municipality implements and maintains effective, efficient and transparent systems of risk management and internal control. The objective of risk management is to assist the Municipality to achieve, among other things, the following outcomes needed to underpin and enhance performance:

- More sustainable and reliable delivery of services;
- informed decisions underpinned by appropriate rigour and analysis;
- Innovation;
- reduced waste;
- Prevention of fraud and corruption;
- Better value for money through more efficient use of resources; and
- Better outputs and outcomes through improved project and programme management.
- Provides certainty in achieving the Council's goals and objectives

4.3.2.3. Risk Management Governing Structures

❖ **Risk Management Anti-Fraud and Anti-Corruption Committee:**

Risk Management, Anti-Fraud and Anti-Corruption Committee is an oversight committee appointed by Council to assist the Accounting Officer/ Council to discharge their responsibilities for risk management. The committee is made up of both independent members appointed by the Municipal Council and members of Senior Management. The independent member of the committee who is the Chairperson of the committee is shared with the six local municipalities namely Steve Tshwete, Thembisile Hani, Emalahleni, Emakhazeni, Victor Khanye and Dr JS Moroka Local Municipalities with costs borne by the District.

In discharging its governance responsibilities relating to risk management, the committee:

a) Review and recommend for the approval of the:
   - Risk management policy;
   - Risk management framework;
   - Risk management implementation plan;
   - Risk appetite and tolerance framework; and
   - Institution's risk identification and assessment methodologies.
b) Evaluate the extent and effectiveness of integration of risk management within the Institution;
c) Assess implementation of the risk management policy and framework;
d) Evaluate the effectiveness of the mitigating strategies implemented to address the material risks of the Institution;
e) Evaluate the effectiveness of the mitigating strategies implemented to address the material risks of the Institution;
f) Review the material findings and recommendations by assurance providers on the system of risk management and monitor the implementation of such recommendations;
g) Interact with the Audit Committee to share information relating to material risks of the Institution;
h) Provide timely and useful reports to the Accounting Officer / Council on the state of risk management, together with accompanying recommendations to address any deficiencies identified.

Review the effectiveness of Business Continuity Management, Loss Control Management and Security Management.

4.3.2.4. Ethics, Fraud and Corruption

NDM Council takes an interest in ethics, fraud and corruption risk management to the extent necessary to obtain comfort that properly established and functioning systems of risk management are in place to protect the municipality against significant ethics, fraud and corruption risks.

Corruption breaks down societal norms, erodes good governance and obstructs service delivery. We have therefore taken a zero-tolerance approach to fraud and corruption.

Nkangala District Municipality is committed to integrity and ethical behaviour by helping to foster and maintain an environment where employees, councillors and stakeholders can act appropriately, without fear of retaliation. To maintain these standards, Nkangala District Municipality encourages its employees, councillors and stakeholders who have concerns about suspected serious misconduct or any breach or suspected breach of law or regulation that may adversely affect the municipality, to come forward.

NDM's Anti-Fraud and Anti-Corruption hotline:

Nkangala District Municipality has established an independent Anti-Fraud and Anti-Corruption hotline for employees, members of the public and external stakeholders to report allegations of fraud, corruption and maladministration to help the municipality in our plight to fight fraud and corruption.
NDM Anti-Fraud and Anti-Corruption Hotline: Hotline contact details;

I. Toll free telephone number: **0800 014 816**

II. Toll free fax number; **087 551 3230**

III. Email address; **ALERTUS@ALERT-US.CO.ZA**

IV. SMS number: **SMS'ALERT, TEXT'TO 31022**

V. A free post address: **25669 MONUMENT PARK, PRETORIS**

VI. A web based address: **WWW.ALERT-US.CO.ZA**

VII. WhatsApp: **068 083 1932**

Challenges to be addressed:

- Misalignment of risk assessment process with planning process of the municipalities;
- Late approval of the Risk Management Frameworks
- Slow implementation of risk management mitigation strategies.
- Inadequate human capacity under risk management units.
- Insufficient marketing of the Hotline
- Slow progress in investigating reported cases on the Hotline

Nkangala District Municipality 2023/24 Strategic Risks:
Eleven (11) Strategic Risks were identified and action plans to address the risks were also developed by management:

Table 71: NDM 2023/24 Strategic Risks

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

KPA 1: Institutional Development and Transformation:

	Strategic Objective	Risks/Threats	Root causes
	Build a Capable ,Financially Sustainable and Developmental Governance System	Inadequate organizational performance	1. Low staff morale due to the low grading of the bargaining council employees 2.Incompete Job Evaluations process 3.Inadequate compliance with the PMS policy (1-3)

KPA 2: Good Governance and Public Participation:

	Strategic Objective	Risks/Threats	Root causes
 	Building a capable, Financially Sustainable and developmental Governance system	Inability to maintain Unqualified audit opinion (Clean audit)	1.Nonadherence to sound document Management controls 2.Inadequate implementation of Internal Audit, Audit Committee and AG recommendations 3. Inadequate implement ion of Risk Mitigation Strategies 4. Changes in Regulations and GRAP Standards 5.Misstatements in the AFS and APR(Lack of accountability by managers)

KPA 2: Good Governance and Public Participation:

	Strategic Objective	Risks/Threats	Root causes
	Promoting National Building and Social Cohesion through Participative Planning	Business Continuity	1. Systems Failure 2. Possible lack of maintenance of infrastructure 3. Impact of external factors on the Municipality (e.g. Load Shedding, water interruptions)

4.KPA 3: Local Economic Development:





Strategic Objective	Risks/Threats	Root causes
Promoting vibrant Rural communities, an inclusive Rural Economy and Food Security	Inadequate support to SMME's, Cooperatives and informal traders	1. Ineffective LED forums 2. Inability to access funding (private sector /government Dept/DFIs) and non-financial support

KPA 4: Financial Viability and Financial Management:





Strategic Objective	Risks/Threats	Root causes
Building a capable, Financially Sustainable and developmental Governance system	Inability to achieve financial sustainability	1. Dependency on grants (NDM) 2.Other functions not generating enough revenue (Fire Services, Municipal Health, Environmental Management) 3. Inability to collect revenue (Local Municipalities) 4. Inability to pay Bulk purchases (Local Municipalities) 5. Non-payment of services (Local Municipalities) 6. Unfunded and Under-Funded Mandates

KPA 5: Basic Service Delivery and Infrastructure:

	Strategic Objective	Risks/Threats	Root causes
	Providing Social Protection (Welfare) to the Vulnerable	Inadequate swift water rescue response	1. Inadequate provision of specialized rescue services (such as swift water rescue and rope rescue) 2. Insufficient diving skills and specialized rescue services

KPA 5: Basic Service Delivery and Infrastructure:

	Strategic Objective	Risks/Threats	Root causes
	Providing Social Protection (Welfare) to the Vulnerable	Inadequate provision of Municipal Health Services	1. Inadequate implementation of MHS procedure manual and by-laws. 2. Insufficient MHS personnel

5. KPA 5: Basic Service Delivery and Infrastructure:

	Strategic Objective	Risks/Threats	Root causes
	Functional, Efficient Economic Infrastructure network to facilitate growth	Lack of Infrastructure development leading to inability to reduce service delivery backlogs	1.Insufficient bulk water supply 2. Declining budget 3. Aging infrastructure. 4. Outdated water services development plans at Local Municipalities 5.Vandalism& Theft on municipalities (e.g. borehole and public facilities

KPA 6: Spatial Rationale:

	Strategic Objective	Risks/Threats	Root causes
	Spatial Transformation and Sustainable Human Settlements	Land invasion and mushrooming of Informal settlements	1.Unavailability of Municipal strategically owned land for human settlement 2. Ineffective IGR structures to coordinate human settlement initiatives 3. Lack of by-laws, resources &capacity to deal with land invasion and informal Settlements

KPA 6: Spatial Rationale

	Strategic Objective	Risks/Threats	Root causes
	Enhancing Environmental Sustainability and protecting Natural Resources	Climate Change	1. Emissions noxious gases from coal power stations 2. Mine blasting 3. Excessive domestic fuel burning 4. Agricultural Activities 5. lack of Environmental Conservation

4.3.3. Public Participation

4.3.3.1. 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 improving the IDP.

Councillors attend the meetings from the District and Local Municipalities, Provincial Sector Departments, Traditional Councils, 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 February/March 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.

4.3.3.2. 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. The Mpumalanga Provincial Government under COGTA is presently engaging municipalities and Sector Departments in developing a Provincial IGR Framework meant to integrate all government activities into one calendar. The Framework will serve as a guide on how IGR should function within the province.

- **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.

- **Extending Public Participation Mechanisms**

Dissemination of government information to communities is of paramount importance in that it allows for the affected publics to access the available services which is meant to improve their living conditions. In addition, rendered government services should be communicated at its infancy and completion stages as this will present an update on the impact it is having and indicate levels of satisfaction.
Therefore, it is imperative that the public participation mechanisms and information distributions be complemented through:
Political Office bearers conducting door-to-door visits accompanied by responsible departments or units. This is meant to strengthen constituency work and provision of door step services as well as backing up the work of Ward Committees

Attend local Mayoral Izimbizo to provide support through information sharing and service delivery updates

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

Key services delivery emanating from outreach meetings: Local Municipalities

- Provisions of water and sanitation
- Electricity and installation of high mast lights as well as streetlights
- Provision of storm water drainage and roads
- Infrastructure maintenance
- Building of more community halls
- 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 (Improvement)

- More RDP houses and repairing of poorly build houses
- Additional classrooms due to increase in population
- Extension and maintenance of provincial roads
- Housing
- Infrastructure maintenance

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 72: 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	**1430**

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
- Inadequate information and feedback from Sector Departments
- Lack of prompt response from municipalities on issues submitted by ward committees within all LMs
- Political infightings.
- Emergence of community based structures

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 to engage COGTA and LEGESTA to capacitate Ward Committees on report writing, communication, project management and legislation for all LMs enhance their reporting skills and quality of work. A Bi-annual public participation Indaba should be held for an update on the latest trends on the matter.
- Reviving of Local Stakeholders Forum meetings where matters of common interest will be discussed and also deal with early warning system emanating from community dissatisfaction.

According to **Table** 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 73: Wards within the NDM

Municipality	2011 wards	2016 Wards	Change	No of Councillors
Victor Khanye	09	9	No changes proposed	17
Dr JS Moroka	31	31	No changes proposed	62
Emalahleni	34	34	No changes proposed	68
Emakhazeni	08	8	No changes proposed	15
Steve Tshwete	29	29	No changes proposed	58
Thembisile Hani	32	32	No changes proposed	64
NDM	143	143	No changes proposed)	284 (for all LM's)

The Mpumalanga COGTA has to-date deployed **158 CDWs** in the Nkangala District in 2020/21 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 addressing the shortfall through pending recruitments. The CDW acts as Secretary of the Ward Committee and a resource person on government service delivery and relevant information. The Ward Councillor acts as Chairperson of the Ward Committee. Below are the number of CDWs and wards without CDWs

These are critical structures of local government and which are located closer to all communities within the district and they contribute greatly towards building a participatory democracy.

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

Ward committees and CDWs provides for doorstep 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.

Table 74: CDWs within the NDM

NO.	MUNICIPALITY	NO. OF WARDS	NO. OF DEPLOYED CDW'S	WARDS WITHOUT CDW'S
01.	DR JS Moroka	31	29	**07**- 03, 08, 09, 10, 11, 13 & 25
02.	Thembisile Hani	32	34	**05** – 06,09, 15, 17 & 18
03.	Victor Khanye	09	07	**02** – 05 & 07
04.	Emalahleni	34	36	**05** – 03,25,26,28,32 & 33
05.	Steve Tshwete	29	25	**12** – 05, 06,08, 10, 12, 13, 14, 15, 17, 18 , 20 & 25
06.	Emakhazeni	08	10	**02** – 04 & 07
	GRAND TOTAL	**143**	**141**	**34**

4.3.3.4. 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 communicating through various media channels available, print and electronic, both national and local. The District utilizes these media platforms to effectively communicate, inform, educate and reach out to the district communities to improve and broaden active participation in issues of governance and service delivery within its jurisdiction. In this regard, the District has created good working relations with the SABC in utilising its various radio stations, such as 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), Eyethu FM, Moutse FM, eMalahleni Community Radio station, IKutani FM, as well as Rise FM are also utilised in advertising, publicity 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.

4.3.3.5. 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.

Solution is to establish a provincial calendar of events that will enhance interactive activities amongst all spheres of government from which public participation will benefit. The entry point is to present the idea to the PCF and Provincial Speakers Forum as well as COGTA. The following suggestions should be considered:

Development of a provincial public participation that will incorporate all interactions, namely

- Presidential Izimbizo
- Cabinet outreach
- District IDP outreach meetings
- Mayoral Izimbizo
- Oversight outreaches
- Public Hearings

4.3.4. Municipal Public Accounts Committee (MPAC)

4.3.4.1. Background

The Municipal Public Accounts Committee is a major oversight committee of the municipal council established in terms of Section 79 A of the Local Government Municipal Structures Amendment Act (Act 03 of 2021) to assist of Council to hold the executive and management to account. Generally, the MPAC acts as a protector of good, transparent, and accountable governance on behalf of the residents. This is in compliance with the principle of separation of powers, and the object of local government as expressed in Sections 95 and 152 of the Constitution of the Republic of South Africa of 1996 read with the Local Government: Municipal Finance Management Act, 2003.The Nkangala District Municipality established the MPAC on the 22 December 2022 comprising 8 members reflecting the demographics of political parties represented in Nkangala District municipal council as required by Section 160 (8) of the Constitution of the Republic of South Africa of 1996. The MPAC Terms of Reference is under review to ensure it conforms to the new developments and close gaps identified in its implementation of the previous term (2016-2021) of council.

4.3.4.2. Role of the Municipal Public Accounts Committee

The primary functions of the MPAC are:

- To consider and evaluate the content of the annual report, in-year reports, initiate and develop oversight report and recommendations to council
- To review the Auditor-General's reports, Audit and Performance Committee reports and comments of the management committee and the audit committee and make recommendations to the municipal council.
- On its own initiative, subject to the direction of municipal council investigate and report on any matter affecting the municipality
- To monitor the review of the IDP post elections and annually in terms of Section 25 and 34 of Local Government: Municipal Systems Act respectively

To achieve this, the MPAC (a) interrogates information, documents and reports produced by the mayoral committee and management and governance structures such as the auditor general of South Africa and the Audit and Performance Committee and (b) conduct public hearings to solicit views and inputs from members of the public. Furthermore, the MPAC is empowered to call any person to appear before the committee to provide evidence and/or any information or document that may assist the committee to execute its responsibilities.

4.3.5. Challenges and Mitigation

Table 75:Challenges and Mitigation

Challenges	Mitigation
• A need to understanding and internalising the system of separation of powers, good governance, and accountability within the municipality.	• Continuous workshops and refresher courses on oversight, accountability, and separation of powers • Finalise the review of MPAC terms of reference • Development of process plan outlining the interface between MPAC as part of legislative arm of council and the executive • Develop Terms of Reference for interface between MPAC and other Section 79 Committees on overlapping matters.
• Lack of participation of members of public in MPAC activities	• Alignment of the MPAC Annual Reports review with Executive Mayor's Outreach programme and the IDP/Budget process in line with MFMA Circular 63 • Review Public participation and Communication strategies to ensure targeted engagement with identified stakeholders and use of other media platforms such as call-in radio talks show. • Improve communication and collaboration with the local MPACs
• Newly established MPAC after the 01 November 2021 with a high turnover of councillors	• Organise portfolio-based workshops and trainings to MPAC members and support staff

4.4. KPA 3: Local Economic Development

4.4.1. 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
- Just Transition and Renewable Energy Programmes
- Business Development, Retention and Expansion.
- Emerging Farmers' Support and Agricultural development and Agro-processing
- Township, Rural and Informal Economy
- Mining and Manufacturing
- SMMEs, Cooperatives and Informal Traders' support.

4.4.1.1. 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.
- Support revitalisation of the manufacturing sector.
- Create linkages between small enterprises and the mining and big industries.
- Foster partnerships with local businesses and investors to promote the district as a premier trade and investment destination
- EPWP
- To Implement Rural Development and Land Reform strategies through Agri-parks model
- Design and implement collaborative project partnerships on trade and investment promotion.
- Attract major investments into the District Municipality
- Initiate major manufacturing commercial entities to beneficiate locally produced raw materials such as minerals, agricultural goods, etc.
- Resource Mobilisation and Stakeholder Management
- Skills Development and Capacity building for local SMMEs and Cooperatives
- Ensure the participation of local residents, with more bias toward previously disadvantages individuals, in strategic and high-impact businesses;

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

4.4.1.2. 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)

- Poor funding of LED and capacity in Municipalities
- Informal township businesses operating within residential areas without proper support facilities
- Lack of product value-chain linkages in the townships.
- Inadequate transformation of the tourism sector
- 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 and gross inequality
- 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.
- The negative impact of Covid-19 on the economy of the district, particularly the tourism sector.
- Inadequate serviced land and scarcity of water that is impacting negatively to small businesses.
- Persistent load shedding is negatively affecting the sustainability of small businesses and further contributes to the shedding of jobs and unemployment

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
- Finalise and implement the district economic recovery plan to alleviate the negative impact of Covid-19 on the economy of the district.
- Implementation of measures for the support of informal economy in the district.
- Implementation of load shedding relief programs for small enterprises in the district.

4.4.1.3. 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 bencher aspect of broader municipal development.

(vi) Differentiated approach on LED support

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

(vii) Funding for LED

Addressing the financing and challenges for LED especially for less resourced municipalities outside of major cities is an important consideration for the national framework design. Funding should be geared towards 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.

x). The impact of load shedding to local economic development in the district.

The persistent load shedding has a negative impact to small enterprises (SMMEs) in the district contributing to these enterprises being unable to be sustainable and shedding jobs. The impact of load shedding to SMMEs include, amongst other things, lacking Wi-Fi which is a basic need in businesses, schools, and homes nowadays, and as it relies on a power source to provide a connection, load shedding doesn't help anyone trying to use the web; majority of SMMEs are forced to shut down their businesses during the duration of load shedding causing their profit margins to be adversely affected and consequently leading to retrenchments of employees of these businesses. This negative situation of persistent load shedding further perpetuates the triple challenges facing the district, which is high unemployment; inequality and poverty.

Secondly, there is a significant opportunity for the district to continue working with entities such as the Small Enterprise Development Agency (SEDA) and the Small Enterprise Finance Agency (SEFA) to provide nuanced, sector-specific interventions to help SMMEs get back on their feet post-crisis. Some sectors, for example, will need initial financing, while others may need more sustained support. All these support mechanisms need to be clearly and rapidly accessible to ensure that SMMEs, Cooperatives and Informal Traders leadership are not having to spend too much time managing financing processes while also managing the crises in their business.

The 2021 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 76: 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: Just Energy Transition Plan and 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].

Nkangala District is taking significant strides towards a sustainable future by developing a comprehensive Just Energy Transition (JET) Plan. This initiative is a testament to the district's commitment to embracing a green economy, which aims to balance economic growth with environmental sustainability and social equity. The JET Plan will focus on transitioning from traditional, carbon-intensive energy sources to renewable energy, thereby reducing greenhouse gas emissions and mitigating the impacts of climate change.

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.

4.4.1.4. Summaries of Sector Specific Strategies

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).

During November and December 2022, NDM facilitated LED Roadshows which included DSBD, SEDA, SEFA, Mines and other relevant stakeholders to engage small enterprises on the required support to enable seamless and planning of interventions that are aimed at addressing the challenges of lack of access to financial resources; access to markets and other relevant support that is required by the SMMEs. The various stakeholders also made presentations on the support provided to SMMEs and further provided information on the requirements for SMMEs that still need to access the product offerings of government departments and various financial entities.

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.

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.

4.4.1.5. 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.

NDM is currently implementing programmes that are aimed at providing financial and non-financial support to SMMEs, Cooperatives and Informal Traders including emerging farmers to assist these enterprises to expand their business through the provision of tools; equipment and farming implements.

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

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)

4.4.1.6. 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. NDM will further engage the National Department of Agriculture to facilitate the Fresh Produce Market that the department has earmarked for Steve Tshwete Local Municipality in Doornkop.

- 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.

4.4.1.7. Conservation, Tourism and Culture

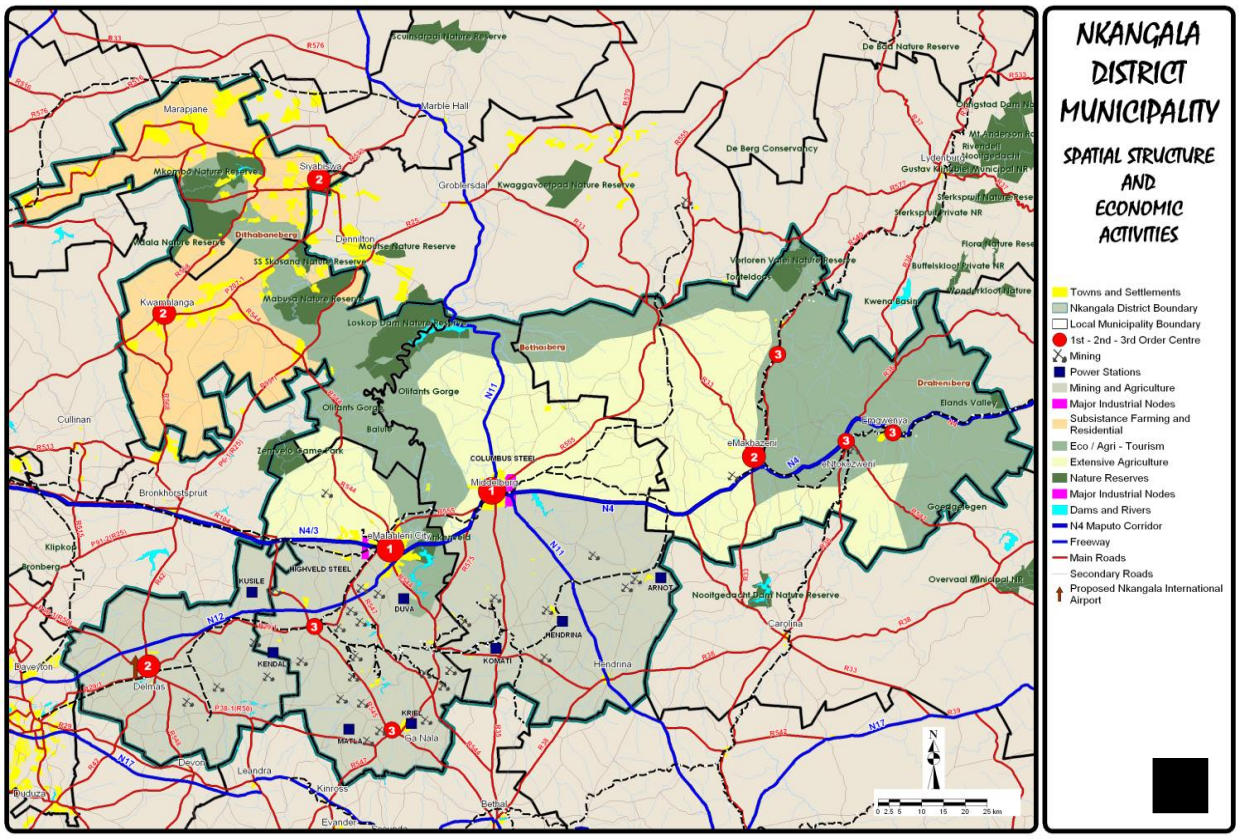
The Nkangala District offers considerable tourism potential. The economy of the eastern areas of the District is already growing due to the increasing popularity of tourist destinations in the Emakhazeni Municipality. The natural beauty, rural character and popularity of fly-fishing are the main attractions 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 40: 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 40).** 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.

4.4.1.8. 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.

4.4.1.9. 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. 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.

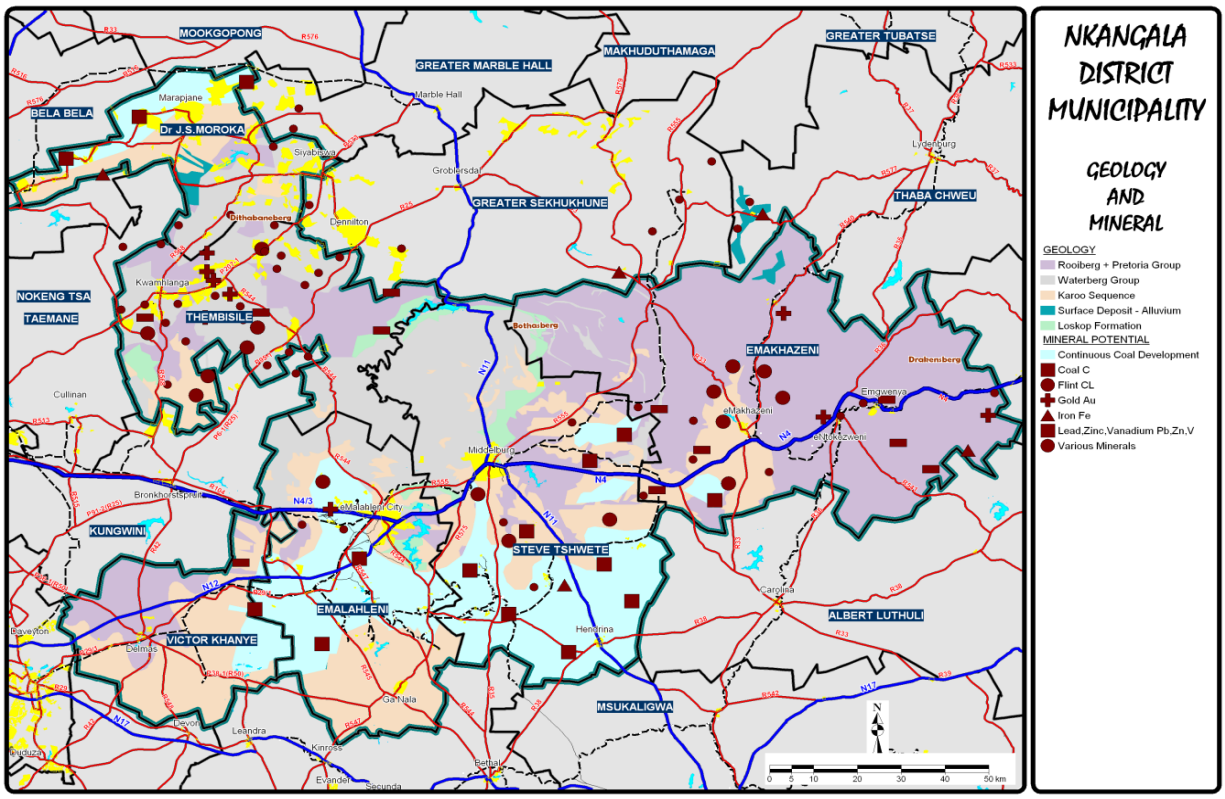
In terms of the conglomeration of settlements in the north-west of the District, the majority of future residential and economic development in the region should be promoted along the Moloto Rail Corridor.
The intention is that the Moloto Road and the proposed future Moloto railway line should serve 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.

4.4.1.10. 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-Roossenekal and up to Burgersfort where it links up with the Dilokong Platinum Corridor.
In the southern regions, extensive farming, specifically in the form of crop farming is promoted. Extensive cattle and game farming is also promoted in the northern regions. Intensive agriculture is promoted along the N4 and N12 Corridors, to capitalise on the access to markets at local and regional level. Eco-tourism, agriculture and forestry are promoted in the eastern regions of the District, in support of the tourism sector. The 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 42.** 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 41: Geology and Minerals in NDM



4.4.1.11. 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.

Renewable Energy and Just Transition Programmes and Projects

In response to the growing threat of climate change, countries around the world are figuring out how to decarbonize their economies, in line with recommendations from the scientific community, to net zero emissions by 2050. Accordingly, a Just Transition has the potential to secure the future and livelihoods of workers and the communities within Nkangala District in the transition to a low-carbon economy. It is based on social dialogue between workers and their unions, employers, government as well as communities.

4.4.1.12. Expanded Public Works Programme

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

Table 77:NDM EPWP Targets for 2024/25

Work opportunities target	Full time equivalence target
376	164

4.4.1.13. 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 2022/23 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 summarized 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 (Waterval 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 travelers
- 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 well-coordinated operational structure. Each facility will specialize 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 Mkholwane 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 Stoffber
  - 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.

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.

4.4.1.14. Impact of COVID 19 on the district economy

When the first case of Corona virus in South Africa was reported in March 2020, it was evident from the experiences of other countries that this would generate substantial consequences in terms of health, economic and social environment for the country. Government with the support of its social and economic partners took proactive action and imposed a national lock-down to prepare the health system and to slow the spread of the pandemic. Currently, it is evident that COVID 19 will be with us for some time, it is therefore important that we develop plans and mechanisms which will enable the economy to continue functioning, while considering the health and safety measures with the need to protect livelihoods and ensure economic growth. The South African economy was already in a difficult position before the advent of the Corona Virus, which exacerbated the economic decline and job losses that has been experienced in the recent past. South Africa has fallen behind other developing nations because the country has failed to correct its challenges of inequality, poverty and unemployment.

In the wake of the pandemic South Africa adopted one of the world's most aggressive response action against COVID 19, to avoid some of the devastations that have been experienced by countries in Europe; this was a good approach because countries that have adopted a wait- and- see approach, implementing lighter restriction measures have experienced much higher surges than those who have acted more heavy-handedly. Nonetheless, mitigating the virus won't mitigate the economic damage, and many experts now agree that a global recession is both very likely and will last for a while. Even the world's wealthiest economies now face negative growth rates, developing economies find that they lack the financial resources to accelerate recoveries. South Africa is already in a precarious position because its public debt is already high. To mitigate this crisis, it is important to understand how this crisis will likely manifest.

The South African GDP is expected to decrease by 7.6% 2020, recovering steadily in 2021 and 2022 with muted economic growth thereafter. In his 2020 Medium Term Budget Policy Statement the Minister of Finance announced that South Africa will experience a budget deficit of 13.3% in the current fiscal year, with public debt increasing to record levels in both absolute terms and as a percentage of GDP. In the absence of economic growth and improving structural reforms, budget deficits are expected to remain high and the Debt to GDP ratio, to surpass 95% in 2023. Continuing along the trajectory of the past 10 years will result in economic decline, significant job losses, and decreased standard of living for citizens, even after the COVID 19 pandemic has been defeated. Adopting a decisive rather than an incremental approach now will enable the country to return to growth, create and sustain jobs, decrease inequality, and ensure an improved quality of life for all citizens. South Africa's response to the pandemic has demonstrated that there is an opportunity to direct the goodwill of all groups in society which; when combined with the skills and resources of the private sector, can set the country on a sustainable economic and social path.

In 2019, the district had a total population size of 1.49 million people, constituting 33.4% of the total population of the Mpumalanga Province and 2.5% of South Africa's population. The average annual population growth rate of the district is estimated at 1.96%. In 2019 the Gross Value Product (GVP) of the NDM was standing at R146 billion, which accounted for 37.98% of the GDP of the Mpumalanga Province; this makes the NDM the largest contributor to the GDP of the Mpumalanga Province. The main economic sectors in the NDM are Mining, Manufacturing, Electricity, Trade and Community services. The HIS Market report posits that, in 2019 mining was the biggest sector contributing 38.7% to the GVP of the Nkangala district. Followed by the Community Services sector which accounted for 11.3%, and electricity which contributed 11.1%; Agriculture made the least contribution at 1.6% of aggregate GVP.
At present, the NDM accounts for one third of the Province's total population and around 40% of the provincial economic activities; contributing around R150 billion to the provincial GDP. One third of the provincial economy is in Emalahleni and Steve Tshwete local municipalities, these municipalities are a key economic and employment driver in the province. These municipalities are dominant in all industries within the context of the district, together they contribute over 80% to the economy of Nkangala. In the Nkangala district the mining industry is significant in relation to both economic contribution and employment creation. Other important economic sectors are community/government services, trade (including tourism), manufacturing and finance. The Nkangala district enjoys comparative advantage in mining and electricity, the district is a key contributor to electricity generation in the country. The average annual economic growth for Nkangala since 1996, is 1.8% per annum, below the provincial growth rate because of the relatively low growth in the mining industry. The anticipated growth for the period between 2018-2023 is around an annual average of 0.6% because of the COVID 19 pandemic and other structural challenges. The unemployment rate of the district which is standing at 35.8% and poverty rate of 42% in terms of the lower bound poverty level (LBPL); this is expected to increase because of the negative impact of the pandemic. The pie chart below indicates the contribution of the different key industries, in terms of employment and GDP.

Figure 42:Employment within NDM

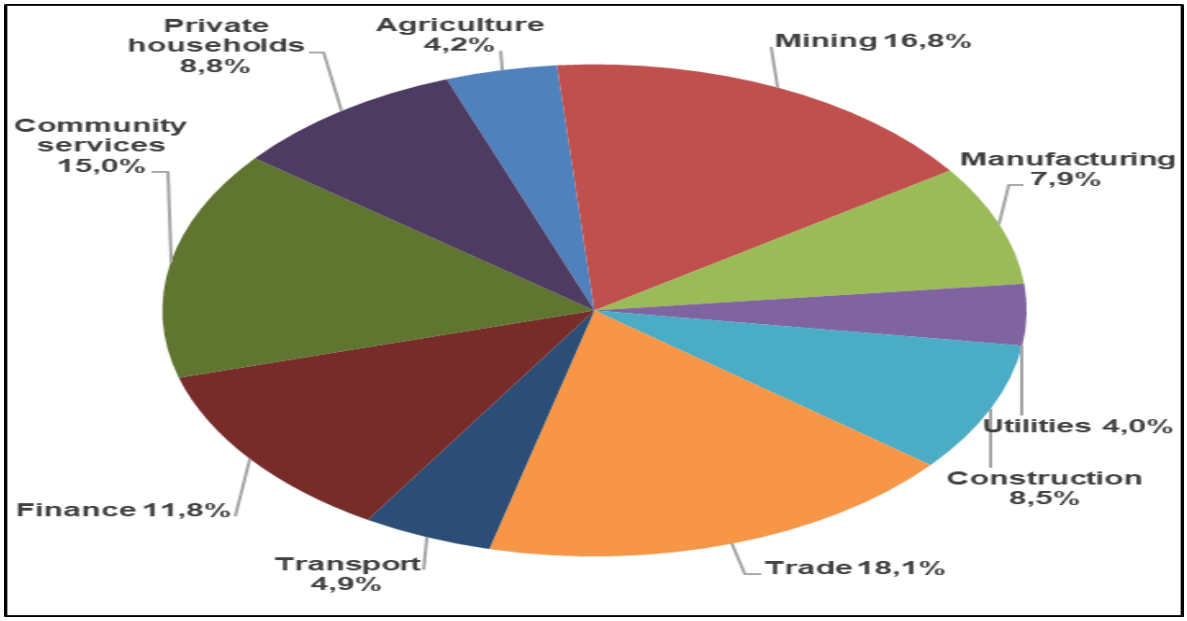
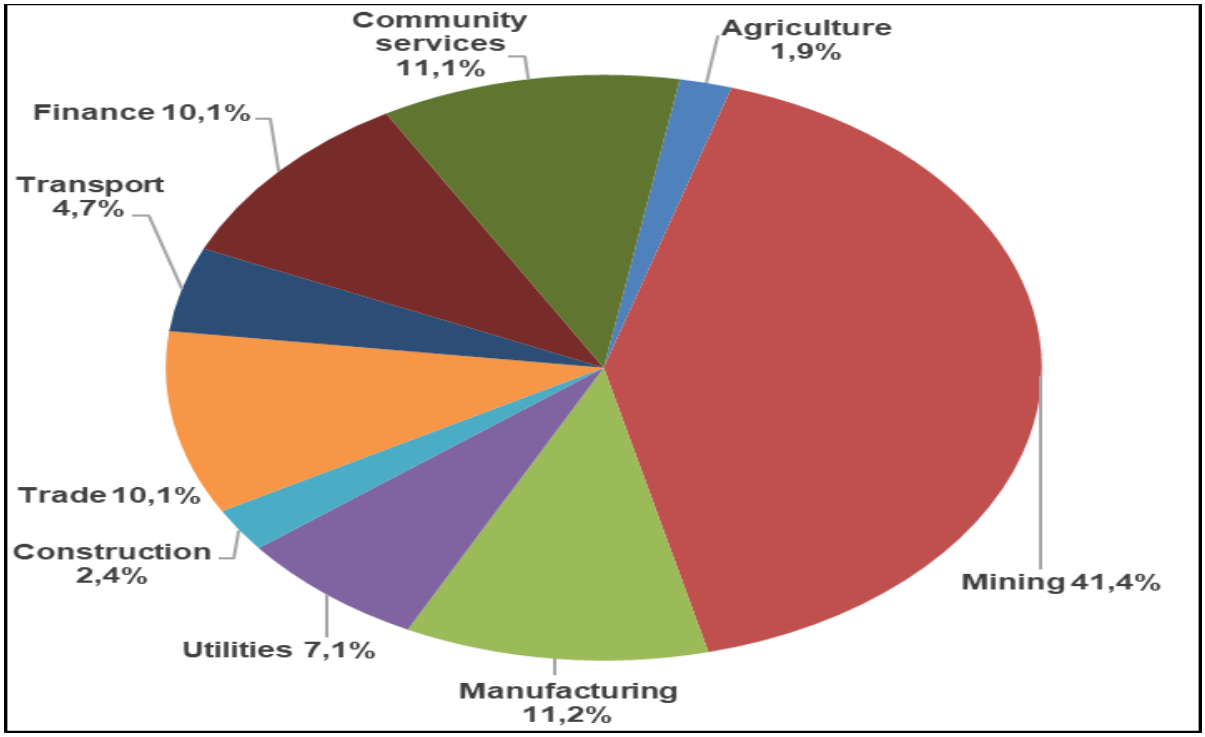


Figure 43:GVP/GDP of NDM



The collective effects of current economic stressors related to COVID 19 will make the economy's already meagre growth to shrink even further and most likely continue the recession it entered in the previous months. Because of COVID 19, there will be a reduction in production across the board. This is more prevalent among the main contributors to GDP, particularly in the mining and export related sectors, but also through indirect consequences. For instance, reduced trade with China and India will affect such sectors. Other indirect consequences relate to the inability of retailers to pay rent, thereby denying landlords rental income, and consequently affecting the payment of rates to municipalities.

The financial services sector requires additional attention, not only will it be affected by the challenges outlined above, but it will also be hurt as debtors fail to service their debt obligations. Even though short-term "payment holidays" have been introduced by some financial institutions, it will be more difficult to mitigate the long-term damage. In the worst-case scenarios, these combined factors could threaten the solvency of financial institutions. Likewise, the Tourism was also negatively affected by the lockdown. One of the unusual impacts of COVID-19 was the grounding of the airline industry, implementation of travel restrictions, these measures affected the hospitality and tourism related services. Even with the gradual lifting of travel restrictions, valid infection concerns among travellers will limit leisure travel. At the same time, a global recession will reduce disposable income used for holidays and travel.

Extremely high job losses are expected in all sectors, this will add to the already high unemployment number of 6.7 million. The unemployment rate could increase by between 2.8 and 8.5 percentage points for the year. Construction, manufacturing and the financial services sector will be the most affected in terms of job losses. The highest job losses in percentage terms will be among people with secondary and tertiary school education. The table below shows the impact of job losses in the different local municipalities of the Nkangala district.

Table 78: Impact of Job losses in the Different Local Municipalities of the Nkangala District

Local Municipality	Estimated unemployment rate in 2020	Estimated job losses in 2020
Victor Khanye	37.8%	2 291
Emalahleni	34.4%	15 613
Steve Tshwete	24.6%	10 717
Emakhazeni	29.8%	1 514
Thembisile Hani	79.1%	1 942
Dr JS Moroka	83.5%	1 031
Nkangala district		33 108

This subsection will consider sector specific trends, opportunities, risks and propose interventions that can be implemented to impact growth in these sectors.

Table 79: Trends, Opportunities, Risks and Propose Interventions

SECTOR	TRENDS, IMPACTS, RISKS
Mining	The mining companies should assess their risk exposure to export markets. The major economies of the world will go through stages of recession and slow growth, reducing their demand for imported resources. However, most coal mining companies within Nkangala may not be severely affected since they supply their minerals to the Eskom power stations. Forced retrenchments may lead to civil unrest and strain relationships with trade unions and local communities. One mitigation strategy is to focus on local beneficiation and initiating new sub industries in the mining towns; such as reclaiming old mine dumps to recover discard coal and unbundling the coal mining value chain to provide opportunities for local enterprises.
Manufacturing	The manufacturing sector should be wary of reduced demand for their products in the global market. They should brace themselves for significant continued supply chain interruptions, especially those manufactures that have close links to the mining industry. Manufactures should focus more on producing for the local market and collaborate with their value chains to grow those markets.

SECTOR	TRENDS, IMPACTS, RISKS
Transport and logistics	The reduction in mining, manufacturing, retail and export activities will negatively impact the transport and logistics services. The sector will have more capacity than there will be demand. As with past mitigations, the damage can be reduced by focusing more on business models that supply the local markets and local consumption.
Retail and Property Rentals	Retailers will experience pressure from rent payments as well as low consumer expenditure capacity. They are also being affected by slower imports from China-this problem was also felt in March during the early stages of the pandemic. Even though certain items, such as food have good local suppliers, imports from China account for up to 60% of the South African goods market such as textiles and clothing. Retailers should consider significant restructuring to make their businesses leaner, they should assess their exposure to China and develop alternative suppliers. This is an opportunity to grow support for local producers.
Tourism and hospitality	COVID 19 has also brought most travel activities to a halt, affecting the tourism sector. Hotels, Guest houses and similar businesses were among the first and hardest hit by the pandemic. At this stage, it is not possible to predict the future business of this sector. However, we should assume the worse, especially given that there are many accommodation establishments in the district that are operated by SMMEs and have not been generating any income due to the lockdown.
Financial services	The financial services sector is in a very precarious situation, confronted at the same time with a lagging economy, growing unemployment and large-scale debt defaults. Even though payment holidays have been introduced, it remains to be seen how sustainable these will be. Financial institutions should consider the prospect of longer-term payment holidays-one mitigating action is to focus such payment holidays on low-income debtors for longer periods.
Municipalities	Municipalities have found their already inadequate resources challenged by demands to respond to the pandemic. This is a wake-up call to review municipal finances and address debt concerns urgently. Municipalities will have to engineer fiscal breathing space as they collaborate with other spheres of government to support citizens during the pandemic.

4.4.1.15. NDM Economic recovery plan

The COVID 19 pandemic has exerted far reaching effects and consequences for economies around the world, South Africa has not been spared. The effects of the pandemic are now being felt at all levels of society, especially its impact on economic growth and job losses. The pandemic has brought significant economic decline, business closures and job losses; which have undermined efforts to improve the quality of life for the local population. Such challenges have also exerted pressure on municipalities to deliver services, since sources of revenue have dried-up and residents are unable to pay for services. The Nkangala District Municipality (NDM) acknowledges that it will only be able to correct these challenges and improve the quality of life for its residents, if it is able to restart and sustain the economy, create jobs and maintain higher economic growth rate. Based on the gravity of the current situation, the NDM will mobilize the private sector and other social partners to address the consequences related to the pandemic. Based on this, The NDM has set in motion various initiatives to prevent a further deterioration of the economy and set the economy on an inclusive recovery and growth path.

The NDM has within the framework of the District Development Model (DDM), solicited the support of relevant stakeholders to support its economic recovery efforts. Through consultation with these stakeholders, the NDM has developed an Economic Recovery Plan (ERP), which aims to harness the contribution of all social partners to achieve economic growth and create jobs. The NDM Economic Recovery Plan will direct the economic potential of the district by leveraging local resources-across government, business, and communities in order to address the economic challenges

confronting the district. This plan incorporates the work done over the past few months, aimed at addressing these issues, many of which precede the pandemic. The NDM Economic Recovery Plan is based on seven (7) pillars, which include: Skills Development and Employment Stimulus; Infrastructure Investment; Enterprise Development and Small Business support; Trade and Investment Promotion; Economic Transformation (Procurement); Financial Support and Market Access and the Green Economy and Innovation. The NDM aims to involve strategic partners to implement interventions and programmes in these areas to support business growth and create jobs. Priority sectors have been identified based on their growth potential and their job creation capabilities; such sectors include: Mining, Manufacturing, Township and Rural Economy (SMMEs and Cooperatives), Agriculture and Tourism. The economic recovery plan identifies and recommends interventions, programmes and actions which business and government can collaborate on, to direct the economy of the district towards an inclusive economic growth and sustainable development trajectory.

The process of developing this economic recovery plan focused on several aspects, which informed the outcomes of the planning process. Firstly, the impact of the Corona Virus on a national and provincial level was analysed, highlighting the effects on sectoral and labour market performance, this culminated in the analysis at district level to determine the impact of the pandemic at a local level, and to identify emerging trends and opportunities that can be leveraged. Secondly, South Africa's economic recovery plan and the provincial economic priorities were unpacked to inform the development of the district economic recovery plan. Thirdly, the district economic recovery plan was designed, highlighting the consultation process, milestones achieved, outline the different pillars of the plan, intervention and activities aimed at supporting its implementation, in addition strategic partners and their roles in execution were identified. The plan also analysed each priority sector to identify its challenges and opportunities. Fourthly, the plan identifies the economic relief measures which were introduced by the different spheres of government to mitigate the impact of the pandemic. Lastly, the enablers of the economic recovery were identified. The NDM economic recovery Plan builds on both the national and provincial plans focusing on those areas where the district enjoys comparative and competitive advantage.

There have been ongoing consultations between the NDM and its key stakeholders on the need to cooperate in the growth of the local economy. The NDM consults business through different forums, and there has been continued engagements at a sector and industry level. The Local Economic Development (LED) and Integrated Development Plan (IDP) forums offer a structure for such co-operation. Furthermore, the NDM has set up working groups, within the framework of the DDM focusing on the following work streams: Governance, Finance and ICT, Research and Development, Spatial Planning, Environmental and Disaster Management, Social Services, Basic Services and Infrastructure Development; and Economic Growth and Job Creation. These work streams are made up of technical and political structures, the technical structure meets on a monthly basis to deliberate on issues that affect the various work streams and report to the political structure.

The Economic Growth and Job Creation work stream includes key players in the economy of the district, ranging from the private sector, government, mining companies, Development Finance Institutions (DFIs), Enterprise Development Institutions (EDIs), organized business, civil society organizations, and NPOs. The rational for including these stakeholders is that there have been several credible plans developed by the municipality over the years; however, the execution of these has been lacking. The absence of capacity within the municipalities and inadequate alignment between the social partners has, inter alia, complicated executions of these necessary reforms and projects. The NDM hopes that collaboration between the public and private sector can be forged to develop accelerated economic recovery interventions that will address the identified challenges in capacity and alignment between the various role players in society.

The NDM Economic Recovery Plan identifies the following as key priorities: Regulatory reform (enacting by-laws that will be conducive for business growth), Infrastructure Investment, Economic transformation (use B-BBEE to promote access to procurement opportunities), investing in the Green Economy and Renewable Energy; addressing Skills shortages and

Employment Stimulus (through EPWP, CWP etc.). Additional pillars of the recovery plan include Trade and Investment promotion, providing both Financial and non-financial support and Market Access to local enterprises. The identified interventions were discussed and adopted in meetings with members of the Economic Growth and Job Creation work stream. Dynamics in these areas were critically analysed and key improvements proposed; the interventions were also reviewed to ensure coordination and resource allocation by all relevant stakeholders. The collated information from stakeholders is invaluable in providing direction to and will ensure the ultimate success of the economic recovery plan. The stakeholders will be key to supporting business processes; and to ensure that they operate in collaboration in delivering their services in the district. The linkages between the partners is essential to providing core services and activities to the local business sector, to enable them to grow the economy

4.4.1.16. The Nkangala Economic Development Agency

The diversity of the South African economy continues to present opportunities for inward investment due to various locational comparative and competitiveness advantages that the country enjoys in abundance. However, municipalities have not adequately leveraged these advantages to attract investment and grow the economy, partly due to institutional restrictions which limits the capacity of municipalities to effectively facilitate investments and economic development initiatives. It is based on this realization that the Nkangala District Municipality (NDM) has initiated the establishment of a municipal economic development entity, i.e. an agency, towards addressing local economic development. This model has achieved reasonably high success internationally and to a limited extent in South Africa too. However, for it to have significant impact, it is necessary to be sustainable and effectively aligned to prevailing national, provincial, and local initiatives, programmers, and interventions but with a real clarity of purpose and function.
NEDA is targeted to generate investment from both domestic and foreign investors for the district, which would have a direct impact on economic growth and development, as well as increase the employment creation potential of the economy. Over the past five (5) years the NDM has been engaged in processes towards the establishment of NEDA. In developing the overall project concept and implementation plan for the establishment of NEDA, the NDM embarked on a laborious process of engagements and consultations with communities and key stakeholders to ensure that NEDA efficiently and accurately complies with legislative requirements and successfully delivers on its mandate. A wealth of knowledge and advise has been received from the stakeholders and has helped to enrich the process. As part of the consultation process the NDM engaged the following stakeholders:

- National Department of Cooperative Governance and Traditional Affairs
- National Treasury
- NDM local Municipalities
- Mpumalanga Department of Cooperative Governance and Traditional Affairs
- Provincial Treasury
- South African Local Government Association (SALGA)
- Companies and Intellectual Property Commission (CIPC)
- Mpumalanga Department of Economic Development and Tourism
- NDM stakeholders and communities

After these extensive consultation processes, the Nkangala District Council on the 29th January 2020 approved the establishment on NEDA and authorized the municipal manager to finalize all the remaining administrative processes towards establishment of the agency. Based on these Council Resolutions, the NDM has completed preparatory work towards the formal establishment of NEDA and has launched NEDA as the official agency for economic development for the Nkangala district.

NEDA Establishment Process

The process followed for the establishment of the NEDA was initiated a few years back when the Municipality was testing the need and institutional landscape for an implementing agency for local economic development projects. To date the process has unfolded wherein the Municipality is finalizing the NEDA establishment process. In the establishment of NEDA, the NDM followed the precepts outlined in Section 84 of the Local Government: Municipal Finance Management Act No. 56 of 2003 (Municipal Finance Management Act) (MFMA) that deals with Municipal Entities. The following preparatory work and milestones were implemented as part of the NEDA establishment process:

Table 80: Preparatory work and milestones implemented as part of the NEDA establishment process

Activity	Deliverables	Status/Impact	Completion date
Development of the NEDA Business Plan	The business Plan for NEDA was developed and adopted by Council	The Business Plan conducted feasibility studies and provided a business case for the establishment of NEDA.	28/01/2017
Development of the NEDA Financial Model	The FM for NEDA was developed and adopted by Council	This identified possible revenue sources for NEDA and cost implications for the NDM	30/08/2018
Due Diligence into the NEDA revenue drivers	The DD process produced reports on the projects identified for revenue generation	The DD process identified the Development of an office park and a Fly-Ash Beneficiation incubator as possible revenue sources for NEDA	30/09/2019
Council Approval for the establishment of NEDA	Council approved the Establishment of NEDA.	This authorized the municipal manager to finalize all administrative processes towards the establishment of NEDA.	29/01/2020
Finalization of public consultations on the NEDA draft By-Law	The NEDA by-law was generated and subjected for public comments for a period of 21 days	The NEDA by-law has been approved by Council for public gazetting. This forms a legal basis for NEDA's existence.	22/09/2020
Registration of Nkangala Economic Development Agency as Municipal Entity	NEDA was registered as a state-owned-company with the CIPC under registration number: (2020/751181/30).	The names of the non-executive directors will be added to complete the registration process.	25/09/2020
Appointment of interim Board of Directors	A process of recruiting non-executive members of the interim board was facilitated.	The members of the NEDA interim board were appointed by Council to serve for a period of 12 months.	24/02/2021
Appointment of the non-executive Board of Directors	A process of recruiting non-executive members of the NEDA board was facilitated.	The members of the NEDA board were appointed by Council to serve for a period of 3 years.	01 August 2023

Activity	Deliverables	Status/Impact	Completion date
Inception meeting with the Executive Mayor	An inception meeting with the executive Mayor of the NDM was facilitated.	The members of the NEDA Board held an inception meeting with the Executive Mayor. The inception meeting is essential for the understanding of the roles and responsibilities of the agency.	08 August 2023
Establishment of Board Committees	A process of formulating Board Committees was facilitated.	The Board formed its committees for each work stream and established procedures.	September 2023
NEDA strategic session	A strategic session was facilitated by the Board of the NEDA.	The Board of the NEDA held a strategic session to outline the agency's strategic priorities.	28 – 30 November 2023
Appointment of the Chief Executive Officer and Chief Financial Officer	A process of appointing the Chief Executive Officer (CEO) and Chief Financial Officer (CFO) was facilitated.	The Board of the NEDA concluded the process of appointing the CEO and the CFO.	February 2024
Approval of the 2024/25 draft budget to the Board	A process to approve the 2024/25 draft budget was facilitated.	The Board of the NEDA approved the draft 2024/25 draft budget for the purposes of consultation with the NDM.	02 April 2024
Approval of the 2024/25 draft service delivery agreement, draft finance related and other policies and draft Board charter.	A process to approve the 2024/25 draft service delivery agreement, draft Board charter and draft finance related and other policies was facilitated.	The Board of the NEDA approved the 2024/2025 draft service delivery agreement, draft finance related and other policies as well as the draft Board charter for the purposes of soliciting comments from the NDM.	16 May 2024
Approval of the 2024/25 final budget.	A process to approve the final budget of the NEDA was facilitated.	The final budget of the NEDA was approved by the Board following recommendations of Council held on the 22nd of May 2024.	28 May 2024

The establishment of Nkangala Economic Development Agency (NEDA)

Nkangala District Municipality (NDM)'s Council resolved to approve the resumption of the activities of Nkangala Economic Development Agency (NEDA) in the meeting that was held by Council in February 2023. NEDA is a municipal entity whose establishment and mandate is derived from various legislative framework which include, inter alia, the Constitution of the Republic of South Africa, Act 108 of 1996 (the Constitution"); the Municipal Finance Management Act, 56 of 2003 (MFMA); the Municipal Systems Act 32 Of 2000, as amended ("Systems Act"); the Municipal Structures Act, 117 of 1998 ("the Structures Act"); the Labour Relations Act, 66 of 1995 (the LRA); and the Companies Act, 71 of 2008 ("the Companies Act"). The establishment of the NEDA in the district is envisaged to drive economic growth and development through Infrastructure development, trade and investment promotion, and enterprise development. The NEDA aims to further enhance the amount of both domestic and foreign investment in the municipal area, which will directly enhance economic growth and development as well as NDM's economic capacity to create sustainable jobs.

The current NEDA consists of six interim Board Members that resumed its activities from the 1st of August 2023 with NDM's Planning and Economic Development (PED) Department currently providing secretariat support to the NEDA Board. The Board has finalised the recruitment of the Chief Executive Officer (CEO) and Chief Financial Officer (CFO) in February 2024 and resumed their responsibilities on the 1st of March 2024 and 1st of April 2024 respectively.

The following impact and advantages are anticipated as a result of NEDA's operations in the district and its constituent local municipalities:

- ✓ Encourage and attract significant investment in the Nkangala District.
- ✓ Promote and position Nkangala District as a preferred location for investments.
- ✓ Initiate and carry out high-impact projects that will boost inclusive economic growth and employment.
- ✓ Ensure that locals, with a preference for formerly disadvantaged people, participate in strategic and high-impact companies.
- ✓ Encourage large industrial companies to use locally produced raw materials, such as minerals and agricultural products, for their products.
- ✓ To take full advantage of the abundance of mining and renewable energy potential within the Municipality.

NEDA Corporate Profile

NEDA is a municipal entity of the Nkangala District Municipality established in terms of the Local Government Municipal Systems Act, (Act 32 of 2000, as amended) ("MSA"). NEDA will be established as a juristic person and a municipal entity under the sole control and ownership of the District; the District will exercise its constitutional rights over NEDA subject to National, Provincial and Municipal legislations. In terms of institutional arrangements NEDA will be a component of the NDM and will operate from the offices of the Municipality. A shared services model will be adopted where the NEDA staff will be allocated office space within the district offices as stipulated by the requirements of NEDA. The strategic objectives of NEDA are to:

- ➢ Attract major investments into the Nkangala District Municipality.
- ➢ Position Nkangala District as a destination of choice for investments.
- ➢ Initiate and implement high impact projects that will create jobs and generate inclusive economic growth.
- ➢ Ensure the participation of residents, with more bias toward previously disadvantages individuals, in strategic and high impact businesses.
- ➢ Initiate major manufacturing commercial entities to beneficiate locally produced raw materials such as minerals, agricultural goods, etc.
- ➢ To maximize on the mining opportunities that prevail within the Municipality.

NEDA Governance Structure

The Nkangala District Municipality has appointed six (6) non-executive directors to serve on the interim board of NEDA, for a period of 36 months, staring from 1st August 2023 to the 31st of July 2026. The duties of the Directors will be to guide NEDA in terms of obligations stipulated in the relevant legislation, applicable agreements, and establishment documents. The interim directors will set a strategic direction and ensure good corporate governance of NEDA. The roles and duties of the individual directors shall consist of the duties as contemplated in Section 93H of the MSA

The board of NEDA is mainly responsible for amongst other things reviewing and setting policies of NEDA, determining and approving the organizational structure, setting and approving the strategic direction of NEDA, appointing, supervising and appraising the CEO, approving annual business plans and budgets, stakeholder relationships and evaluating its own

and the overall performance of NEDA, reviewing and approving the Annual Financial Statements, as well as ensuring that the dictates of the Municipal Finance Management Act are observed. The interim Board is also encumbered to providing regular reports to the Executive Mayor and to Council about the operations of NEDA. The appointed members of the NEDA interim board are:

No.	Initial and Surname	Designation
1.	Dr ME Mosola	CEO
2.	KC Chauke	CFO
3.	Mr M.T. Khumalo	Chairperson
4.	Mr J.L. Khumalo	Board member
5.	Mr. V. Mahlangu	Board member
6.	Mr I.E. Pilane	Board member
7.	Mr X.S. Mnguni	Board member
8.	Mr H.H. Nkanyane	Board member

Mr G. Rebaone tendered his resignation from the Board in March 2024.

Mission of NEDA

The mission of the NEDA is to facilitate the implementation of high priority and high impact investment projects for the region and facilitate linkages between these projects and the key nodal economic opportunities within the province. The key strategic Issues and Opportunities for the NEDA are listed as follows:

- Development of an Investment Database for the region.
- Maintenance of Investor and Beneficiary Database.
- Linkages with Research Institutions and Key DFIs.
- Skills and Capacity Development opportunities for local communities.
- Preferential Procurement policy for NDM residents.
- Enterprise Development promotion; and
- Equity Participation for local beneficiaries.

Location

The NEDA office will be strategically located in Middelburg, which is the administrative seat for the District and a strategic location in terms of its centrality to the Province of Mpumalanga. This location will also allow for ease of doing business with the LMs and potential investors. For its initial years of operation NEDA will share offices with the Nkangala District Municipality located at 2A Walter Sisulu street, Middelburg, 1050. However, once it has stabilized operations, NEDA will explore developing its own premises in collaboration with private property developers.

4.5. KPA 4: Financial Sustainability and Viability

4.5.1. 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;
- 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 and control of personnel remuneration processes.
- Preparation of credible and mSCOA compliant budget, which if fully funded.

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 within the district
- To ensure procurement consistent with national economic policy concerning the promotion of investments and doing business with the public sector.
- Effective and efficient demand and acquisition management
- Encourage the use of transversal tenders

IV. Compliance management and system administration

- Research, development, implementation and maintenance of efficient IT systems in compliance with MSCOA regulations
- Ensure 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

V. 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

VI. Background and Problem Statement

A number of Local Municipalities within the District have experienced cash flow challenges since 2014/15 financial year. Emalahleni Lm, Victor Khanye Lm and Emakhazeni LM financial management have deteriorated as their ESKOM Debt has increased over the past years. They have applied for the Debt relief at National Treasury. 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 six local municipalities have various financial management challenges that effects the financial viability of the municipalities.

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
- Unfunded town planning for some local municipalities
- Possible future impact on the revenue and debt management of new mandates
- Macro-economic factors and challenges outside control of the district;
- Inability of Supply Chain Management policies to create jobs and stimulate local economy;
- Continuous introduction of new GRAP standards
- Contract management capacity
- Increased request for support on Internal audit functions
- Non- implementation by local municipalities of Shared Audit committee, Shared Risk committee, IGR structures recommendations
- Funding challenge of NEDA
- Capacity constraint of the support unit in terms of other than technical support.

I. 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.

II. 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.

III. 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
- Capacity challenges of fully functional Internal Audit Units, Risk Units
- High vacancy rate in key positions.
- Auditing of performance objectives
- UIF&W expenditure
- High distribution losses
- Material impairment of debtors
- Material impairment of PPE
- Going concern issues
- Revenue Management
- Inadequate implementation of audit action plans
- Non-implementation of District recommendations AC, RMC and IGR structures
- Impact of inflation and unemployment on revenue base

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 alignment of Budget with IDP and performance objectives;
- Non-adherence to minimum competency levels and loss of competent staff;
- Inadequate procurement and contract management;
- Setting of Municipal specific goals;
- Inadequate implementation of procurement plan.
- Non-compliance to legislation
- Poor asset management and ageing infrastructure
- Continuous introduction of new GRAP standards
- Inadequate internal controls

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.
- Monitoring of the implementation of the budget funding plan for Emakhazeni and Emalahleni LM's.
- Monitoring of the Emalahleni financial recovery plan
- 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.
- Cascading of PMS and implementation of consequence management
- Monitor compliance to KPI/target of % implementation of AC, RMC and IGR structure recommendations

Medium-term Strategies

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

- Support to implement and monitor Cost of supply studies
- Review and monitoring of revenue enhancement strategies

➢ **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;
- 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.

Dealing with 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:

- Failure to retain clean audit
- Inability to achieve financial sustainability

- **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;

(q) The delegation of municipal Supply Chain Management powers and duties, including to officials.
Nkangala District Municipality is regulated by two Supply Chain Management Policies.

a. Supply Chain Management policy and;
b. Local Government Framework for Infrastructure Delivery and Procurement Management Policy (LGFIDPM).

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 LGFIDPM 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 councillor 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.

➢ **Audit Action Plan**

During the 2022/23 financial year the auditor general has found that District did manage to submit good quality annual financial statements and annual performance report, as there were no material misstatements, which were identified during the audit process and further recommended that the municipality should maintain such annual financial statements and annual performance reports. However, the municipality has developed an audit action plan to address all the findings raised by Auditor General. The action plan addresses the two (2) findings that the Auditor General 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.

4.6. 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.

4.6.1. Health

4.6.1.1. Background and Problem Statement

In the previous IDP document of 2020-25 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

4.6.1.2. 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 (i) distinguishes Municipal Health Services as a function of District municipalities.
In July 2004 the National Health Act, 61 of 2003 was promulgated and contains a clear definition of what Municipal Health Services are, and are listed as including: Water quality monitoring; Food control; Waste management; Health surveillance of premises; Surveillance and prevention of communicable diseases, excluding immunisations; Vector control; Environmental pollution control; Disposal of the dead; Chemical safety (the latter is a local municipal function but form an integral part of the EHS scope) but excludes port health, malaria control and control of substances – the powers and functions of these three areas of Municipal Health Services remain with the provinces. 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 (NDM) is implementing the National Environmental Health Norms and Standards, NDM MHS by-laws and other National legislations related to Environmental health

4.6.1.3. Municipal health Services Programmes

Municipal health Services Programmes July 2022 - June 2023

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 241 drinking water. For the financial year 2021/22 NDM collected 3693 water samples with the target of 3400 the whole District. The target for FY 2022/23 is 3400 water samples with the reviewed programme to accommodate the budget. NDM to conduct feasibility study or section 78 according to Municipal Systems Act (2000) for the construction of laboratory for water sampling, food sampling analysis and pounding facility. The laboratory will assist all LM's within the District and other private sector that need the service of water sampling and food sampling. The site for the laboratory has already been donated by Steve Tshwete Local Municipality in industrial area.

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 2021/22 MHS unit inspected 5590 food remises from a target of 5000 food premises. Food samples are taken to check for compliance with food labelling and food safety regulations that also includes food condemnation. The target for 2022/23 is 5000 food premises. The budget for food sampling in 2022/23 FY is R400 000. NDM entered into a Service Level Agreement with National Health Laboratory Services for period of three years to conduct food sampling analysis.

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 outbreaks of any communicable diseases are investigated by EHP's and ensure

that the diseases are under control or eliminated. The country is experiencing outbreaks such as measles, cholera, monkey pox and of COVID 19 from the FY 2022/23 and went to a lockdown to prevent the further spread of the disease. Nkangala District must procure Personal Protective Equipment (PPE) for all essential employees. MHS unit conducted several communicable diseases awareness throughout the District to reduce the number of infections.

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 349 mortuaries in FY 2022/23 with a target of 320, the target remains the same for FY2023/24 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. 50 joint operations were conducted for FY 2022/23.

f) Municipal Health Services Training

Nkangala District Municipality (NDM) Municipal Health Services (MHS) conducted 69 trainings to business managers, owners or facility staff and other stakeholders around the District. The training ranges from personal hygiene, food premises requirements, ECD's, mortuaries requirements, food safety, prevention of communicable diseases and chemical safety. Target of 50 for FY 2023/24

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 are issued as per approved fine list by the different magisterial courts. The fines are paid at NDM offices, bank or at court, for all the successful fines it will be an income for NDM.

Table 81:Municipal Health Services Projects

Project	Budget R 000's 2023/24	2024/25	2025/2026
Water Quality monitoring	R1945 000	R2060 000	R2090 000
Environmental Education and Awareness for all LM's	R400 000	R450 000	R500 000
MHS material and supplies	R240 000	R255 000	R270 000
MHS protective clothing	R350 000	R400 000	R420 000
MHS training	R210 000	R235 000	R250 000
MHS Food sampling	R400 000	R500 000	R550 000
Installation of MHS water tank and stand for THLM	R100 000	R0	R0
Installation of MHS water tank and stand for DRJSLM	R100 000	R0	R0
Refurbishment and repair of roof for MHS parkhome office at DrJSLM	R250 000	R0	R0

Project	Budget R 000's 2023/24	2024/25	2025/2026
Refurbishment and repair of roof for MHS parkhome office at THLM	R250 000	R0	R0
Refurbishment and repair of roof for MHS parkhome office at Emalahleni	R000	R250 000	R0
Refurbishment and repair of roof for MHS parkhome office at Emakhazeni	R 000	R250 000	R0
Supply and installation of MHS information system (rollover)	R500 000	R600 000	R700 000
Supply and installation of MHS office parkhome at Kriel.	R0	R0	R875 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 inadequate human resources and 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 Community Services Practitioners that are being compensated as Interns, hence the high turn-over because of competition elsewhere;
- Transport for Environmental Health Practitioners Community Service Practitioners
- Safety of Environmental Health Practitioners as they conduct inspections

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 in alignment with implementation of COVID 19 Regulations as promulgated in terms of the Disaster Management Act 2002.
- 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
- Rationalization of the Environmental Health Community Service Practitioners through bench marking with similar institutions to determine a competitive salary scale for the Community Service Practitioners.
- Implementation of the NDM Water Quality Monitoring Programme including any water related outbreaks;
- Implementation of food control and food sampling programme around NDM including any food related outbreaks;
- 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.

4.6.1.4. 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.

Establishment of the District Health Councils for Mpumalanga Province

Section 31 of the National Health Act 2004 provides that the Member of the Executive Council, after consultation with the Member of the Executive Council responsible for local government in the Mpumalanga Province and subject to inputs of municipal council of the metropolitan or district municipalities must establish a District Health Council for the Mpumalanga Province.

1) The District Health Council for the Mpumalanga Province is to function as an organ of state.
2) The District Health Council for the Mpumalanga Province must ensure that each health district and health sub-district is effectively managed.
3) The District Health Council for the Mpumalanga Province may create one or more committees to advise it on any matter.

Composition and appointment of District Health Council

The district health council consists of the persons referred to in section 31(2)(a) of the National Health Act, namely—:

a) One Councillor representing each of the municipalities in the respective health district nominated by the relevant council;
b) The District Health Manager by virtue of occupying the office as appointed by the Member of the Executive Council;
c) One member of the Council from each local municipality within the health district, nominated by the members of the relevant council, or a member from each health sub district in the metropolitan municipality, nominated by the Sub council situated in the health district in question, as the case may be;
d) Not more than five persons, appointed by the Member of the Executive Council after consultation with the municipal council of the metropolitan or district municipality, as the case may be;
e) One representative from the community who is well versed with health issues;
f) One representative from none-governmental health organisation in the health district; and
g) In the case of a cross-boundary district, the relevant Member of the Executive Council may each appoint a member to represent them.
h) one person from the trade unions which represent employees engaged in the health service sector;
i) If any required nomination is not submitted within the specified period as prescribed, the Member of Executive Council may appoint a suitably qualified person as a member of the Council as prescribed in respect of the relevant category.

General objects and powers of District Health Council

The Council must, in order to achieve the objects of this Act—

a) advise the Member of Executive Council on—
   - any matter affecting the Council;
   - through the provincial health council and the municipal council of the relevant metropolitan or district municipality, on any matter regarding health or health services in the health district for which the council was established; and
   - any other matter arising from or connected to the application of this Act;

b) take steps it considers necessary to—
   - promote co-operative governance;
   - promote inter-sectoral collaboration;

- address complaints of the community; and
- address problems related to health services in the health district; and
- promote and facilitate interaction, communication and the sharing of information on provincial health issues between representatives of the provincial department and provincial and municipal organisations identified by the relevant member of the Executive Council

c) establish and maintain a health information system as part of the national health information system contemplated in section 74 of the National Health Act;
d) ensure accountability of all co-ordination of planning, budgeting, provisioning and monitoring of all health services that affects the residents of the health district for which the council was established;
e) establish and strengthen relationships with health councils of other provinces for the advancement of health services;
f) establish one or more committees to advice to advice on any matter;
g) exercise or perform any other power or function conferred or imposed upon the Council by or under this Act or any other law; and
h) generally, take such other steps as may be necessary for or conducive for the achievement of the objects of this Act.

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.

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 74** below.

Table 82: 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:

- Establishment of the District Health Councils for Mpumalanga Province
- 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;
- NDM to engage with LMs and DoH to ensure mobile clinics are available to farm /rural areas

4.6.2. HIV/AIDS

4.6.2.1. 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-escalating problem of the epidemic in the country. These Councils were to be known as the South African AIDS Councils (SANAC). SANAC was devolved to Provincial, District and Local AIDS Councils throughout the country in all Provinces. In an attempt to actively manage HIV/AIDS pandemic

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

4.6.2.2. HIV AIDS Prevalence

Nkangala District Municipality has made considerable inroads in its response to the HIV epidemic evident in the reduction in mother-to-child infection, increase in the coverage of the anti-retroviral treatment programme and increase in life expectancy, among others in compliance to the 90 90 90 strategy

By 2020, 90% of all people living with HIV will know their HIV status. By 2020, 90% of all people with diagnosed HIV infection will receive sustained antiretroviral therapy. By 2020, 90% of all people receiving antiretroviral therapy will have viral suppression.

Nkangala District in collaboration with, civil society, private, and public sector remain committed to implement Goal 2 and Goal 4 on Social Structural Drivers to HIV/AIDS as per the National Strategic Plan of 2023-2028. The HIV AIDS prevalence in the district remains a major concern confronting health care, the respond will focus on Goal 2 and 4
GOAL 2: Maximise equitable and equal access to HIV, TB and STIs services and solutions
GOAL 4: Fully resource and sustain an efficient NSP led by revitalised, inclusive and accountable institutions

4.6.2.3. Negative impact

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.
- Mining towns (Arnot, Naledi and Lesedi, Optimum)

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.

Rural sites

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

- In this area 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. (stats, Ingoma Forum)

- Also, most of these places are hard to reach where access to services is very limited compared to urban areas especially by implementation partners (Broadrich)

Geographic Borders Implications

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.

Focus for impact.

1. Address social and structural drivers ensuring Aids Councils are functional at District, Local and Ward level
2. Accelerate Prevention to reduce new HIV Infections by identifying high burdened areas to ensure appropriate and customized response
3. Reduce morbidity and mortality by providing treatment, care and adherence support
4. Reach all key populations with customized and targeted interventions
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 Awareness (social media)
9. Implementing partners to service even most rural unreached areas
10. Collaborate with private sector (mines)
11. HIV/AIDS theatre play

Table 83:HIV prevalence(2022 – 2023)

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 Researched by: Broadrich.			

4.6.2.4. HIV Prevalence

Table 84: HIV Prevalence

2016 : HIV Positivity Rate (15 - 49 years)				
MP NKANGALA DISTRICT MUNICIPALITY: **9.2 %**				
	District	HIV Pos Rate (15 - 49 years)		NUM %
6	mp Dr JS Moroka Local Municipality	4.82	%	13.89 %
5	mp Emakhazeni Local Municipality	8.05	%	5.08 %
4	mp Thembisile Hani Local Municipality	8.46	%	18.13 %
3	mp Victor Khanye Local Municipality	11.20	%	6.72 %
2	mp Steve Tshwete Local Municipality	11.28	%	16.74 %
1	mp Emalahleni Local Municipality	12.38	%	39.44 %

2016 : MUS (Male Urethritis Syndrome rate)				
MP NKANGALA DISTRICT MUNICIPALITY: **24.4 %**				
	District	MUS		NUM %
6	mp Victor Khanye Local Municipality	18.05	%	3.38 %
5	mp Thembisile Hani Local Municipality	19.35	%	14.16 %
4	mp Dr JS Moroka Local Municipality	20.49	%	10.26 %
3	mp Emakhazeni Local Municipality	23.74	%	6.14 %
2	mp Emalahleni Local Municipality	26.75	%	45.28 %
1	mp Steve Tshwete Local Municipality	28.71	%	20.78 %

2016 : Delivery Rate (< 18 years)				
MP NKANGALA DISTRICT MUNICIPALITY: **6.1 %**				
	District	very Rate (< 18 ye		NUM %
6	mp Steve Tshwete Local Municipality	5.02	%	12.68 %
5	mp Dr JS Moroka Local Municipality	5.58	%	16.22 %
4	mp Emalahleni Local Municipality	6.01	%	33.22 %
3	mp Thembisile Hani Local Municipality	6.26	%	24.94 %
2	mp Victor Khanye Local Municipality	7.82	%	7.59 %
1	mp Emakhazeni Local Municipality	12.20	%	5.35 %

2016 : TB (Tested Positive)				
MP NKANGALA DISTRICT MUNICIPALITY: **6.9 %**				
	District	: TB (Tested Pos		NUM %
6	mp Emakhazeni Local Municipality	3.97	%	4.08 %
5	mp Dr JS Moroka Local Municipality	4.51	%	23.37 %
4	mp Emalahleni Local Municipality	7.07	%	26.39 %
3	mp Thembisile Hani Local Municipality	9.27	%	24.54 %
2	mp Victor Khanye Local Municipality	9.89	%	3.87 %
1	mp Steve Tshwete Local Municipality	11.26	%	17.75 %

4.6.2.5. 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.

4.6.2.6. 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.

4.6.2.7. Rural sites

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

- In this area 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

4.6.2.8. Geographic Borders Implications

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.

CRICTICAL 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: the resolution still the same because it is derived from NDM HIV Strategy;

- 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, neighbouring minds and tertiary institutions;
- LAC & DAC Capacity Building Programme

4.6.3. Issue 7: Education

4.6.3.1. 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.

4.6.3.2. 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.

4.6.3.3. 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 Bearding Schools and Steve Tshwete Boarding school to permanently eliminate the problem.
- There is a glaring backlog on provision of classrooms, administration blocks, specialized centres in the District and kitchens for NSNP etc.
- overcrowding of learners is still a challenge, though it is partly addressed through mobile classrooms
- 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.

4.6.3.4. 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 presents the Provincial Performance in descending order for the past years:

Table 85:Provincial Performance 2020-2023

Provinces	2020	2021	2022	2023
Free State	85.1%	85.7%	88.5%	89%
W. Cape	79%	81.2%	81.4%	81.5%
Gauteng	83.3%	82.8%	84.4%	85.4%
N. West	76.2%	78.2%	79.8%	81.6%
N. Cape	66.6%		74.2%	75.8%
MPU	73.7%	73.6%	76.8%	77%
KZN	77.6%	76.8%	83%	86.4%
Limpopo	68.2%	66.7%	72.1%	79.5%
E. Cape	68.1%	73%	77.3%	81.4%
National	76.2%	76.4%	80.1%	82.9%

Department of Education

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 2016. Mpumalanga province achieved better results than Kwa-Zulu Natal, Limpopo and the Eastern Cape only.

Table 86: District Performance for Mpumalanga Province: 2018- 2023

Education district	Grade 12 Rate Pass				Admission to B degree studies
	2014	2021	2022	2023	2023
Ehlanzeni	82.9%	75.6%	76.2%	81.8%	37.7%
Gert Sibande	77.1%	72.2%	77.7%	79.8%	36.1%
Nkangala	**78.8%**	**72.2%**	**74.5%**	**76.4%**	**32.4%**
Bohlabela	76.8%	74.2%	79.3%	69.1%	26.4%

Source: DEDET 2024

According to the 2023 examination results Nkangala obtained the third highest performance along with Gert Sibande and Ehlanzeni region, for 2023 Enhlazeni district registered the highest performance rate in the Mpumalanga Province at 81.8% and Nkangala with 76.4% which is below the average provincial performance. In 2023 Nkangala obtained 76,4 % which is an improvement on the 2022 results.

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 below:

Table 87:Performance of schools per local municipalities under Nkangala District Municipality: 2016- 2023

Local municipal area	Grade 12 Pass Rate				Admission to B degree studies
	2014	2021	2022	2023	2023
Steve Tshwete	85.6%	82.2%	86.7%	89.5%	47.5%
Emalahleni	81.9%	79.6%	82.8%	82.0%	35.2%
Victor Khanye	74.6%	52.8%	72.5%	78.8%	34.3%
Emakhazeni	85.7%	63.9%	69.2%	73.6%	24.9%
Dr JS Moroka	73.8%	66.4%	70.3%	71.3%	26.9%
Thembisile Hani	77.1%	71.6%	67.7%	69.9%	27.8%

DEDET: 2024

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

- Aerorand Primary School;
- Marapyane Circuit Office;
- New Doorinkop School;
- New Klarinet Primary School (Mogalethwa);

4.6.4. Issue 8: Welfare

4.6.4.1. 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.

4.6.4.2. Protection of Children

Nkangala District Municipality hence has incorporated its IDP and other strategies in line with the NDP. After a successful launching of the NDM Children Council representative of all local municipalities it was resolved that, they would take part in various activities. Theme: 'Let us all protect children during COVID-19 and beyond'

The National Nelson Mandela Children Parliament, the workshop actioned through the National Plan of Action for children seeks to raise awareness on the importance of involving children in their own issues and promoting healthy development in relation to their environment. In the case of local government, the municipal Integrated Development Plans (IDPs) should be used to focus on aspects of the NDP that fit within a municipality's core responsibilities namely;

- To create a platform for children to discuss and engage to issues concerning the environment that affect them.
- Promote togetherness among children and become source of positive communication for children from different backgrounds.
- Information dissemination from various stakeholders that share a common goal of ensuring the survival, protection and development of the child.

Resolutions:

- 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 Couching and mentoring programme;
- Patriotism development
- Children reading contest
- Children and environment

4.6.4.3. 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 78 below shows the disaggregated data on the number of older person per municipality and the different age brackets.

Table 88:Age Categories of Older Persons in NDM

	Age categories of Older Persons					
Municipalities	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 80** 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 2022/2023:

- 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

4.6.4.4. Access to Services

In terms of access to social services grants, SASSA's records as reflected in the **Table 108** below indicates that Thembisile Hani and Dr J S Moroka municipality have by far recorded the majority of beneficiaries

Table 89: Access to Social 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	114 834	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.

4.6.4.5. Disability:

The Statistics South Africa Community Survey of 2016 show that 427 695 people were beneficiaries of various government grants as per the breakdown in table below. Overall, 6.2% of the population in Nkangala (63 000) indicated some form of disability in 2017.

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 90: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 cam 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);
- Unemployment (workshop on job readiness);
- Telecommunication workshop for people with disability;
- 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

4.6.4.6. Gender Based Violence & Femicide (GBVF)

Nkangala District has had an increasing challenge with Human Trafficking which has been the main target in addressing issues on violence against women and children. 16 days of Activism is in line with all-encompassing legislation has conducted given provision to conduct awareness's, dialogues, marches and prayer sessions on violence against women and children to find appropriate solutions to alienate this problem of violence towards women and children. It is important that the 16 Days Campaign is not viewed as a stand-alone event. It is another leg of the #356Days of Activism Campaign and #CountMeIn, which aims to mobilize members of society, especially men to join hands with government in the fight to curb Violence Against Women.

Main objective of the Gender Based Violence Awareness Roadmap is to mitigate on the ramped unnecessary femicide and abuse of women and children while bring about an urgent response to curb GBV. The theme of the Women's Commemoration for 2020 is "Women's Socio-Economic Rights and Empowerment: Building Back Better for Women's Resilience.

As a District we intend to increase awareness on GBV through campaigns with all stakeholders to ensure that we all:

- Commit to ending Gender-Based Violence and Femicide,
- We all fight to eradicate violence against women and children,
- We expand accountability beyond the Justice, Crime Prevention and Security (JCPS) cluster to include all government clusters and communities.
- We ensure mass mobilisation of all communities to promote collective responsibility in the fight to eradicate violence against women and children.
- We encourage society to acknowledge that violence against women and children is NOT a government or criminal justice system problem, but a societal problem, and that failure to view it as such results in all efforts failing to eradicate this scourge in our communities.

4.6.5. Issue 9: Culture, Sport and Recreation

4.6.5.1. Background and Problem Statement

Provide an enabling environment for the sport, arts and culture sector by developing, transforming, preserving, protecting and promoting sport, arts and culture at all levels of participation to foster an active, winning, creative and socially cohesive nation. Lead nation building and social cohesion through social transformation, enhance archives a records management structure and system and promote access to information.

a) Sports, Arts, Culture and Recreation

Additionally, the following where 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;
- 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.
- Revitalisation of the theatre (emalahleni)
- Sports boxing
- TUT department DCSR and theatre

4.6.5.2. 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
- Themba Senamela upgrading

.

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 Themba Sinamela Stadium
- Sports facilities at Klarinet and siyanqoba

4.6.5.3. 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

4.6.5.4. Cultural Historic Heritage Sites

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

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

The NDM initiated and completed a study in 2006 n the formalisation of Historic and Heritage Sites with the 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

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. Sefoloshe's House in Mathayleni (the first house in Mhluzi)
8. 3 Anglo Boer war Concentration Camp Cemeteries
9. War Monument at 4SAI (monument situated at 4TH Infantry Battalion Camp)
10. Anglo Boer War Memorial Church
11. 2 x Anglo Boer War Forts
12. Memorial Monuments for Anglo Boer War casualties (at Heroes graves in Beyers Naude Street)
13. Voortrekker ox wagon tracks (1938 and 1958)
14. English Bridge (at Beyers Naude Street)
15. Old Middelburg Railway Station (situated next to Cowen Ntuli street)
16. Tree Lane (at hospital road in Clubville)

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;

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 Trials1985-1989, was conducted, the plan of the Delmas Treason Trials Commemoration Plague was developed, designed and erected within the premises of the Delmas Magistrate Court. This site is significant in the legal history of South Africa. The court was the scene of the longest court case after the Rivonia Trial in South African legal History (3 years) – the Delmas Treason Trial where 22 Black political leaders were charged when trial started in 1985 and the four (4) who were tried during the ''Trial of Delmas Four'' in 1989. The trial tested the apartheid legal machinery to the limit and marks a turning point in the history of the struggle for democracy. It is valued as a site of an important event in that it stands against injustice.

Objectives of the project were:

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

The memorial plague inspired by Mandela's call from Robbin Island Prison, following the landmark 1976 Soweto Uprising "Unite, Mobilise, and Fight on! Between the Anvil of united mass action and the Hammer of the armed struggle, we shall crush apartheid". The site was officially unveiled on 03 March 2012. The processes of declaring the area as a heritage site is underway by the Department of Arts and Culture.

Figure 44:The memorial plague inspired by Mandela's from Robben Island Prison (Delmas Magistrate Court Treason Trials 1985-1989 memorial stone)



Phase 2: Regional Freedom Park

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

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

The approved names were subsequently engraved at Lynville Park which forms part of the Church street upgrading precinct, thus giving the Park a facelift with all the attributes for its strategic location as a major link between location and town but strategic and ideal to:

- Promote local economic development to relieve poverty and unemployment;
- Provide a safe and secure environment;
- Create a quality urban environment where people can live with dignity and pride;
- Develop efficient, integrated and user-friendly transport systems;
- Create job opportunities through the Extended Public Works Programme (EPWP).

NDM has since prioritized the development of this route as a catalyst for infrastructure development, heritage preservation as well as urban renewal. As a result of the rigid criteria for inclusion of the names on the cenotaph, many people who were freedom fighters could not be included, thus the idea of the Regional Freedom Park was conceived and council resolved that it be investigated further. To-date the NDM has completed a feasibility study for the establishment of the Regional Freedom Park.

- 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 Vaalbank 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

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.

4.6.5.5. Community Sports Development

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 sort 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

4.6.5.6. Moral Generation

4.6.5.7. Background and Problem Statement

The origins of the Moral Regeneration Movement (MRM) date back to a meeting in June 1997 between then-President Nelson Mandela and key South African Faith Based Organisation leaders, the then Deputy Minister of Education Father Smangaliso Mkhatshwa and the SABC, to discuss spiritual transformation. At that meeting, President Mandela spoke about the role of religion in nation-building and social transformation, and the need for religious institutions to work with the state to overcome the 'spiritual malaise' underpinning the crime problem.

The MRM is primarily a movement and not an organization. It does not seek to replace or duplicate any of the existing initiatives and processes aimed at combating moral degeneration. Its mandate is to be a networking platform for all these various processes and initiatives. Therefore, structures are put in place to facilitate the work of MRM aim primarily at facilitating the envisaged networks and partnerships. They also seek to promote local action and commitment from within the various communities of the country at their various levels of existence and operation

Current status district-wide

- The district launched Moral Regeneration Movement, the plenary meetings were conducted with the following Municipalities, 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.

Objectives

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

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

- Resect 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
- Starve 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
- Starve 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

challenges

- Lack of support became the major reason why these structures were not functional.
- Composition of the structures was not inclusive of all relevant stakeholders
- Lack of understanding of the mandate of MRM,
- Confusion between MRM the interfaith structures
- Terms of reference must be developed in term of objective and principle

4.6.5.8. Mix Migration

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 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

4.6.5.9. Cultural Jazz Festival

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.

Priorities

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

4.6.5.10. Priority Programmes /Projects

- 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;
- To support Community Sports Development
- More awareness campaigns on human trafficking
- Sensitizing participants on mixed migration concepts including Trafficking in Person (TiP) and smuggling
- Establishment of the District structure, local structures be supported and follow moral ethics to develop communities and have good moral values
- District to annually host Jazz Cultural Festival in partnership with the Local Municipality's and different Stakeholder's.

4.6.6. Safety and Security

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
- Delayed 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 convene and ensure continuous monitoring 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 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 established of CSFs and CPFs in the region the overall relationship between the police and the community will be improved through 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 of Community Safety, Security and Liaison. 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 91: Safety and security Projects

Project	Description	Project Location	Funding Source	Budget 2023/24	Budget 2024/25	Responsibility
Social Crime Prévention 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
Social Crime Prévention Programme	Develop Crime Prevention Programmes	NDM and DCSSL	NDM and DCSSL	OPEX	OPEX	General Manager: Social Services

4.6.7. Emergency Services

4.6.7.1. 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 of which the NDM has appointed the Divisional Manager : Disaster Management & Public Safety”.

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 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 and was last reviewed in 2020/21 FY. 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 **Table 82** below.

Table 92: Disaster Priority Hazards

	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
Human Disease (Communicable Diseases eg.Listeriosis, COVID 19)	X	X	X	X	X	X
Unemployment & Unemployment	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

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i) 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 emergences services on a 24-hour basis. District has appointed eight (8) Control Room Operators to enable the control room to operate on a 24 hours' basis; with effect in July 2014. NDM has appointed an Expert Service Provider for the support and maintenance of the Information Communication Technology (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 was set aside for the 2019/2020 financial year.

Provision for disaster relief funding to repair damages and or provide relief caused by disasters has been made available. 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 and annual report to the National Disaster Management Centre (NDMC), Provincial Disaster Management Centre (PDMC) and 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 2023/24 NDM implemented the following projects and programmes:

Table 93: Implemented projects

Municipality	Item Description	Committed amount	Available Amount
NDM	Site identification and development of detailed designs of NDM Disaster Management Centre (detached from the main building)	R 4 500 000.00	R4 500 000.00
NDM	Repair and Maintenance of Disaster Management Centre Systems (Timmut connect)- 3-year contract	R 1080 000	R 1080 000.00
NDM	Rental of Two-Way Radio Communications for a period of 36 months (3 years)	R5 999 999.00	R5 999 999.00
NDM	Emergency Open Day	R300 000.00	R300 000
NDM	Disaster Risk Reduction Awareness Campaign	R540 000.00	R 540000
NDM	Disaster Relief Materials (Appointment of panel for three years)	R 1 000 000	R 1 000.00
NDM	District Community Safety Forum	R 200 000.00	R200 000
NDM	Disaster Management Staff uniform	R 300 000.00	R 149 000.00
NDM	Provision for Disaster Response and recovery	R 1 200 000.00	R 00.00
NDM	Specialised Training Disaster Management	R 150 000.00	R 00.00

Table 94: Priority Projects for 2023/2024-2025/26

Municipality	Item Description	Committed amount	Available Amount
NDM	Construction of NDM Disaster Management Centre (detached from the main building)	R 10 000 000.00	R 10 000 000.00
NDM	Repair and Maintenance of Disaster Management Centre Systems - 3-year contract	R 1 200 000.00	R 1 200 000.00
NDM	Disaster Management Staff uniform	R 100 000.00	R 100 000.00
NDM	Disaster Risk Reduction Awareness Campaigns	R 560 000.00	R 560 000.00
NDM	Disaster Relief Materials	R 1 200 000.00	R 1 200 000.00
NDM	Provision for Disaster Response and recovery	R 1 250 000.00	R1 250 000.00
NDM	District Community Safety Forum	R 250 000.00	R 250 000.00
NDM	Two Way Radio Communication Network - operational	R 400 000.00	R 300 000.00
NDM	Supply, delivery and registration for Medium pumper Fire Engine of eMalahleni LM	R 4 500 000.00	R 4 500 000.00
NDM	Emergency Open Days for Steve Tshwete	R 500 000.00	R 500 000.00
NDM	Specialised Training Disaster Management	R 150 000.00	R 150 000.00
NDM	Two Way Radio Communication Network	R 300 000.00	R 300 000.00
NDM	Maintenance of Software Licence	R 1 300 000.00	R 1 300 000.00
NDM	Reviewal of Community Safety Strategy	R 200 000	R200 000
NDM	Reviewal of Disaster Management Framework and Plan	R600 000	R600 000

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
- Non provision of districtwide two- way communication system network

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
- 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;
- Development and establishment of the districtwide two- way communication system network

4.6.7.2. 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 (84 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 eighty-four (84) 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, 12 fire reservists 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 Fire Fighter by the Nkangala District Municipality for Nokaneng satellite fire station
- Establishment of Nokaneng fire station
- Training for Covid 19
- Appointment of Reservist
- 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;
- Not all incident are recorded on the Occurrence Book at the Fire Stations
- 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.
- Conducting fire safety building inspections
- Evacuation drill and fire extinguisher training
- Holding fire protection association per quarter

ii) 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.
- Nokaneng satellite fire station is completed in Moroka local municipality

Challenges have been encountered relating to difficulties for Thembisile Hani Local Municipality (Verena) to access the same level of service as Dr JS Moroka until the Verena satellite fire station is completed and travelling time, visibility of personnel, knowledge and awareness about the service

The following equipment and material were procured

Table 95: Equipment and material were procured

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 accident zone, Develop Funding Proposal, Identify social Partners	R10,000,000

Table 96: Priority Projects

Municipality	Item Description	1st year Budget	2nd year Budget	3rd year
Thembisile Hani & DRJS LM	Panel of service providers for the supply and delivery of diesel and petrol within the Nkangala District Municipality as and when required for the period of 36 months	R1 086 000.00	R1 086 000.00	-
Thembisile Hani & DRJS LM	Supply and delivery of Machinery and Equipment for NDM fire and rescue services as and when required.	R1,173,026.00	R1,173,026.00	-
Thembisile Hani & DRJS LM	Supply and delivery of Fire & Rescue Vehicles	R4 000, 000.00	R6 000, 000.00	
NDM	Fire Academy -154166	R0,00	R1 000 000.00	R5 000 000.00
NDM	Fire Academy: Equipment	R0,00	R0,00	R 5 000 000.00
Thembisile Hani	Extension of parking bays THLM: Fire Station	R0,00	R500 000.00	R0,00
Thembisile Hani	Upgrading of Fire Towers: THLM: Fire Station	R0,00	R 2 000 000.00	R0,00
DRJS LM	Upgrading of Fire Towers: DRJSLM: Fire Station	R0,00	R 2 000 000.00	R0,00
Thembisile Hani	Supply and delivery of Fire Engine for THLM: Fire Engine	R0,00	R 5 000 000.00	R0,00
DRJS LM	Supply and delivery of Fire Engine for DRJSLM: Fire Engine	R4 500 000,00	R 5 000 000.00	R0,00
Thembisile Hani & DRJS LM	Establishment of Verena Fire Station which should entail Identification of land in the Verena high accident zone, Develop Funding Proposal, Identify social Partners	R0,00	R0,00	R10 000 000.00
Thembisile Hani & DRJS LM	Supply and delivery of Machinery and Equipment for fire , (x2) portable SCBA ,compressors,(x2)positive pressure pump (2x) Portable fire pump, (2x)Floating pump for NDM	R2 000,000,00	R2 000,000,00	R2 000,000,00

Municipality	Item Description	1st year Budget	2nd year Budget	3rd year
	fire and rescue services by 30 June 2021			
Thembisile Hani & DRJS LM	Supply and delivery of firefighting uniform and PPE for a period of 36 months to Nkangala District Municipality	R 1 847 000.00	R 1 847 000.00	_
Thembisile Hani fire station	Supply and delivery of office Furniture for NDM fire and rescue services by 30 June 2021	R 450 000.00	R 500 000.00	_

Municipality	Item Description	Budget	Item Description	Budget
DRJS LM Fire Station	New office furniture and equipment	R500 000.00	New office furniture and equipment	R550 000.00
Thembisile Hani & DRJS LM	Extension of parking bays (154165 Thembisile Fire)	R500 000.00	Extension of parking bays (154165 Thembisile Fire)	R0,00
Thembisile Hani fire station	Planning, Assessment and Design of the Fire Academy (154166)	R1,000 000.00	Planning, Assessment and Design of the Fire Academy (154166)	R5,000 000.00
Thembisile Hani & DRJS LM	Fire Engine(medium pump truck) Dr J.S Moroka	R5000 000.00	Fire Engine(medium pump truck) Dr J.S Moroka	R 0.00
	Fire Engine(medium pump truck) Thembisile	R5000 000.00	Fire Engine(medium pump truck) Thembisile	R 0.00
	Response Vehicle Thembisile	R7 500 000.00	Response Vehicle Thembisile	R 0.00
	Response Vehicle DRJSLM	R0.00	Response Vehicle Thembisile	R3 000 000.00
Thembisile Hani & DRJS LM	Upgrading of fire tower Dr J.S Moroka	R2,000 000.00	Upgrading of fire tower Dr J.S Moroka	R1,300 000.00
DRJS LM fire station	Upgrading of fire tower Thembisile	R2,000 000.00	Upgrading of fire tower Thembisile	R 0.00
Thembisile Hani fire station	New office furniture and equipment	R500 000.00	New office furniture and equipment	R500 000.00

4.6.8. Transversal

4.6.8.1. 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

4.6.8.2. 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 the have identified some challenges that are faced by both six on daily basis are outline as follows:

- **Local Municipalities:** Local municipalities do not have enough budget to implement their transversal programmes. The district find 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 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.

4.6.8.3. 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 97: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

Issues	Resolved	Responsible Department
Economic women empowerment	-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	-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	-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	-365 days GBV campaign (from 16 days' activism) - Sub-programmes ▪ 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	-Cooperatives must be involved cleaning projects. -Food security and rural development programmes	NDM DARDLA

4.6.8.4. Youth Development

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.

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..

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

Youth in Rural area

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

Youth at Risk

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

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

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

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

Objectives and Key Priority Issues for Youth Development

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.

- 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 2022/23 financial year and currently.
- The Municipality is intending to hold yet another youth skills 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.

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 disadvantages 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.

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 skills 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.
- Canvass for new FET colleges in Thembisile-Hani Local Municipality and Victor Khanye for purposes of access to education and skills by the youth.

Skills Audit

The district municipality intends to conduct skills audit amongst the youth in the district in the 2023/24 financial year, the aim of the skills audit is to update and identify the skills gap in the district and realign the skills priorities for job absorption. A new updated database of young unemployed graduates will be compiled and after council approval be submitted to the mining and industrial companies working in partnership with the Department of Labour. The intended purpose is as follows;

- To get a true reflection of the NDM Statistics of the young unemployed graduates.
- To realign the skills required by the market and those possessed by the unemployed youth.
- Use the database to advocate for up-skilling and re-skilling opportunities within the district.

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 2022/2023 financial years will be conducting the career expo's in 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.

Mayoral Academic Awards

The Nkangala district municipality in partnership with Department of Education hosted their 12th Mayoral academic awards ceremony. The Mayoral academic awards ceremony took place on 31st of January 2023 at Emalahleni Local Municipality (Duvha-Park Laerskool).

The Nkangala district municipality staged this august event of awarding learners, teachers, schools and circuits that did exceptionally well in the 2022 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 leaders foundation, Glencore, Sanlam, Old Mutual, Diale Maphothoma Associates, Standard Bank, Paul Mthimunye Foundation, The Girls House Officials 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

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.

Teenage Pregnancy

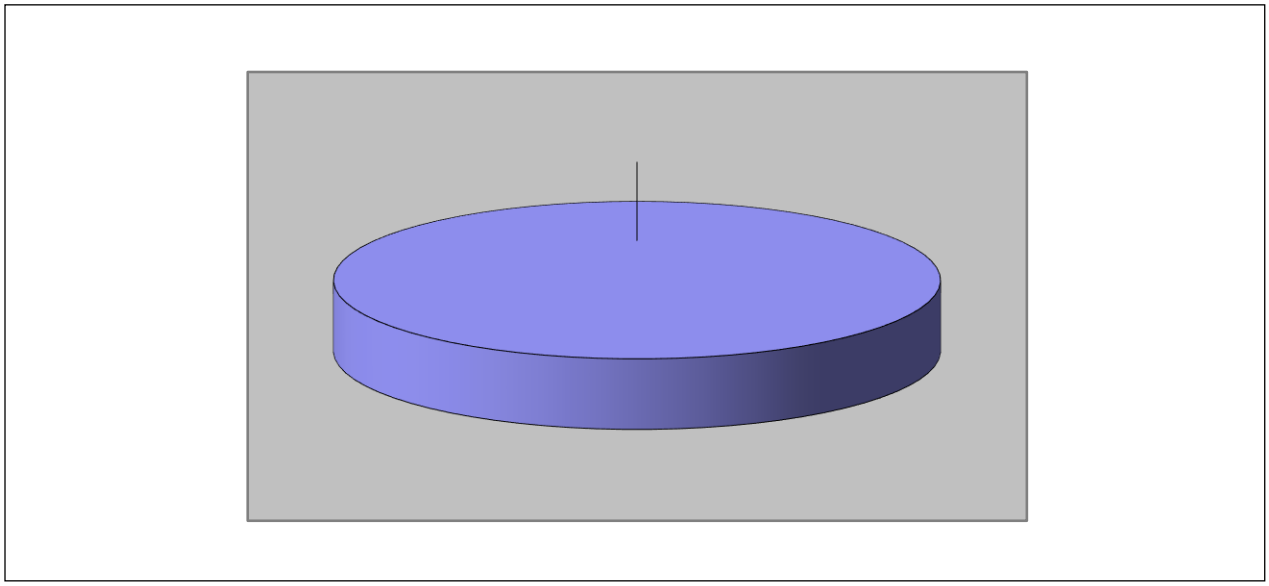
The campaign of teenage pregnancy is driven by a whole range of factors which have a negative if not dangerous impact on a life of an ordinary teenage, hence the initiative of collecting leaner pregnancy statistics on quarterly basis which informs the teenage pregnancy awareness or campaign if not dialogue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

The 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" Ligotjwa Lisesemanzi"

- To involve community through local structures to be aware of the existence such campaigns and to actively participate.

*Figure 45**: Total number of pregnancies per circuit = 368***



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 abuse of drugs and substance amongst the youth is a grave concern across all societal boundaries. Despite society's recognition of this social-ill as a disease, there has been a significant increase on the number of youth abusing substances and alcohol. The district has recognised the need over the years for continuous awareness and educating of the public, the youth in particular about the dangers of substance and drugs abuse, with its unintended consequences. The purpose of drug awareness campaigns is to empower communities through information sharing on the things that can be done to curb the unsuspecting youth in the district. This program further aims to assist those that are struggling with addiction but want to quit by linking them with SANCA for rehabilitation prospects

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 boarders 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 sports 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.
- Educate 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 quit drugs.

Youth summit

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

Integrated youth development strategy

The Integrated Youth Development Strategy 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 assist and shapes the youth The integrated youth development strategy assist 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

Enterprise and Supplier Development

Nkangala district municipality in the past hosted a series of business indaba/summits for big business, mining & engineering companies to allow engagement with the SMMEs. In such engagement, it was clear and evident that there is a need to capacitate the emerging SMMEs in the chemical manufacturing, engineering & agro-processing sectors.

Objectives of the project

- Promote increased participation by and opportunities for emerging enterprises in the Municipality's Procurement processes
- Promote broad-based black economic empowerment in emerging enterprises;
- Identify and assess minor contract opportunities within the Municipality for the development and support of emerging enterprises;
- Identify and align minor contracts with the development and support programmes for emerging enterprises in the Municipality;
- Promote partnerships between the Municipality and the private sector in respect of the development and support of emerging enterprises;
- Promote skills transfer, training and accessibility to the processes of procurement through the implementation of the Emerging Enterprises Development and Support Programme of the Municipality; and
- Promote monitoring and evaluation of the identification and development of emerging enterprises.

Emanating Challenges

- Lack of adequate access to skills and employment opportunities for the youth in the District.
- Lack of enterprise support and access to funding for youth owned enterprises.
- Insufficient access to education and training in institutions of higher learning
- Drugs and Substance Abuse, teenage pregnancy as central social ills threatening the moral and social fibre of our society.

Priority Projects

- Skills and Entrepreneurial summit: to create linkages between the unskilled youth with the available skilling and enterprise opportunities.
- Enterprise and Supplier Development program: to provide business support and capacity building for youth owned enterprises.
- Mayoral Bursary Fund: to enable access to institutions of higher learning and training for the youth of Nkangala.
- Drugs and substance abuse, Teenage Pregnancy Awareness Campaigns: To educate and raise awareness for purposes of combat the social ills.

4.6.9. Water and Sanitation

4.6.9.1. Background

The delivery of basic Services is essential in improving the quality of life and sustainable development for communities. One of the main challenges is the aged infrastructure across the district which causes basic service disruptions and availability of raw water source. This hamper accessibility of households in terms of proper, affordable, hygienic, and sustainable water and sanitation.

Nkangala District Municipality (NDM) has been appointed as an Implementation Agent (IA) for Regional Bulk Infrastructure Grant (RBIG) and Water Services Infrastructure Grant (WSIG). While NDM is neither the Water Service Authority (WSA) nor the Water Services Provider (WSP), it however provides infrastructure support to Local Municipalities including emergency responses. Basic services in NDM are primarily rendered by the Local Municipalities. These include water, sanitation, electricity, road and storm water and community services.

However, NDM supports all the Local Municipalities in the Nkangala District jurisdiction by implementing Infrastructure Investment Projects on behalf of Local Municipalities as part of capacity building and infrastructure development, and for purposes of eradicating service delivery backlogs across all six Local Municipalities.

4.6.9.2. Problem Statement (Water and Sanitation)

Unsustainable and insufficient water supply continues to be a challenge as well as ageing of infrastructure, water quality and loses. **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.

Decent sanitation in a form flushing toilets is still one of the major challenges especially in farm areas. Theft, vandalism and loadshedding have exacerbated the situation of water interruptions and sewer spillages. This has negative impact on the environment(pollution) with possible fines and compromises public health of the communities. The cost of replacement

and security enhancement has drastically increased. The aged infrastructure is operating beyond its useful life and affecting the effluent quality as seen on The Green Drop 2023 Progress Assessment Tool.

Therefore, the Provincial government has taken an integrated approach on utilising the available resource towards the implementation of water and sanitation services. Nevertheless, NDM has continued to support the local Municipalities of throughout by water augmenting, upgrading of waste-water treatment works and installation of package plants.

The table below indicate impact on number of households on basic services:

Table 98: Impact on Number of Households on Basic Services

Household number = 483 169 (2022)		
Basic services description	2022	2016
Flush toilet connected to sewerage	63.0%	51.5%
Piped water	87.9%%	92.7%

(Socio-Economic Review & Outlook for Mpumalanga SERO- March 2023)

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. In terms of guidelines of Department of Water and Sanitation, Water Service Authorities are required to attain a minimum of 95% in order to obtain Blue and/or Green Drop. The municipality that showed improvement in terms of compliance for Blue and Green Drop is VKLM on 91%, THLM on 75% and the struggling being Emakhazeni LM at 31%. NDM needs to capacitate the LMs to improve the current noncompliance. WSAs are responsible for developing by-laws that, amongst others, enable regulation of water supply and sanitation provision and use within its area of jurisdiction.

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:

- District Development Models;
- Institutional Arrangements;
- Support activities;
- Reclamation of Mine Water (Emalahleni & Steve Tshwete LMs);
- Recycling of Waste Water Effluent.

I. District Development Models:

Through the District Development Models various sector Departments, State owned Entities and District and Local Municipalities, 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 Water Master Plan (WMP) and Water Services Development Plans (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 as reviewed from time to time. Furthermore, the district will establish District Task Team that will tackle service delivery issues with combined available resources

II. 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 and Water Services Providers 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.

Delivering new infrastructure, operation, and maintenance of existing networks are key business activities that require skilled persons in Municipalities to strive towards providing sustainable services and building internal capacities towards training and classification of all process controllers within all the WSAs.

III. Support activities include the following:

- Implementation of the Loskop Bulk Water Project and Western Highveld Regional Bulk Water Supply project in order to augment the water supply to Thembisile Hani , short term management arrangements with Rand Water and City of Tshwane to stabilise operations within the water scheme in Thembisile LM;
- The efficiencies at the WTWs improved with operations close to optimum levels, while the water quality is monitored on a continuous basis;
- Review Water Services Development Plans;
- Review Water Master Plans;
- Develop programs on replacement of asbestos pipes;
- Upgrading of bulk service (Water and Sanitation);
- Revenue enhancement strategies;
- Augmentation on the existing water supply;
- The assessment of an optimal institutional mechanism to ensure sustainable service delivery.

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.

IV. Reclamation of Mine Water:

Emalahleni Water Reclamation Project (EWRP) is one of the initiatives, which are undertaken jointly with the Mining industry. The current contract of the EWRP is 16ML per day, however, 20ML per day is provided to minimise the demand.

The EWRP is designed such that its capacity can be increased to 75ML per day, however, requires capital injection. 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.

V. Recycling of Waste-Water Effluent:

The wastewater treatment works are currently discharging the resultant effluent into the natural watercourses. Several of the plants are currently utilised at maximum or more than the design capacities, while the effluent is reported to be either unknown or poor.

The 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, including vandalism and theft which 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 must allocate 10% from MIG for O&M as per the conditions of the grant.

The current level of operation and maintenance regarding water Services in all the LMs is not adequate and the assets are deteriorating due to insufficient skills or lack thereof. 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.

The following represents general Water Conservation and Water Demand Management (WC/WDM) challenges:

There is generally limited or lack of adequate planning and funding to support the implementation of WC/WDM projects. Budgets are allocated towards new infrastructure projects through capital grant programs such as the Municipal Water Infrastructure Grant (MWIG), Regional Bulk Infrastructure Grant (RBIG), Integrated Urban Development Grant (IUDG) and the Municipal Infrastructure Grant (MIG).

The management of these funds is fragmented with emphasis on new infrastructure and insufficient focus on WCWDM. Lack of continuous monitoring and analyses of water balance data against which the progress made with the implementation of WCWDM could be measured.

In addition to making more water available, WC/WDM reduces water requirements. It is key to ensuring the sustainable use of our water resources, and to ensure that sufficient water is available for the current and future requirements. Water Conservation and other measures to manage demand should be actively promoted as a preferred option to achieve these challenges.

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.

4.8.10. Issue 14: Electricity Supply

I. Background and Problem Statement

Coal still dominates the South African energy mix, providing 80% of the total system load. The contribution of renewable energy technologies (wind, solar PV and CSP) increased in 2022 to a total of 6.2 GW installed capacity and provided 7.3% of the total energy mix. Load shedding in the country occurs unpredictably and is caused predominantly by multiple-generation failures of ageing coal plants. These plants usually cannot meet the electricity demand of the country's population.

The Komati power station is one of South Africa's oldest power stations, commissioned in 1961. In 2017, Eskom began looking into possible decommissioning of South Africa's five oldest plants, including Komati. Between 2018 and 2022, all nine Komati generators were sequentially removed from operation. The number of jobs supported by the plant also declined over this period.

A reliable electricity supply depends on enough 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. Municipalities are then further encouraged to develop and implement energy efficiency projects. With respect to the provision of electricity the following **Table below** details the state of Electrical Infrastructure in the District.

Table 99:The State of Electrical Infrastructure in the District

Local Municipality	Provision of Electricity
Dr J S Moroka	Eskom
Thembisile Hani	Eskom
Steve Tshwete	Licenced
Emalahleni	Licensed
Emakhazeni	Partially Licensed
Victor Kanye	Partially Licensed

Key among high level Strategic interventions, the Kusile Power Station Project is valued at about **R** 118.5 billion. The Kusile Project is a new coal fired power station located to the West of the R545 between the N4 and N12 freeways near the existing Kendal power station. It comprises of six units rated at approximately 4 800 MW installed capacity.

The Municipality within Nkangala with the highest number of households with electricity for lighting and other purposes is Emalahleni Local Municipality with 110 740 or a share of 30.74% of the households with electricity for lighting and other purposes within Nkangala District Municipality. The Municipality with the lowest number of households with electricity for lighting and other purposes is Emakhazeni Local Municipality with a total of 13 033 or a share of 2.20% of the total households with electricity for lighting and other purposes within Nkangala District Municipality.. The **Table 121** below indicate impact on number of households on basic services:

Table 100: Impact on Number of Households on Basic Services

Household number = 483 169 (2022)		
Basic services description	2022	2016
Electricity for lighting	91.7%	85.4%

(Socio-Economic Review & Outlook for Mpumalanga SERO- March 2023)

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.
- Nonpayment 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.

4.8.11. Issue 15: Roads and Stormwater

I. Background

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 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 2022/23 financial year..

Table 101:Allocated Budgets over the 3-Year Lifecycle

2019/20	2020/21	2021/22
R2, 310, 000	R2, 442, 000	R2, 577, 000

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. 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.

II. The division of Roles and Responsibilities will be as follows:

Table 102:Division of Roles and Responsibilities

Assignment of responsibilities, functions and tasks	
Role player	Responsibilities
Municipal Authority	▪ 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	▪ 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	▪ 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	▪ 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

III. 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. Below are challenges experienced district wide:

- Poor condition of Storm Water Drainage
- Poor Condition of Roads
- Dilapidated Municipal Fleet

However, support is provided to all Municipalities to ensure that road accessibility is improved and below is current status of the road infrastructure:

Table 103 :Current Status of the Road Infrastructure

ACCESS ROAD LENGTH					
Local Municipality	**Paved**	**Unpaved**	**Concrete**	**Blocked Paved**	**Total**
Dr JS Moroka LM	372,69	2581,28	0	12,17	2966,14
Victor Khanye LM	184,12	253,19	0	18,98	456,29
Emalahleni LM	746,61	818,47	0	87,54	1652,62
Emakhazeni LM	134,84	107,77	0	16,50	259,11
Thembisile Hani LM	257,53	2489,97	0	41,47	2788,97
Steve Tshwete LM	717,60	328,97	0	50,66	1097,23
Total	**2413,39**	**6579,65**	**0**	**227,32**	**9220,36**

IV. Routine Roads Maintenance

Nkangala District Municipality has in recent times procured all six local municipalities within the District, roads construction and maintenance machinery and equipment. These include inter alia Motor Graders, TLBs, Dozers, Rollers, Excavators, Water & Sewer Tanker Trucks and Tipper Trucks. This has yielded positive tremendous improvement on the dire state of the gravel roads conditions on these local municipalities.

These initiatives are intended to be continued indefinitely in the near future to augment the budget for these local municipalities in an endeavour to improve or maintain the quality and lifespan of the existing infrastructure. NDM has recently received Jet Patcher to assist local municipalities with road maintenance.

4.9. KPA 6: Spatial Development Analysis and Rational

4.9.1. Background

During the year 1994 South Africa saw the dawn of a new democracy, founded in the Constitution of the Republic of South Africa. These constitutional values have been extensively unpacked in the past 24 years, initially through the Reconstruction and Development Programme (RDP) and since then through various resulting national policies like the National Development Plan 2030, Medium Term Strategic Framework Outcomes and a number of national sectoral policies e.g. Human Settlement, Transport, Rural Strategy Development etc.

The Provincial Government has aligned to these national development directives by way of Provincial Growth and Development Strategies, and following from the National Development Plan, a while the Provincial Vision statements are

aligned to the NDP objectives. In the Mpumalanga Province the Mpumalanga Growth Path and Mpumalanga Vision 2030 Strategic Implementation Framework were compiled in response to the NDP.

In line with the above, the Nkangala District Municipality has a formulated Nkangala Vision 2030 document which sheds light on the spatial vision for the whole Nkangala District Municipality This spatial vision focuses on consolidating the fragmented urban and rural settlement structure to sustain economic development while making provision for engineering services viable. Moreover, the vision aims to manage, guide and direct human settlements towards the most appropriate strategic development areas in the district and to enhance accessibility to all areas within the district and surrounding regional economic activity areas while providing public amenities and services in close proximity to communities and diversifying the district economy in order to reduce reliance on mining and agriculture.

The vision of the District in terms of the KPA of Spatial Development Analysis and Rational is to improve quality of life through balanced sustainable developments and service excellence, with the mission to improve the physical, socio-economic and institutional environment for the purposes of addressing poverty and promoting development. It is important to note, from the 26th of May 2003 a Gazette was published in terms of Section 14 (1) and Section 85 of the Municipal Structures Act 117 of 1998 with effect from the 1st of July 2003 that the District was allocated the planning functions making the district directly responsible for spatial planning functions in the 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. There has been a review of the Physical Planning Strategy which recommends having shared services centre, capacity building, education awareness and the initiation of taking physical planning functions back the to the local municipalities.

4.9.2. Regional Overview

The Nkangala District Municipality 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 Nkangala District Municipality has six (6) local municipalities which include Dr Js Moroka, Thembisile Hani, Emakhazeni, Emalahleni, Victor Khanye and Steve Tshwete, the whole district covers a vast area of approximately 188 118 hectares (Refer to the table below which illustrates the extent of each municipality within the district) and is predominantly a rural area, comprising of 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.

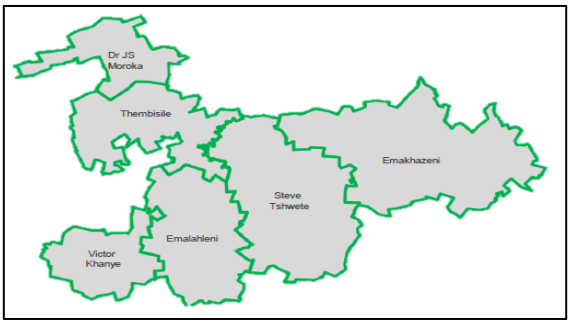


Figure 46: Map illustrating the six local municipalities within NDM

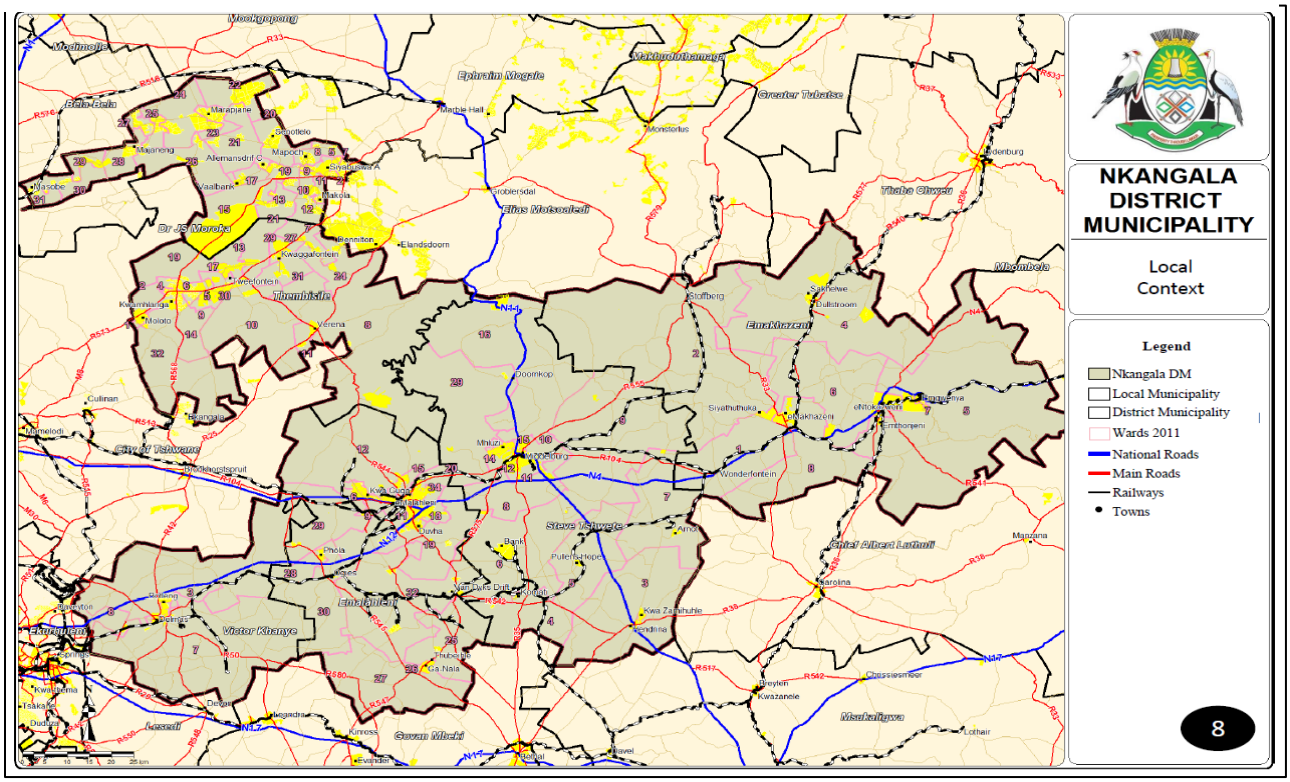
Table 104: illustrating the extent and percentage of each local municipality within the NDM

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%**

Middelburg and Emalahleni (Witbank) are the highest order settlements in the Nkangala District. These towns offer a full spectrum of activities and services, including business, retail, industrial uses, social services and residential uses. These towns still depict apartheid planning structure where segregation of towns and townships are still evident. Both towns have incidences of informal settlements located around the periphery of the urban areas.

The second highest concentration of people in the District is found in the north-west, in the urban complexes of the Dr. JS Maroka and Thembisile Hani Local Municipalities. These areas consist of conglomerations of settlements which developed in a linear pattern along the Moloto Road in Thembisile and the main roads in the Dr. JS Moroka LM. The settlements were established during the Apartheid era to serve as labour pools for the City of Tshwane (CoT). The settlements are mainly dormitory residential areas, with the provision of community services and development of businesses lagging behind the housing developments. The highest order nodes in these parts include KwaMhlanga, Kwaggafontein and Siyabuswa.

Figure 47: Regional Context of the Nkangala District Municipality



Other second order settlements and towns in the NDM are namely Delmas and eMakhazeni (Belfast) – prominent both in terms of population size and their function. These two centres provide services to the surrounding rural farms and to residents from some of the smaller towns in the Victor Khanye and Emakhazeni municipalities respectively. A number of small towns and settlements which primarily fulfil a local function are distributed throughout the district area. These include Ogies, Ga Nala (Kriel), Hendrina, Stoffberg, Dullstroom, eNtokozweni (Machadodorp) and Emgwenya (Waterval-Boven). Dullstroom and Emgwenya are experiencing rapid growth due to the tourism opportunities in the eastern parts of the District.

The main transport feature in the District is the N4 freeway which traverses the District from west to east. The **N4** and the **N12** freeways converge at Emalahleni and connect Gauteng Province with Nelspruit, the capital city of Mpumalanga Province as well as with the international harbour in Maputo. The N12 which meets the N4 to the east of Emalahleni CBD, connects the region with Johannesburg and Ekurhuleni in the south-west while the N4 is a direct link to the City of Tshwane.

There are three important roads which provide regional linkages from the N4 freeway, namely: The **R540** which runs from eMakhazeni in a northern direction through Dullstroom. This road provides a link with some of the most popular tourist attractions situated in the Mpumalanga Lowveld, specifically Lydenburg, Pilgrim's Rest, Graskop and Hoedspruit. There is also a railway line running parallel to this road up to Lydenburg. The **N11** which runs from Middelburg in a southern direction. The N11 connects the region via Steve Tshwete with the regions in the south (Ermelo, Volksrus, and Piet Retief, Free State) and with the regions in the north (Groblersdal, Marble Hall, Polokwane, Limpopo and further on towards Zimbabwe and Bostwana). It also provides a link with tourism attractions in KwaZulu Natal and the Richards Bay harbour. The **R541** from eMakhazeni which provides regional linkages towards Swaziland via the Oshoek Border Post to the south-east.

4.9.3. Legislation

Mid-Term Strategic Framework, 2019-2024 (MTSF)

The MTSF 2019-2024 is both a five-year implementation plan and an integrated monitoring framework. The plan focuses on the seven priorities with related interventions of which the priority applicable to this KPA is priority 5: Spatial integration, Human Settlement and Local Governments. This Framework was developed through the sixth administration of government and also focuses on the integrated monitoring framework which aims to monitor outcomes, indicators and targets towards the achievement of the priorities.

This particular priority focuses on spatial integration, environmental management and climate change, rural economy, human settlements, basic services and public transport where the MTSF seeks to achieve the following outcomes through:

Spatial Planning and Land Use Management Act, 2013

The Spatial Planning and Land Use Management Act, Act 16 of 2013 (SPLUMA) provides the legislative foundation for all spatial planning and land use management activities in South Africa. It seeks to promote consistency and uniformity in procedures and decision-making. Its policy objectives aim to address historical spatial imbalances and embed the principles of sustainable development into land use and planning regulatory and legislative instruments. This piece of national legislation is an important component for the future of spatial planning in South Africa. It places spatial planning and land use management in its rightful place, and it will necessitate this, not only at a local municipal level but equally at district, provincial and national level.

The Act further provides a host of development principles, which should apply to spatial planning, land development and land use management for the Nkangala SDF. These are:

The principle of **spatial justice**:

- Deal with spatial imbalances and include areas that were previously excluded.
- Redress access to land for the previously disadvantaged
- Plan for incremental upgrading and secure tenure

The principle of **spatial sustainability**, whereby spatial planning and land use management systems must:

- Promote land development that is within the fiscal, institutional and administrative means of the country
- Protect prime agricultural land and environmental resources
- Promote and stimulate the effective and equitable functioning of land markets
- Carefully consider social and infrastructural costs of land development of Promote development in sustainable locations
- Establish viable communities

The principle of **efficiency**:

- Optimise efficient use of resources and infrastructure
- Minimise negative financial, social, economic or environmental impacts

- Efficient and streamlined application procedures

The principle of **spatial resilience**, whereby:

- flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.

The principle of **good administration**:

- an integrated approach to land use and land development
- Free-flow of information plans and policies between and within tiers of government
- Empowering citizens

Housing Act, 1997

The Housing Act, 1997 provides the functions of the different spheres of government with regard to the provision of housing for citizens, according to the act:

- Section 3 provides for the macro responsibilities of the National Government as far as housing is concerned, inter alia, the determination of policy, setting of housing delivery goals, monitoring of performance, strengthening of the provincial and municipal capacity, etc.

- While section 7 instructs the Provincial Government, through the provincial Minister for Housing and after consultation with organisations representing Municipalities, to do everything in its power to promote and facilitate the provision of adequate housing in its Province within the framework of national housing policy.

- And section 9 instructs every municipality, as part of the municipality's process of integrated development planning, to take all reasonable and necessary steps within the framework of national and provincial legislation and policy, to ensure that its inhabitants have access to housing and related services on a progressive basis.

4.9.4. Plans

National Development Plan

The National Development Plan 2030 is a plan for the country to eliminate poverty and reduce inequality by 2030. Chapter 8 of the plan addresses spatial transformation of human settlements and outlines a strategy to address the challenge of apartheid geography and the creation of conditions for humane – and environmentally sustainable – living and working environments.

The key objectives and actions put forward by the NDP towards transforming human settlements are summarized in Table 109 below, outlining specific objectives applicable to spatial development within the Nkangala District Municipality elaborated upon in the second column:

Table 105: National Development Plan Objectives and Actions

Objectives and Actions	Objectives applicable to spatial planning in the Nkangala District Municipality
Transform Human Settlements	▪ Upgrade all informal settlements on suitable, well located land by 2030. ▪ Reform the current planning system for improved coordination. ▪ Develop a strategy to densify cities, promote better located housing and settlements. ▪ Provide SDF norms, including improving the balance between location of jobs and people.

Mpumalanga Vision 2030 Strategic Implementation Framework 2013-2030

The Mpumalanga Vision 2030 Strategic Implementation Framework (Vision 2030) puts forward the province's approach towards realising the NDP 2030. Strategies and actions from the Vision 2030 should be reflected in provincial sector plans as well as district and local municipality plans. The Vision outlines Nine Key Drivers towards its implementation. Applicable to spatial development in NDM are the following key drivers:

Key Driver 1: Corridor and Nodal Development

The Vision 2030 recognises that Mpumalanga Province is well positioned to drive economic growth in Southern Africa through the linkages established with Mozambique. Strengthening these links would serve to ensure that the province and its towns develop as primary trade points for some parts of the continent.

In the case of NDM, there are two Primary Activity Nodes within the District namely, Emalahleni and Middelburg. The two nodes are located along the N4 Corridor which is identified as an important transport corridor in Mpumalanga. Other corridors traversing the district include N11 Limpopo-Mpumalanga-K24 Corridor, Moloto Corridor (R537), R555 Steelpoort Middelburg and the R544 Emalahleni-Verena Corridor.

Key Driver 7: Urban Development

In the case of NDM, infrastructure projects for spatial development in support of this driver are set out as:

- Establish Urban Housing on well- located land contributing towards Urban Restructuring – All six local municipalities within NDM
- Focus Housing Projects on areas of greatest demand – Emalahleni and Thembisile
- Implement Breaking New Ground Principles in all housing projects – all six (6) local municipalities
- Consolidate urban and rural settlements to establish provincial metropolitan areas - Witbank-Middelburg-Verena-Ogies

Key Driver 8: Rural Development

The proposed approach towards rural development in Mpumalanga Province applicable to spatial planning within NDM includes:

- Rural Settlement Consolidation – existing settlements around the service delivery nodes should be functionally consolidated and integrated over time.
- Pre-Active demarcation of residential sites for rural settlement in tribal areas.
- Consolidation of Rural Housing around Rural Nodes.

Nkangala Vision 2030 and Development Strategy

The Nkangala Vision 2030 provides a Spatial Vision for the urban and rural parts of the Nkangala District Municipality. The vision discusses spatial development under Strategic Goal 3 which deals with Spatial Transformation and Sustainable Human Settlements. The following key issues are highlighted in relation to human settlements in the district:

- The district has a fragmented settlement structure with more than 168 individual towns, villages and settlements which makes service delivery inefficient and unsustainable.
- Spatial transformation of towns is hampered by poor decisions related to location of large scale government subsidised housing projects, random allocation of business rights outside business nodes, lack of maintenance in existing business/ industrial areas leading to urban decay, and unlimited urban sprawl.
- The existing housing backlog in Nkangala District is approximately 112 122 units with a feature projected growth rate of about 7176 units per annum.
- Approximately 17 650 ha of land will be required for urbanisation up to 2030.

The strategy proposes the following approaches to address the identified key issues:

- Build cohesive, integrated and inclusive human settlements characterised by people living closer to their work and more jobs in close to dense urban townships.
- Ensure that the delivery of housing contributes to the restructuring of towns and cities and strengthens the livelihood prospects of households.
- Regulate human settlement patterns through strengthened instruments of land use planning, including Municipal Spatial Development Frameworks and Land Use Systems.
- Human settlement projects should only be allowed in Priority Housing Development Areas identified in Municipal Spatial Development Frameworks.
- In Greenfields/ relocation cases provide people with serviced stands to encourage them to build their houses based on their own plans and choices.
- Focus on timely acquisition of well-located land for subsidised housing purposes.
- Ensure that all communities have security of tenure (even permission to occupy) and access to basic services in a safe and sustainable environment.

Nkangala District Rural Development Plan

The plan addresses the needs of people who live in extreme poverty and who are subjected to underdevelopment in the rural parts of the Nkangala District to ensure sustainable livelihoods for households residing in rural areas (mostly in Thembisile Hani and Dr JS Moroka Local Municipality).

Broadly the plan addresses the following objectives in relation to spatial development within NDM:

- Assist in providing rural infrastructure in every local municipality
- Integration of development and social cohesion focusing on integrating rural communities with economic nodes through various development corridors.
- Environmental protection and conservation recognise the principle that for rural development to thrive there is a need to protect the natural environment and agricultural potential land.

The spatial distribution of people reflects that there are 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.
- **Desired Rural Spatial Form and Strategy (Functional Region 1 North West)**

Figure 48:Desired Rural Spatial Form and Strategy (Functional Region 1 North West)

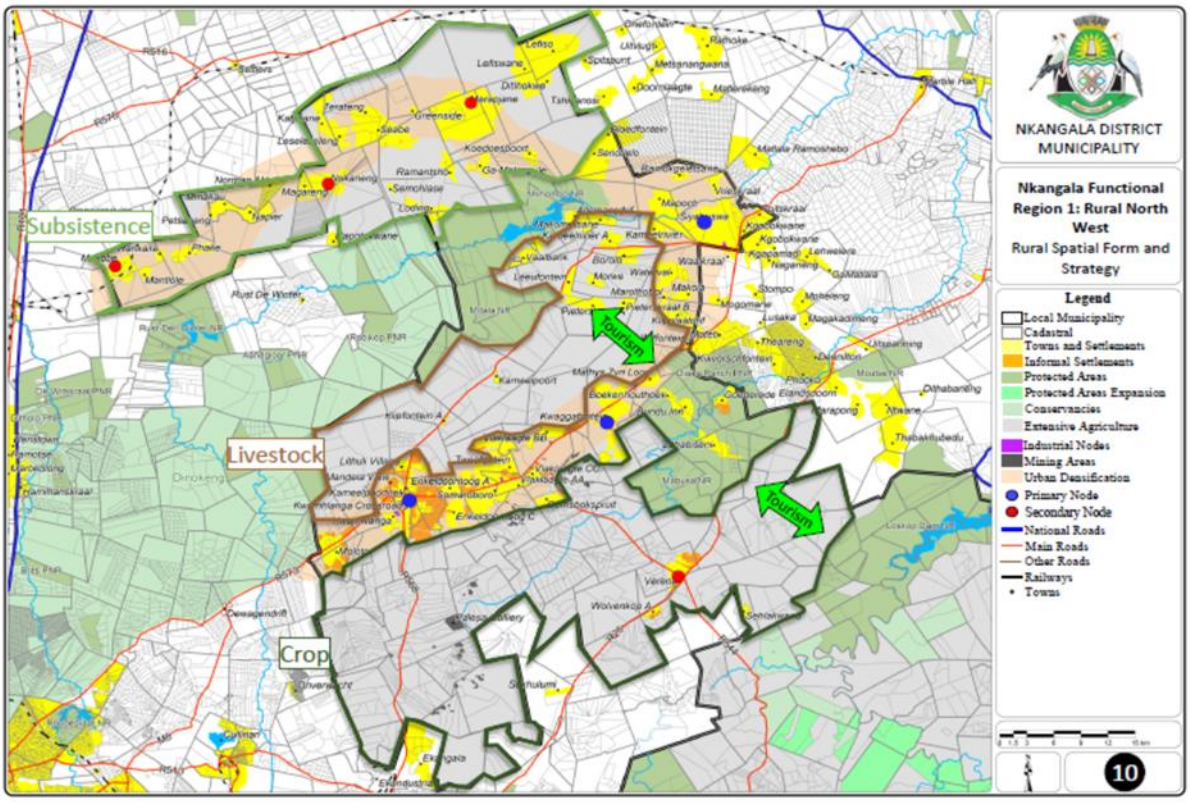


Figure above spatially depicts the desired rural spatial form and strategy that should be applied in the area. It is based on the following number of principles:

- Consolidate urban structure around the existing horseshoe shaped settlement structure from Moloto right up to Masobe, and continue lobbying for construction of Moloto rail as urban restructuring mechanism.
- Enhance nodal development primarily around KwaMhlanga, Kwaggafontein and Siyabuswa focusing on retail, office, commercial and industrial activities with higher order community facilities.
- Secondary nodal development to be promoted at Verena, Moloto, Tweefontein, Vlaklaagte, Mathys Zyn Loop, Makola, Senotlelo, Marapyane, Seabe, Majaneng, Mmametlake and Mosobe.

Figure 49: Desired Rural Spatial Form and Strategy (Functional Region 2 Highveld North)

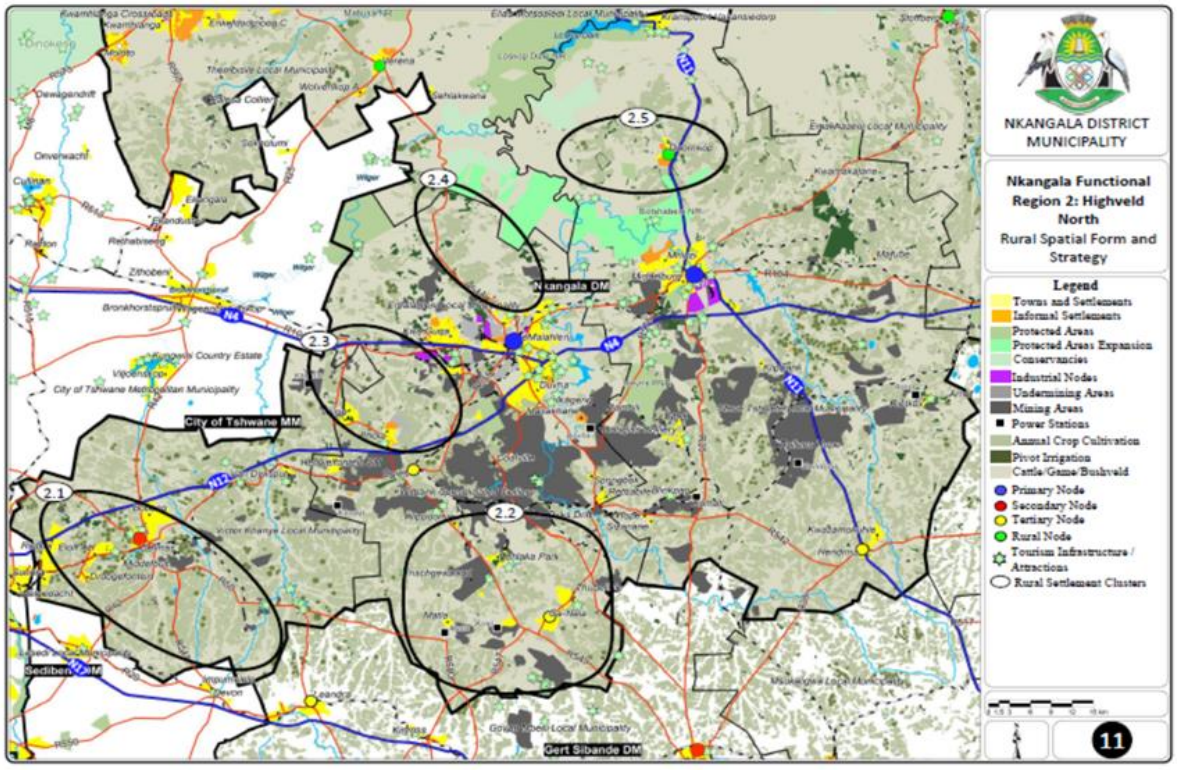
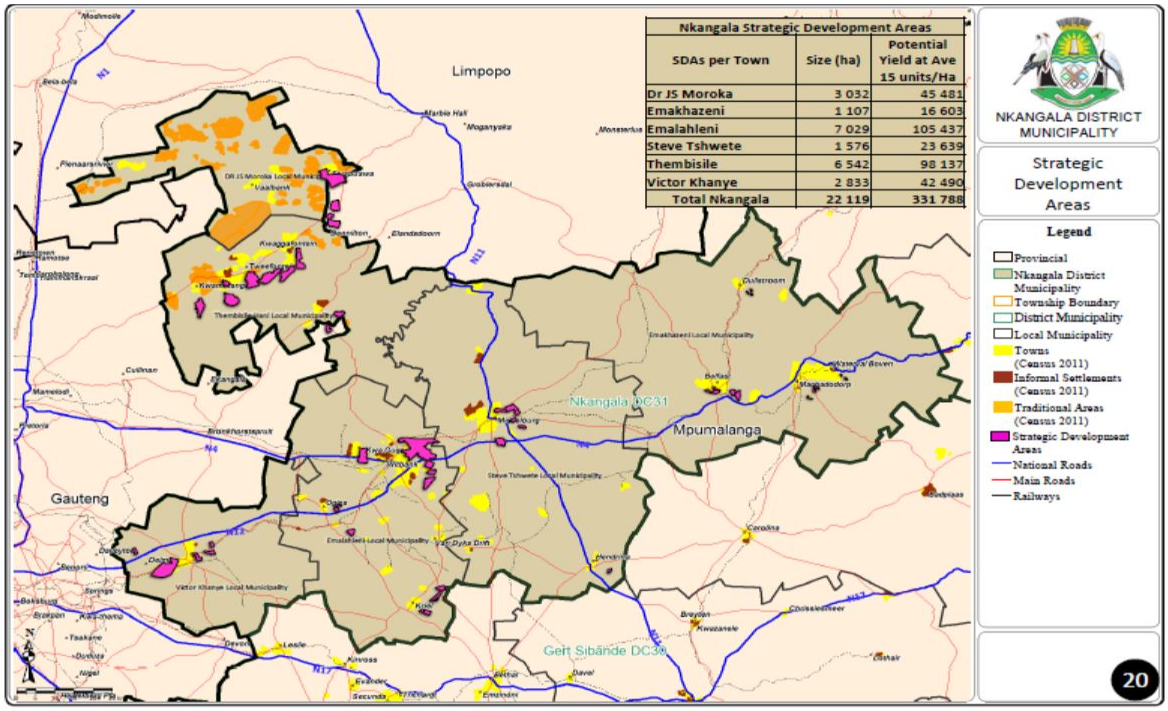


Figure above spatially depicts the proposed desired rural spatial form to be achieved in the area through targeted investment. It evolves around the following important principles:

- The two primary nodes in the region are Witbank and Middelburg towns. These two towns provide the bulk of higher order goods and services to the region (including extensive industrial activity related to the mining and electricity industries), but also serve as Farmer Production Support Units to surrounding agricultural activities.
- Middelburg is also earmarked to perform the function of a Rural Urban Market Centre Unit for the region.
- The main secondary node serving the region is Delmas Town.
- Ogies, Ga-Nala and Hendrina (all of which are located in the southern extents of the region) represent the third order nodes in the Functional Area.

The map below presents the land parcels identified as Priority Housing Development Areas (Strategic Development Areas) which should be focus areas for human settlement in the NDM in future. Most of the areas identified are located around the priority nodes in the District.

Figure 50:Twelve Rural Intervention Areas



The figure above 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 underutilised 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

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Highveld Region

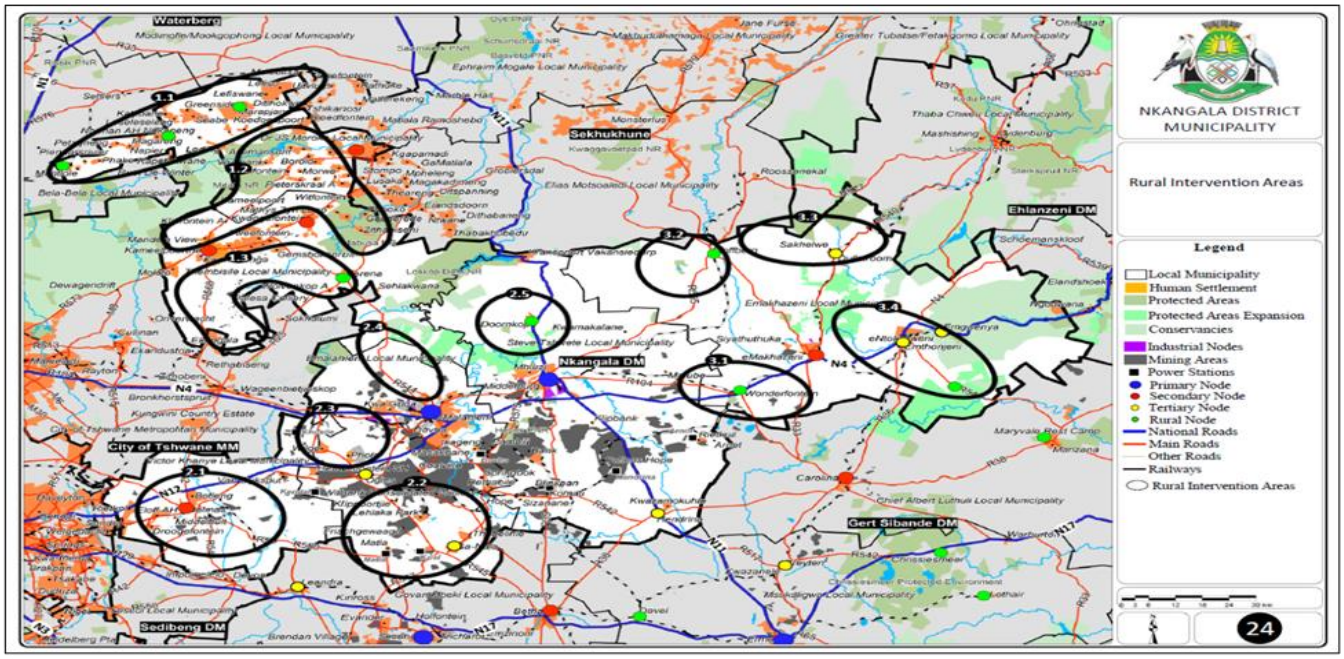
- **RIA 2.1**: Represents rural areas surrounding Delmas Town (to the north and south-east). This is one of the most intensively utilised agricultural areas in Mpumalanga with a diversity of commodities produced and a wide range of associated agro industries established in/ around Delmas Town.
- **RIA 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 (Waterval Boven) and Ngodwana along route N4.

Figure 51:NDM Rural intervention areas



Map illustrating the rural intervention areas within the Nkangala District Municipality

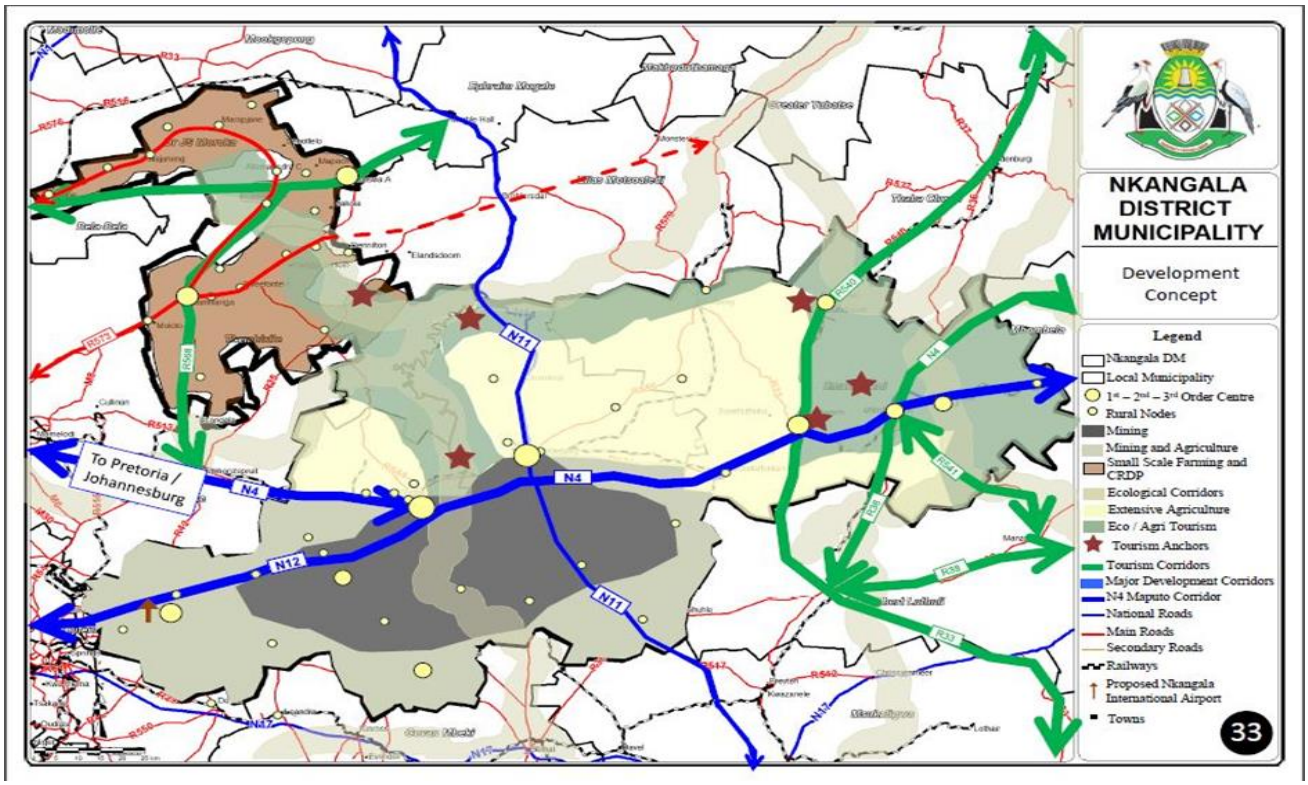
This Rural Development Plan will furthermore enhance the impact of intensified and targeted government and private investments in these areas through an assessment of current developmental realities and potential in these areas. It will then come up with interventions that will bring change in the livelihoods of people in these rural communities. This will ensure inclusion of rural areas in spatial planning and land development in line with the requirements of the Spatial Planning and Lan Use Management Act (Act 16 of 2013).

Nkangala District Spatial Development Framework

Figure below 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: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 of Nkangala District Municipality

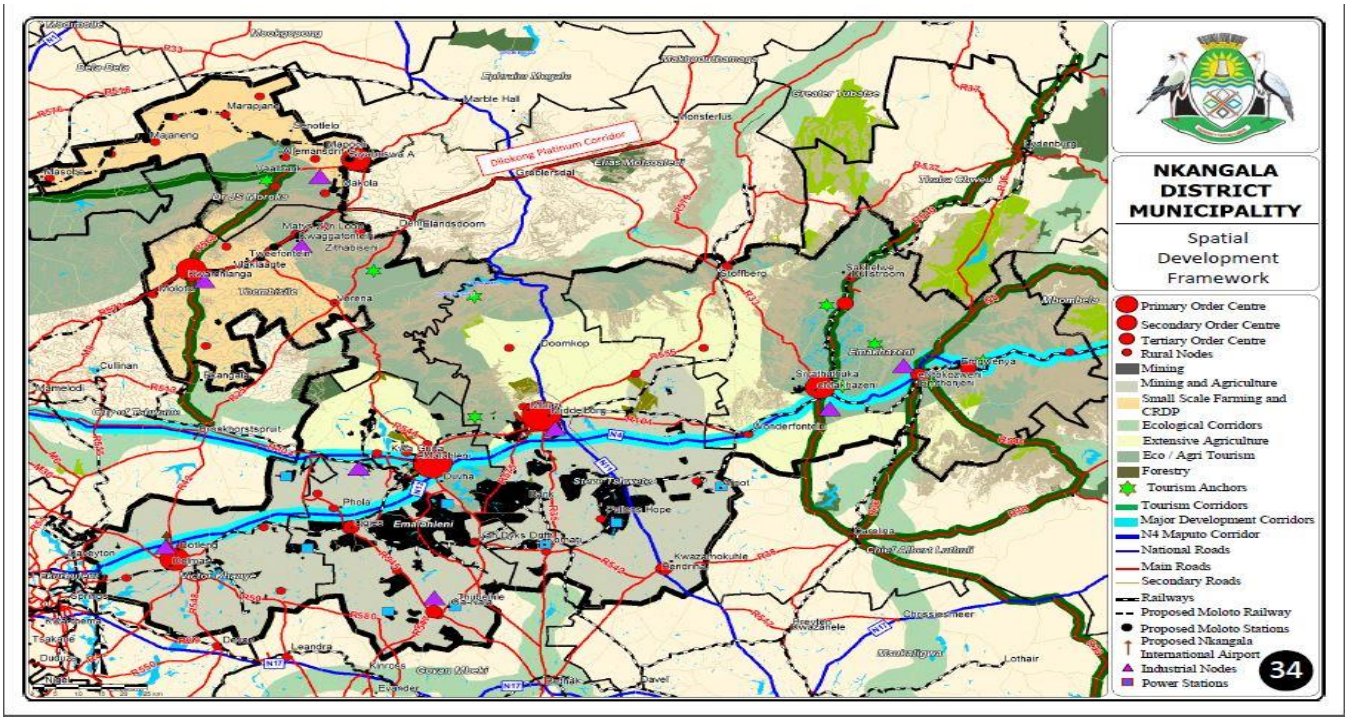
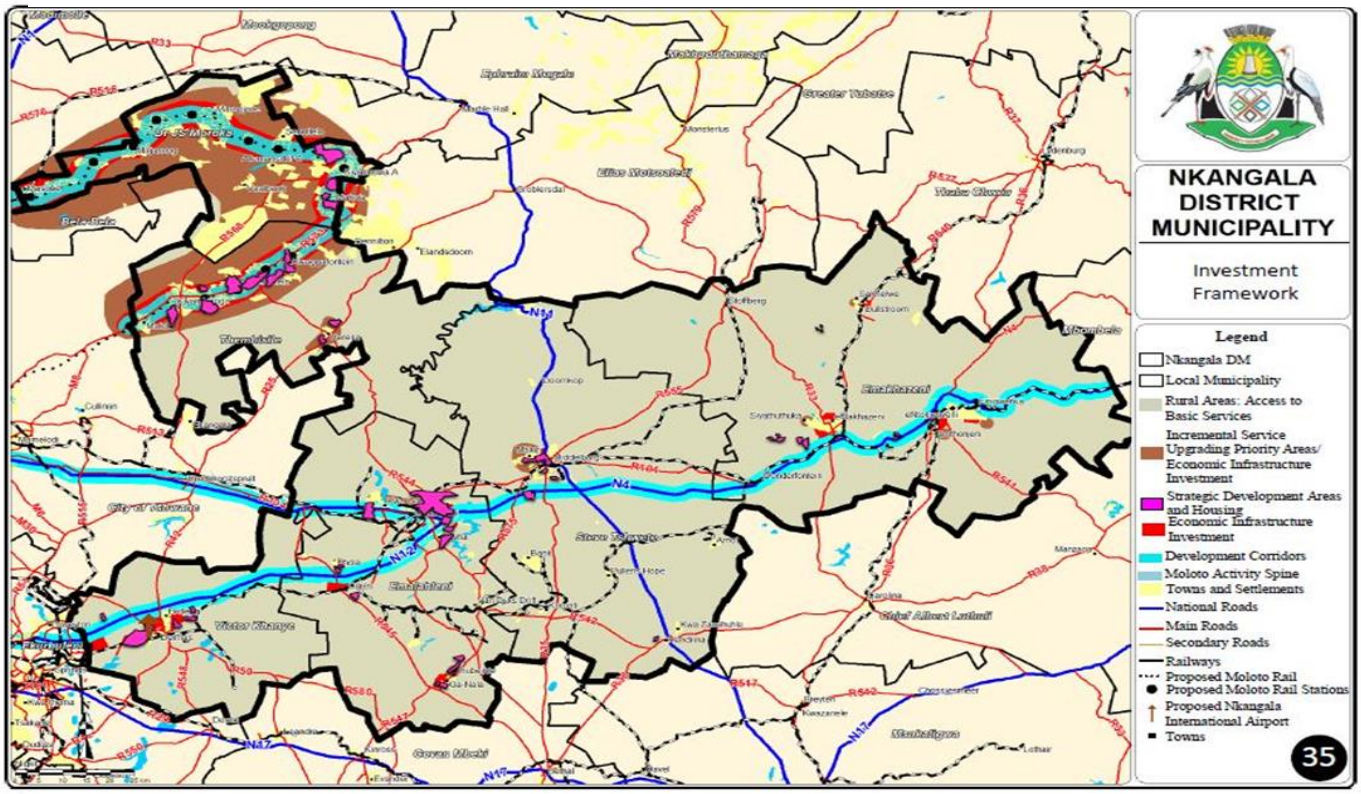


Figure below depicts the Capital Investment Framework and Implementation Priority Areas in terms of the Spatial Development Framework of the NDM. These priority areas must be differentiated in Incremental Service Upgrading Priority Areas and Strategic Development Areas as are expounded below:

- 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.

Spatial Planning Tools and Instruments / Spatial Planning Mechanisms

Figure 54: Capital Investment Framework and Implementation Priority Areas



Land Use Management Systems (LUMS)

Land Use Schemes, previously known as Town Planning Schemes, are a component of Land Use Management Systems and are defined as regulatory mechanisms used to manage the use and development of land. The Spatial Planning and Land Use Management Act (SPLUMA) mandates the adoption of land use schemes over the jurisdiction of local municipalities. With the adoption of the Act (SPLUMA), local municipalities were mandated to amend their Land Use Schemes.

In the case of Nkangala DM, all six (6) local municipalities managed to publish and gazette new and updated wall-to-wall schemes as mandated by SPLUMA. Table 110 below provides the status of the land use schemes per local municipality.

Table 106: Land Use Schemes per local municipality within NDM

Local Municipality	Land Use Scheme
Emalahleni LM	Emalahleni Land Use Scheme, 2020 - adopted in 2020
Steve Tshwete LM	Steve Tshwete Land Use Scheme, 2019 - adopted in 2020
Thembisile Hani LM	Thembisile Hani Land Use Scheme, 2020 - adopted in 2020
Dr JS Moroka LM	Dr JS Moroka Land Use Scheme, 2020 - adopted in 2020
Victor Khanye LM	Victor Khanye Land Use Scheme, 2020 - adopted in 2020
Emakhazeni LM	Emakhazeni Land Use Scheme, 2020 - adopted in 2020

In addition, The Nkangala District Municipality with the town planning vested upon for the four local municipalities (Dr JS Moroka, Thembisile Hani, Emalahleni & Emakahzeni LM) prioritized the electronic land use schemes in the year 2018/19

financial year for two LMs (Dr JS Moroka & Thembisile Hani LM). The E-LUM is in place however not operational due to lack of funding for the maintenance of the system.

The Emakhazeni & Victor Khanye LM do not have E-LUM systems. The NDM has not prioritized the projects due to financial constraints.

Furthermore, Steve Tshwete LM is the only municipality that has an Electronic Land Use Schemes that is fully functional and operational

4.9.5. Geographical Information Systems (GIS)

The Nkangala District Municipality established a GIS unit with the intention of expanding it to local municipalities. Steve Tshwete, Thembisile Hani and Dr JS Moroka are the only local municipalities in the District with functional GIS units. Victor Khanye, Emakhazeni and Emalahleni have no GIS personnel and thus source GIS services from the district municipality. Assessments were conducted across all local municipalities to determine the GIS capability of the respective municipalities. The assessments indicated that local municipalities face challenges of outdated data, expired licenses, lack of GIS skills and personnel. Most municipalities use software such as ArcGIS, Planet GIS, Imis and 1Map. The municipalities also expressed a need for other GIS applications apart from ArcGIS that will be used for town planning applications, building plans, disaster management, infrastructure etc.

In response to this, the district has embarked on a process to develop a GIS Strategy to assist local municipalities on GIS issues. 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. (Timeframes)

4.9.6. Spatial Development Framework

Section 26 of the Municipal Systems Act of 2000 indicates that the IDP must reflect a spatial development framework which must include basic guidelines for land use management systems for a municipality. Currently, the district and local municipalities' SDFs are due for a review as they were developed in 2015. To facilitate the review, NDM applied for a grant with the Development Bank of Southern Africa (DBSA) to fund the review. The application was successful and DBSA has entered into a grant agreement with NDM and the LMs (Dr JS Moroka, Emakhazeni, Emalahleni, Thembisile Hani and Victor Khanye) for the review of five (5) Municipal SDFs and one District SDF. Steve Tshwete local municipality is not included in the list as the municipality's SDF was reviewed in 2019.

4.9.7. Spatial Analysis

To understand the urban and rural form of the Nkangala District Municipality, a spatial analysis was conducted to ensure that the municipality's spatial strategies and land use management decisions are based on a general awareness of spatial constraints, problems, opportunities, trends and patterns. The spatial analysis has been categorised into the following dimensions:

- Social
- Human Settlements
- Economy
- Environment
- Movement network

4.9.8. Social

4.9.8.1. Demographics

The Province comprises three (3) district municipalities, namely Ehlanzeni, Gert Sibande and Nkangala with eighteen (18) local municipalities.

Mpumalanga's population was estimated at 3.6 million in 2007, growing by around 1.5% per year.
There is a considerable amount of internal migration within South Africa and the province of the 219 000 migrant workers' resident in Mpumalanga in 2005, 84 000 are regional migrants from within the Mpumalanga province.

In 2019, the Nkangala district had a total population size of 1.49 million people, constituting about 2.5% of South Africa's total population; and 33.4% of the total population in the Mpumalanga Province. It covers an area of approximately 16 899km2 of land, with an annual population growth rate of 2% and density of 85.5 people per square kilometre. The population projection of Nkangala District Municipality shows an estimated average annual growth rate of 1.51% between 2019 and 2024.

T*he table below depicts the average annual population growth between 2019-2024.*

Table 107: average annual population growth between 2019-2024.

	Nkangala	Mpumalanga	National Total	Nkangala as % of province	Nkangala as % of national
2019	1,490,000	4,470,000	59,000,000	*33.4%*	*2.5%*
2020	1,520,000	4,530,000	59,800,000	*33.5%*	*2.5%*
2021	1,540,000	4,590,000	60,600,000	*33.6%*	*2.5%*
2022	1,560,000	4,650,000	61,500,000	*33.6%*	*2.5%*
2023	1,590,000	4,710,000	62,300,000	*33.7%*	*2.5%*
2024	1,610,000	4,770,000	63,100,000	*33.7%*	*2.6%*
Average Annual growth					
2019-2024	***1.51%***	***1.30%***	***1.35%***		

Source: IHS Markit Regional eXplorer version 1946

High population growth of 2.5% pa and more in 4 municipal areas: **Steve Tshwete, Emalahleni, Victor Khanye** & Govan Mbeki – projected to grow from ± 1.16 million in 2016 to 1.87 million by 2030 – pressure on basic service delivery, infrastructure, job and economic opportunities etc. Low population growth rates of 1% or less in 6 municipal areas including Bushbuckridge and Nkomazi – Dr JS Moroka experienced a negative population growth rate between 2011 and 2016.

The district comprised of 440 000 households. This equates to an average annual growth rate of 2.96% in the number of households from 2009 to 2019. With an average annual growth rate of 1.96% in the total population, the average household size in the Nkangala District Municipality is by implication decreasing.

Relative to the province, the district had a higher average annual growth rate of 2.96% from 2009 to 2019. In contrast, the South Africa had a total of 17 million households, with a growth rate of 2.09%, thus growing at a lower rate than the Nkangala.

T*he table below depicts the average annual household growth between 2009-2019.*

Table 108: average annual household growth between 2009-2019

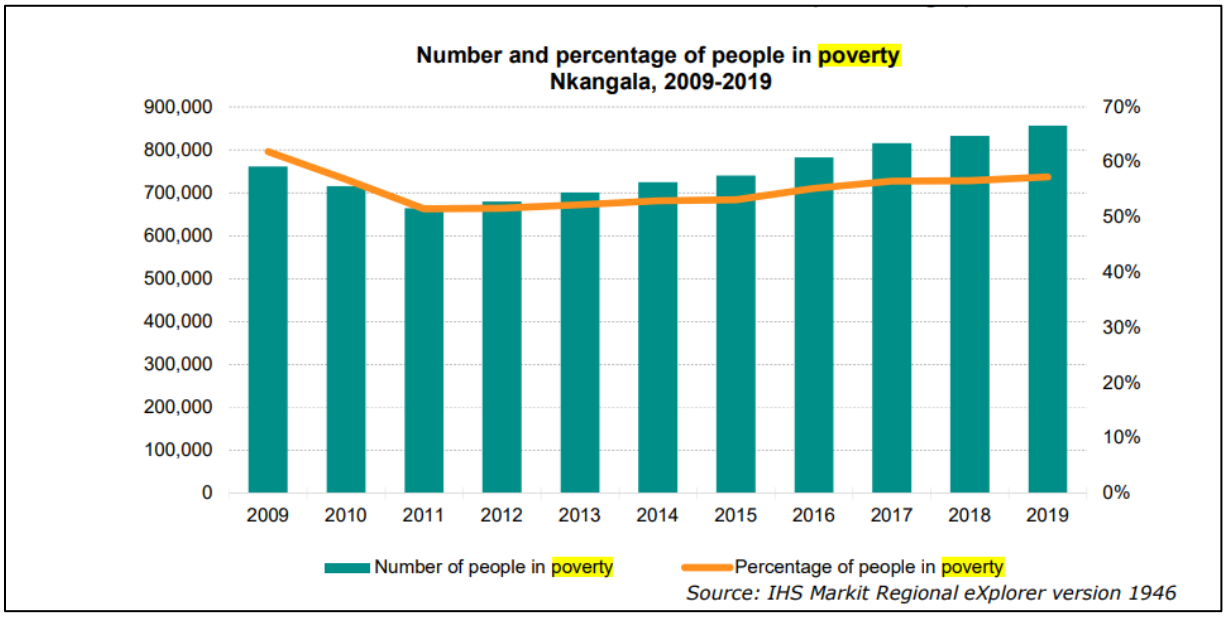
	Nkangala	Mpumalanga	National Total	Nkangala as % of province	Nkangala as % of national
2009	329,000	1,020,000	13,900,000	32.3%	2.4%
2010	337,000	1,040,000	14,100,000	32.6%	2.4%
2011	347,000	1,050,000	14,400,000	32.8%	2.4%
2012	357,000	1,080,000	14,700,000	33.1%	2.4%
2013	366,000	1,100,000	15,000,000	33.4%	2.4%
2014	375,000	1,110,000	15,300,000	33.7%	2.5%
2015	389,000	1,150,000	15,700,000	33.9%	2.5%
2016	406,000	1,190,000	16,100,000	34.2%	2.5%
2017	422,000	1,230,000	16,400,000	34.4%	2.6%
2018	431,000	1,250,000	16,700,000	34.6%	2.6%
2019	440,000	1,270,000	17,000,000	34.7%	2.6%
Average Annual growth					
2009-2019	***2.96%***	***2.21%***	***2.09%***		

Source: IHS Markit Regional eXplorer version 1946

4.9.8.2. Poverty

In 2019, there were 855 000 people living in poverty, using the upper poverty line definition, across Nkangala District- this is 12.45% higher than the 761 000 in 2009. The percentage of people living in poverty has decreased from 61.85% in 2009 to 57.26% in 2019, which indicates a decrease of 4.59 percentage points. T*he figure below depicts the number of people living in growth within the Nkangala District between 2009-2019.*

Figure 55: number of people living in growth



In 2019, 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 5.44 percentage points, as can be seen by the change from 68.70% in 2009 to 63.26% in 2019. In 2019, 3.88% of the White population group lived in poverty, as compared to the 3.71% in

2009. The Asian and the Coloured population group saw a decrease in the percentage of people living in poverty, with a decrease of -2.25 and 2.74 percentage points respectively.

Table 109: population groups

	African	White	Coloured	Asian
2009	68.7%	3.7%	44.1%	13.8%
2010	63.2%	3.3%	41.3%	11.0%
2011	57.4%	2.5%	36.7%	6.9%
2012	57.5%	2.3%	38.6%	7.1%
2013	58.2%	2.0%	40.7%	7.4%
2014	58.9%	1.9%	41.7%	7.8%
2015	59.1%	2.3%	41.2%	8.3%
2016	61.2%	3.1%	42.5%	11.0%
2017	62.5%	3.6%	43.1%	13.1%
2018	62.6%	3.7%	42.0%	14.9%
2019	63.3%	3.9%	41.4%	16.0%

Source: IHS Markit Regional eXplorer version 1946

Geographically smaller concentrations of poverty occur in and around major concentrations of economic activity, such as towns. Scattered pockets of poverty occur throughout the province in areas with below average levels of economic activity. About 32% of Mpumalanga's population lives in urban areas. There has been a steady increase in the number of households living in formal dwellings, standing at 76.5% in 2007

The district is predominantly rural in nature, 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 LM areas and settlements associated with mining or electricity activities (collieries) in the southern parts of Emalahleni and Steve Tshwete LMs. Traditional authority areas are found in the far north-western parts of the district (KwaNdebele).

Despite the district being predominantly rural in nature, the spatial pattern of the district shows that the majority of the population (60%) resides in the urban parts of the district, while 34% live in Traditional Authority areas and 6% on farms. It should also be noted that 70% of the Thembisile Hani population and 93% of the Dr JS Moroka population live in areas under Tribal Authority.

4.9.9. Human Settlements

The Nkangala District has a dispersed spatial structure comprising of 165 towns and villages. This can be ascribed to 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 were established under the Apartheid system.

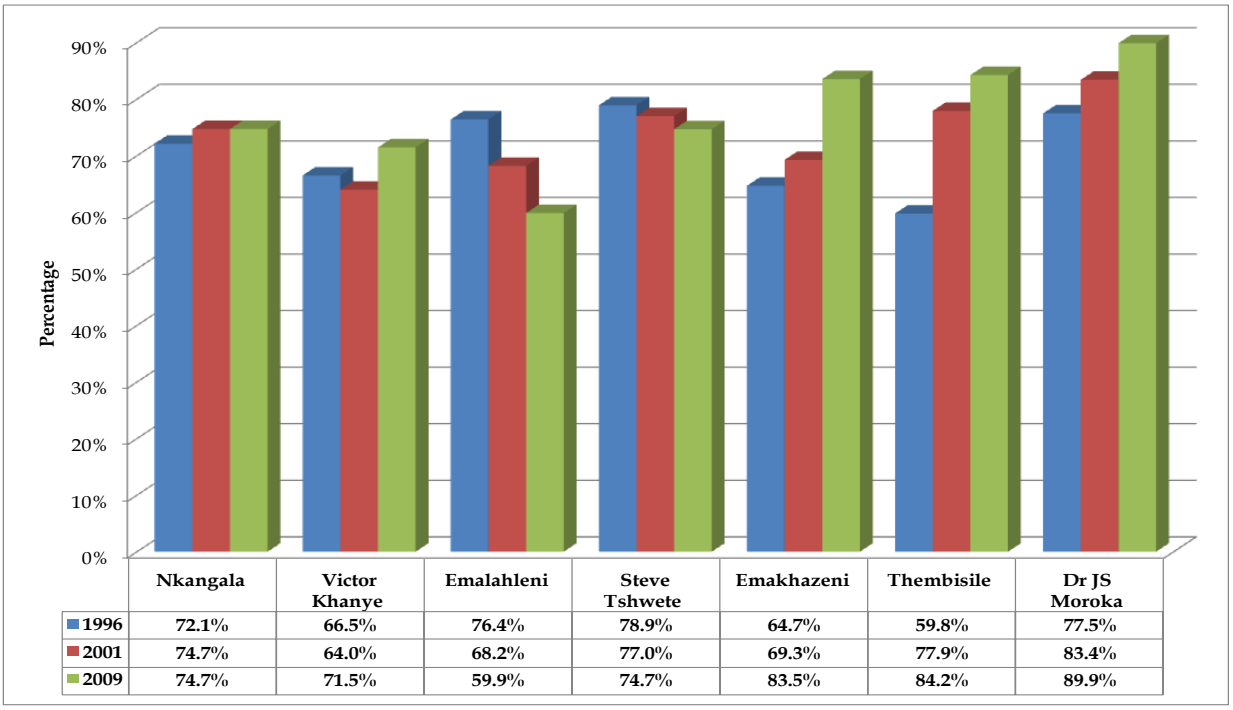
4.9.9.1. Housing

Despite all initiatives implemented during the past few years, the NDM still has a housing backlog, which 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 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 56: Percentage of Households with access to formal Housing in Nkangala and its Local Municipalities,



	Nkangala	Victor Khanye	Emalahleni	Steve Tshwete	Emakhazeni	Thembisile	Dr JS Moroka
1996	72.1%	66.5%	76.4%	78.9%	64.7%	59.8%	77.5%
2001	74.7%	64.0%	68.2%	77.0%	69.3%	77.9%	83.4%
2009	74.7%	71.5%	59.9%	74.7%	83.5%	84.2%	89.9%

Source: Global Insight - ReX, September 2010

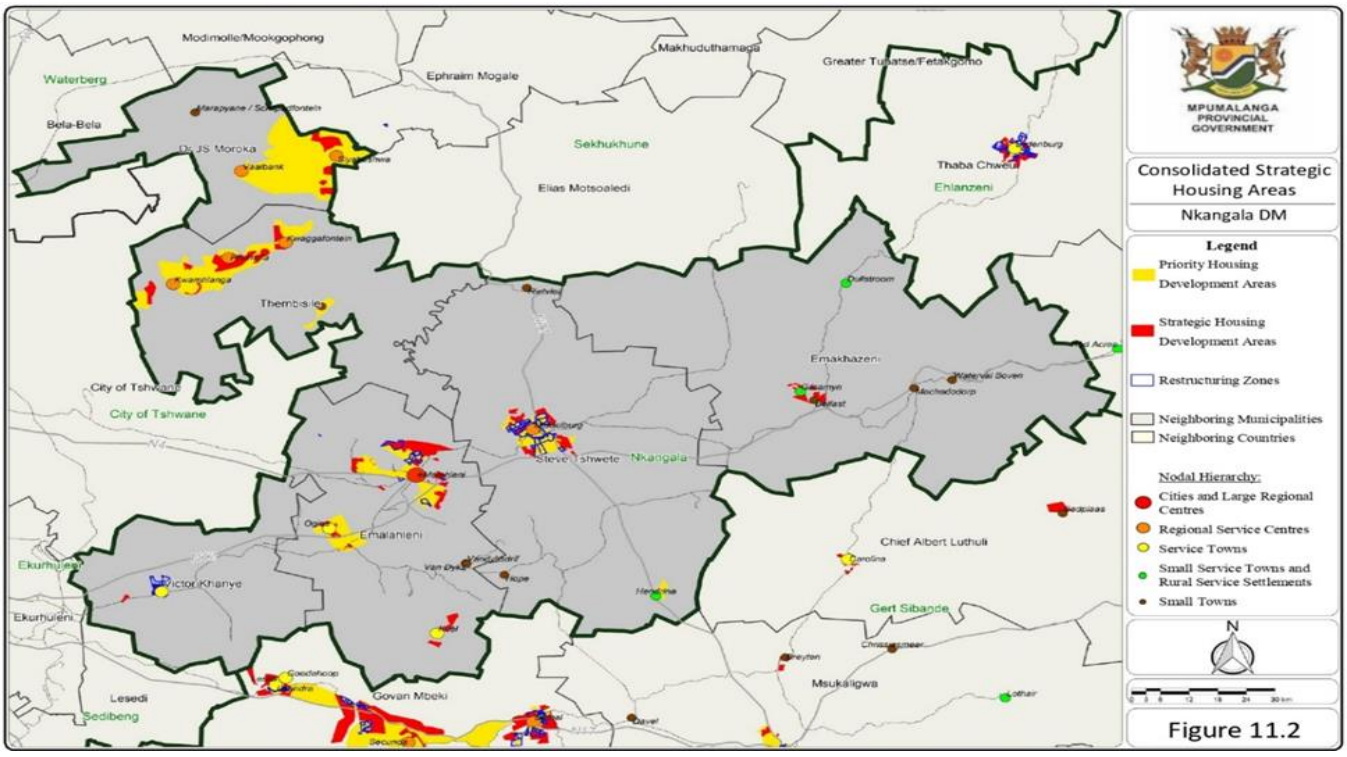
The existing housing backlog in Nkangala District is approximately 112 122 units with a feature projected growth rate of about 7176 units per annum. Approximately 17 650 ha of land will be required for urbanization up to 2030. The current demand is recorded at (73 490) and projected demand (47 625 subsidised units and 172 868 bonded units).

During 2008 the National Department of Human Settlement launched the IDP Housing Chapter/ Municipal Housing Sector Plan initiative. The intension was to assist municipalities to identify and quantify housing needs within the respective areas, identify the land parcels most suitable to address the identified housing need (in line with the Spatial Development Framework), and then to formulate an implementation strategy highlighting the prioritized housing project pipeline for the municipality.

4.9.9.2. Housing chapters

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 the exercise, approximately 22 119 hectares of land has been identified and demarcated on municipal Spatial Development Frameworks. 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 and projected demand.

Figure 58: identified PHSHDAs in Mpumalanga



The Department of Human Settlements has identified human settlement projects for implementation in the 2019-2024 MTSF. The 5 projects are located within the identified PHSHDAs in Mpumalanga formerly known as Priority Development Areas (PDAs). Apart from mostly being located in the identified PHSHDA areas, most of these projects also form part of the higher order nodes.

In the case of NDM, the Mpumalanga Department of Human Settlements is currently prioritizing 4 PDAs within the district, the projects are situated in the 3 LMs (Emalahleni, Thembisile Hani & Dr JS Moroka LM). The PDA project in STLM will be prioritized for the next financial year. Currently there are no PDAs prioritized for the Victor Khanye & Emakhazeni Local Municipality.

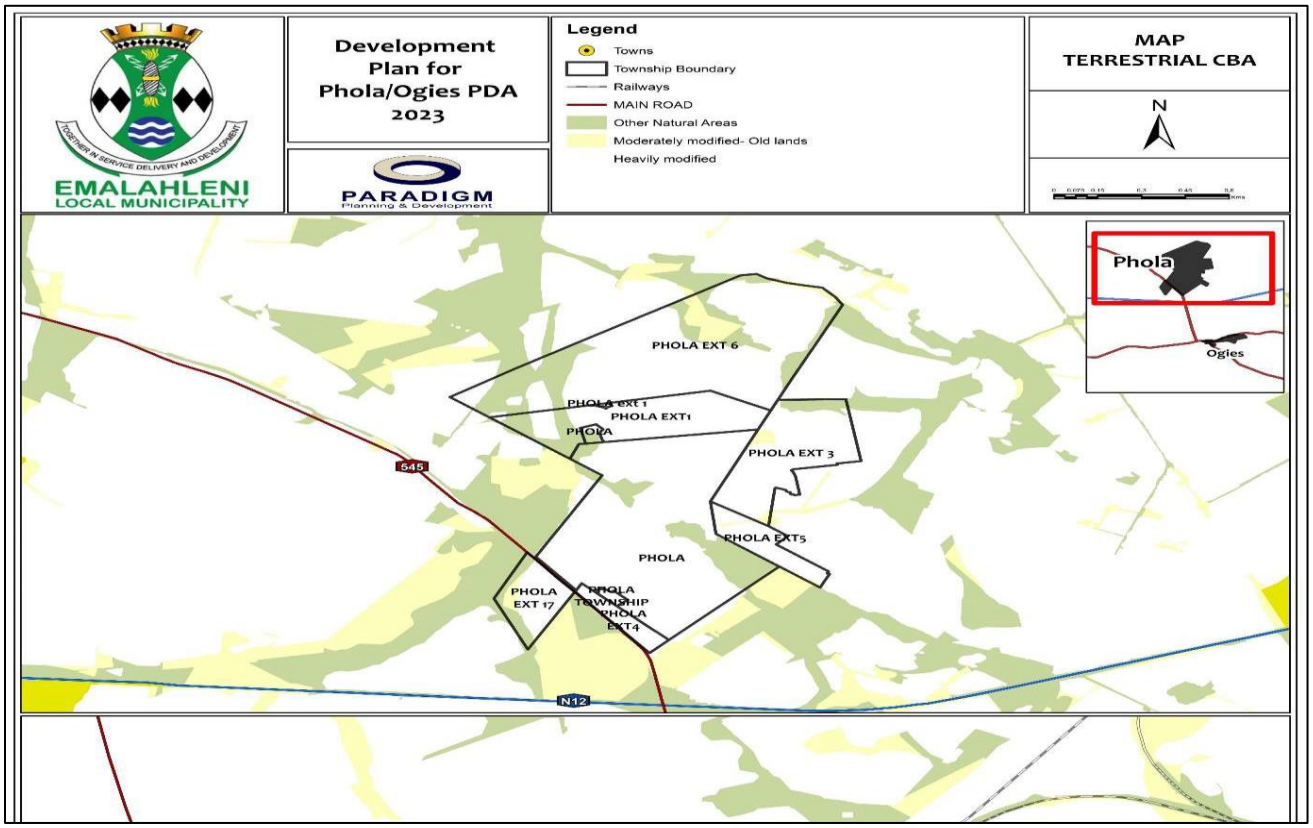
The PDAs intend to advance human settlement spatial transformation, land and infrastructure consolidation by ensuring that the delivery of housing is used to restructure and revitalize towns and cities, strengthen the livelihood prospects of households and overcome apartheid spatial patterns by fostering integrated urban forms. The Mpumalanga DHS identified 5 PDAs within the Nkangala District.

The PDAs identified are as follows:

Phola/ Ogies (Emalahleni LM)

The Phola/Ogies Priority Development Area was proclaimed as a PHSHDA on 15 May 2020 in Government Gazette Nr 43316. The PDA was described as consisting of wards 28, 30 and 31 within the municipality

Figure 59: represents the Development Plan for Phola/Ogies PDA

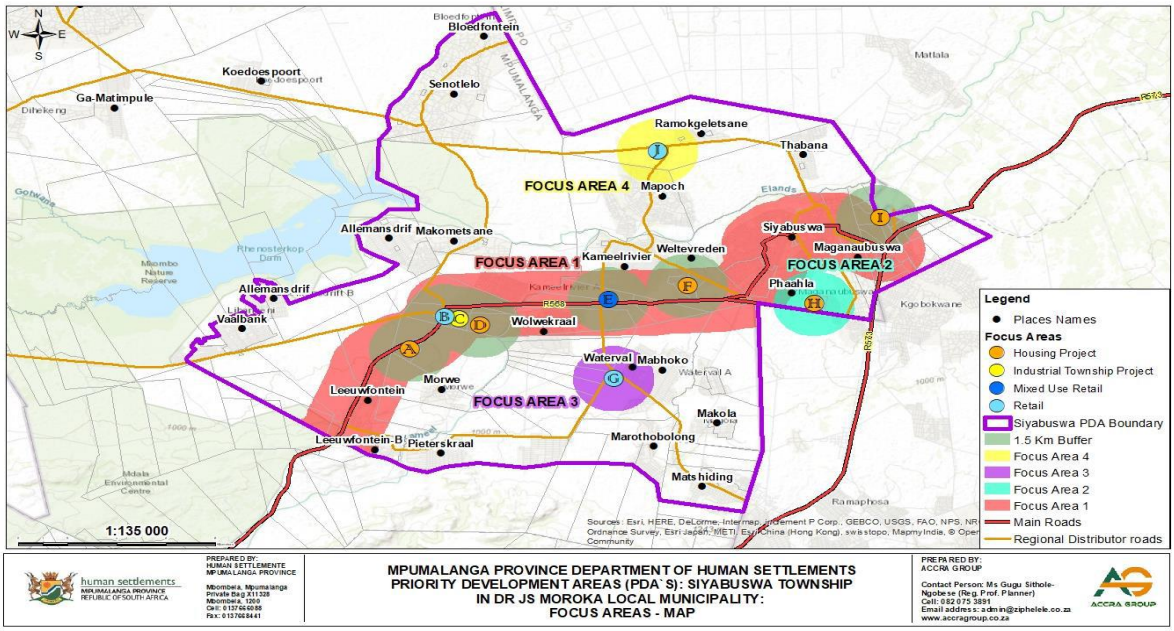


Source: MDHS Emalahleni PDA 2023

Siyabuswa Development Area (Dr JS Moroka LM)

The siyabuswa node has the highest concentration of activities formal and informal. It evolved to second order service centre and contains the municipal headquarters.

Figure 60: Focus Projects within Siyabuswa PDA boundary (Projects A – J)



Source: Dr JS Moroka LM PDA 2023

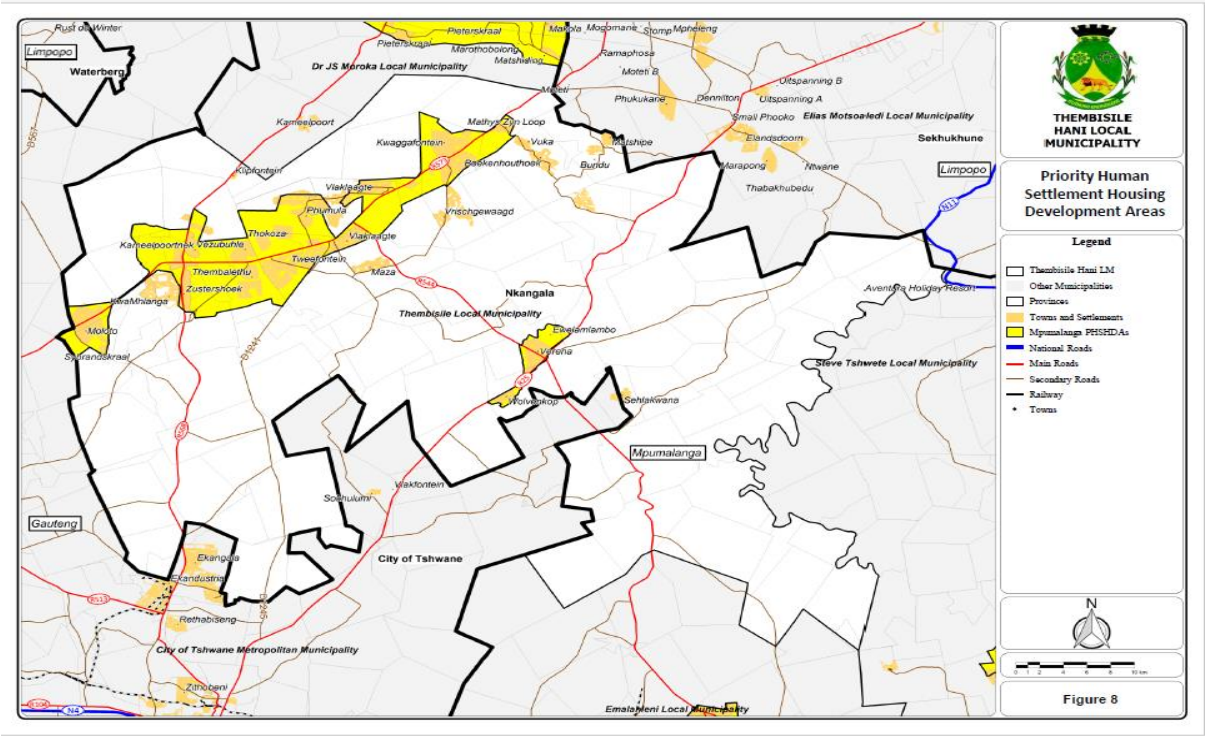
There are ten main capital projects comprising 5 housing, 1 mixed use, 1 industrial (Project C) and 3 retail projects. It is proposed that these form the rationale for focus areas.

The projects are in Ward 1, 4, 8, 10, 12, 13, 19. Projects A, C, D and H are not registered with Deeds but are SG registered. Housing Project I is not yet approved.

Thembisile Hani LM

Two PDAs have been gazetted within the THLM namely KwaMhlanga and Verena. The PDA covers almost all the settlements along the R573 and the second PDA covers KwaMhlanga & Verena Node.

Figure 61: THLM PDA Boundaries

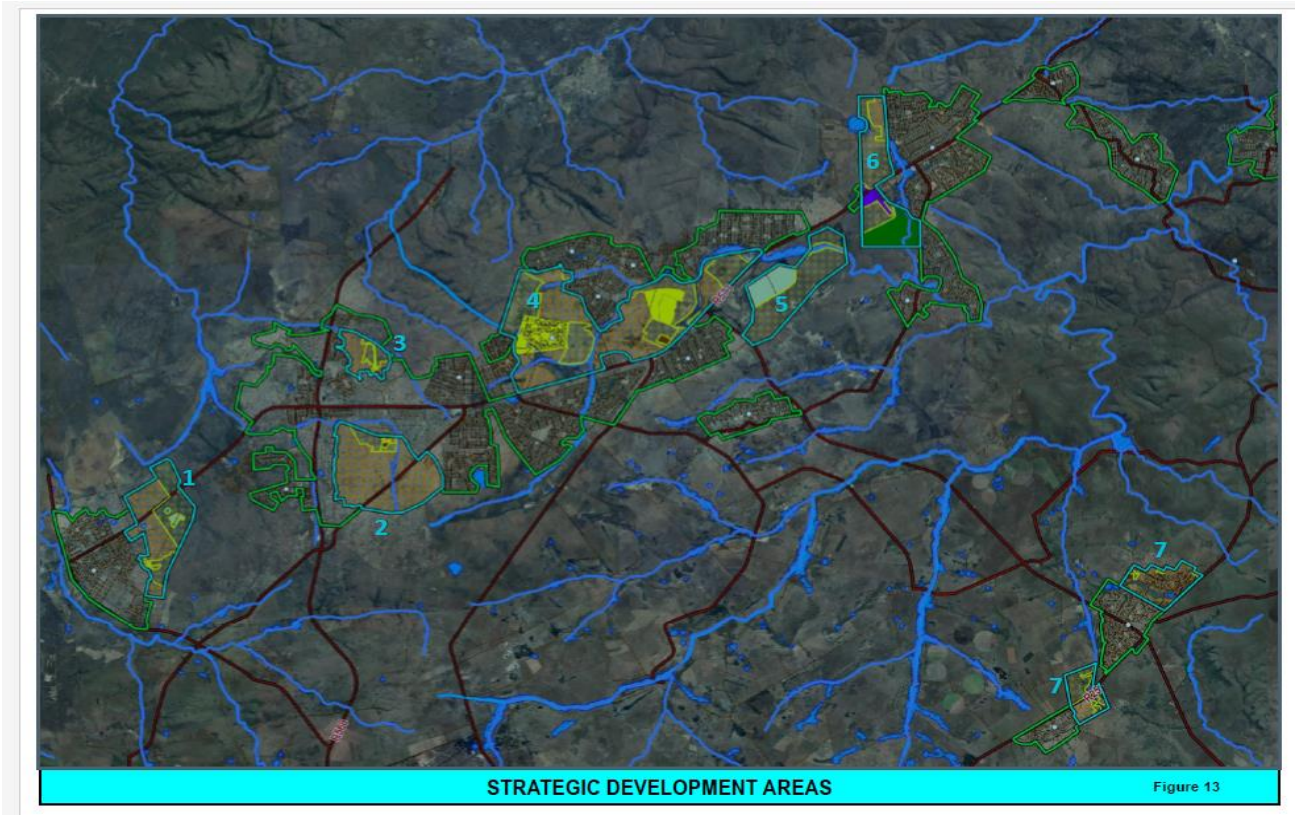


Source: THLM PDA 2023

The section below provides a breakdown of the Strategic Development Areas and priority expansion areas/ direction for various urban complexes of the PDAs within the THLM which includes the following:

- SDA 1: The area around the Moloto route between Moloto and KwaMhlanga
- SDA 2: The area between KwaMhlanga and Enkeldoornoog which will represent infill development close to the KwaMhlanga Business Node and proposed railway station. This section has already experienced an influx of informal settlements.
- SDA 3: The eastern expansion areas around Kameelpoortnek towards the north of the KwaMhlanga intersection.
- SDA 4: The vacant area between route R573 (Moloto Road) and the northern extensions of Tweefontein (A, B, C, D, K, N and M). The Nkangala Municipality and Department of Human Settlements have already commenced with the establishment of two townships within SDA 4.
- SDA 5: The vacant area between Vlaklaagte 2 and Vlaklaagte 1 to the south of the Moloto road and rail.
- SDA 6: The area adjacent to route R573 (north and south) towards the west of Kwaggafontein, and surrounding the Kwaggafontein industrial area.
- SDA 7: The area to the south of Verena (towards Wolvenkop) and towards the north (Wellas) where informal settlement is already taking place.

Figure 62:Strategic Development Areas THLM



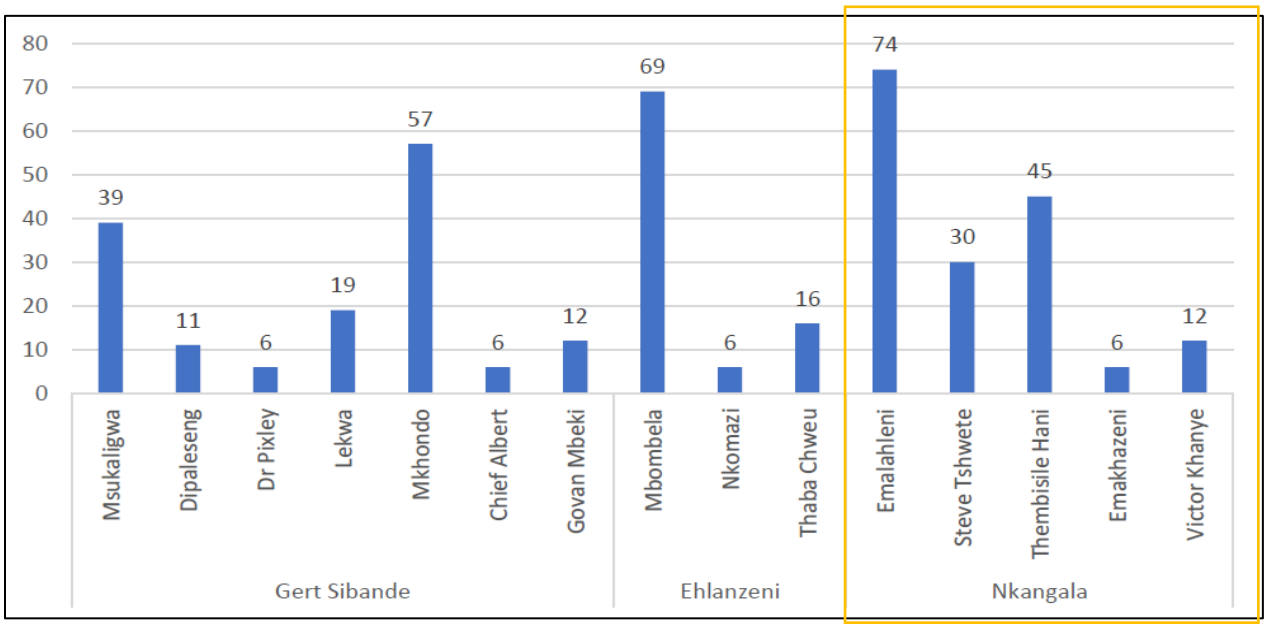
Source: THLM PDA 2023

4.9.9.3. Informal Settlements and Land Invasion

The demand for housing within the District is increasing leading to the never-ending mushrooming of informal settlements within the region and high number of report cases for land invasion. 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.

The Mpumalanga Provincial Department of Human Settlement, in association with the local municipalities in the Nkangala District, has identified 167 informal settlements with 29 948 households within the district. Majority of informal settlements are in Emalahleni (74) followed by Thembisile Hani (45). Dr JS Moroka is predominantly rural and has less informal settlements with the municipality's jurisdiction. Figure below illustrates the distribution of informal settlements per local municipality.

Figure 63: Distribution of informal settlements by local municipalities in NDM



As highlighted, informal settlements are the main drivers of land invasion cases. The table below represents the number of reported land invasion cases in each municipality within the Nkangala District in 2021. Emalahleni (74) and Steve Tshwete (30) have the highest number of cases. From the statistics, it can be noted that the number of land invasion cases correspond to the number of informal settlements identified. The table also depicts interventions by the respective local municipalities in response to the land invasion cases.

Table 110: Land Invasion cases per local municipality within NDM

Municipality	No. of land invasion cases	Property ownership	Intervention by Municipality
Steve Tshwete LM	30	Municipality, Private, SANRAL, State and CPA	Both formalization and relocations process are being followed while some invaders have been accommodated in existing settlements.
Emalahleni LM	89	Private and Public	The Municipal Human Settlements and Law Enforcement Unit removed markings and demolished illegal structures that were erected. Invaders are also served with notices to demolish the structures and vacate the illegally occupied land. The municipality also followed formalization and relocation processes. However, many of the cases remain without interventions.
Emakhazeni LM	12	Municipality	The Municipality has appointed law enforcement officers to deal with the invasion of land and recently adopted a by-law on the control and management of informal settlements.
Dr JS Moroka LM	20	Public	The Municipality met with Tribal Authorities to discuss the matter and issued letters to the invaders. Some invaders were evicted and moved to a proper township.

Municipality	No. of land invasion cases	Property ownership	Intervention by Municipality
Thembisile Hani LM	5	State owned and provincial government	An anti-land invasion service provider (Redants) has been appointed, however they to assist the Municipality with handling issues related to land invasion. The court of law was approached for an interdict and evictions. Since the invasion is taking place in areas under custodianship of Traditional Authorities, the municipality has developed a Memorandum of Understating (MOU) with a view of formalizing the co-operation between the municipality and all traditional authorities with regard to land use management and spatial planning.
Victor Khanye	13	Private and Public	None due to lack of capacity
TOTAL	**169**		

The high number of reported cases in these specific municipalities of land invasion can be attributed to the following:

- Emalahleni and Steve Tshwete experience rapid urbanization and high in migration from the surrounding rural municipalities (such as Thembisile Hani, Victor Khanye, Emakhazeni and Dr JS Moroka) because of the favourable economic and employment opportunities tied to the mining sector therefor aggravating land scarcity.
- Available land is not accessible to residents because it is often expensive and therefore people opt to invade land which is suitable and can address their needs.
- Land is not accessible to residents because the ownership of land is often privately, or state owned and the processes of releasing and donating of land are slow.
- Residence in these municipalities also do not have access to suitable land, which is close to economic and social opportunities, therefore people invade areas which are most suitable for them to reside in.
- The insufficient delivery of housing stock creating housing backlogs and therefore presenting the option of land invasion favourable for local residents.
- No suitable and affordable housing options for residents, this result in local residents building illegal structures on unauthorised land for the duration of their working period.

Table 111: Status of Land invasion by-laws and strategies on illegal land uses with their enforcement in the LMs

Local Municipality	Land Invasion by-law and strategies	Law enforcement unit	Required intervention
1. Emakhazeni LM	Yes	No enforcement personnel to enforce the by-laws & strategies	Prioritization of capacity including law enforcement unit
2. Steve Tshwete LM	Yes	Available	None
3. Thembisile Hani LM	None (The NDM with the assistance of Cogta & Salga are preparying the land invasion by-laws and strategies of illegal land uses for Thlm)	No enforcement personnel to enforce the by-laws & strategies	Prioritization of capacity including law enforcement unit

Local Municipality	Land Invasion by-law and strategies	Law enforcement unit	Required intervention
4. Victor Khanye LM	Yes	No enforcement personnel to enforce the by-laws & strategies	Prioritization of capacity including law enforcement unit
5. Emalahleni LM	Yes	Available	None
6. Dr JS Moroka LM	Yes	No enforcement personnel to enforce the by-laws & strategies	Prioritization of capacity including law enforcement unit

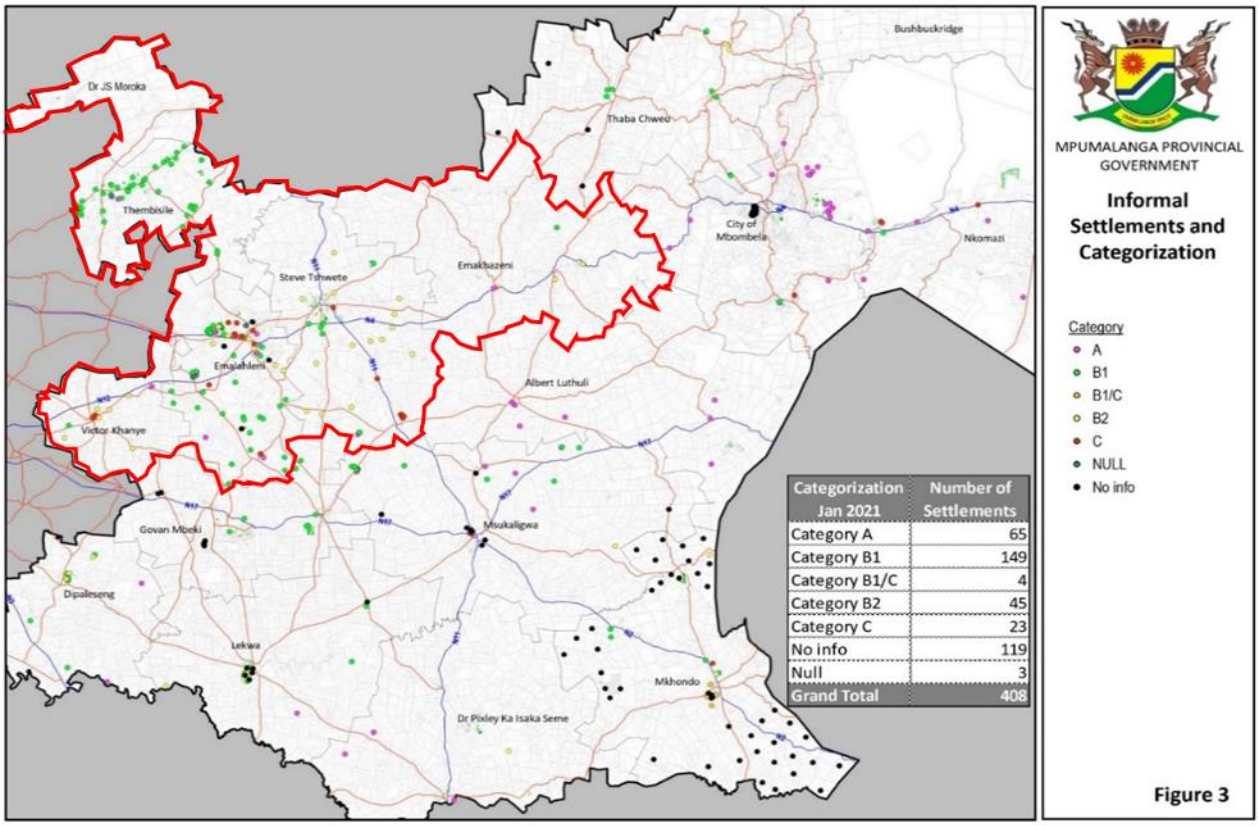
Table 112:Status of Naming of streets and Townships Policy/ Committee

Local Municipality	Policy/ Committee for naming of the streets and townships
Thembisile Hani LM	The committee of geographic naming is in place (Naming/ amending townships and street names). The committee is vested within Social Development Services within the LM
Victor Khanye LM	The committee is available and operational
Steve Tshwete LM	The committee is available and operational
Emalahleni LM	The local municipality does not have the naming of streets & township policy / committee
Emakazeni LM	No committee/ policy in place
Dr JS Moroka LM	No committee/ policy in place

Table 113: ***Status of bulk contribution policies & enforcement within the LMs***

Local Municipality	Bulk Contribution policy	Required intervention
Thembisile Hani LM	No Bulk contribution policy	Prioritization of Bulk contribution policy
Victor Khanye LM	No bulk contribution policy	Prioritization of Bulk contribution policy
Steve Tshwete LM	Bulk contribution policy in place	N/A
Emalahleni LM	Bulk contribution policy in place	N/A
Emakazeni LM	Bulk contribution policy in place, however there is no capacity to enforce the policy	The municipality needs to prioritize capacity to enforce the policy
Dr JS Moroka LM	No bulk contribution policy	Prioritization of Bulk contribution policy

Figure 64: informal settlement categorisation



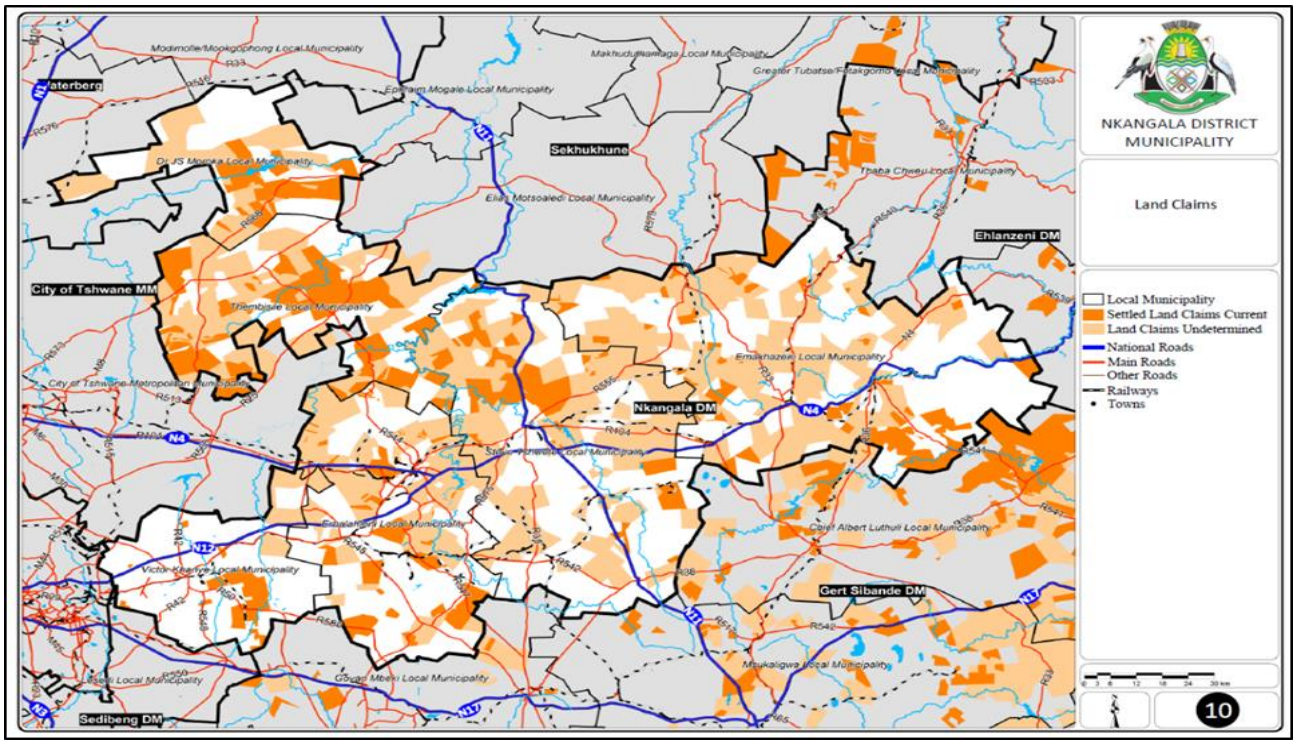
Categorization Jan 2021	Number of Settlements
Category A	65
Category B1	149
Category B1/C	4
Category B2	45
Category C	23
No info	119
Null	3
Grand Total	408

4.10. Land Tenure and 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 especially in the Traditional Authority Areas that are situated in Dr JS Moroka and Thembisile Hani municipality. the challenges in these areas is the fact that most of these settlements are not formalised, not registered with the Surveyor General and have 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 status of land claims within the NDM is illustrated in the **figure below.**

Figure 65: Map illustrating the spatial distribution of land claims within the Nkanagla District Municipality



With regards to land ownership, a total of 496 546 Ha of the District land area is vested with the Department of Rural Development and Land Reform (DRDLR), comprising 29.6% of the NDM. As shown on the Figure **above** the greatest concentration of DRDLR land is namely in the north-western parts of the district, in Dr JS Moroka and Thembisile Hani LMs, while only small portions of government-owned land are found throughout the remainder of the district especially in Steve Tshwete and Emakhazeni Local Municipalities.

The long process of finalising 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. Moreover, little support is provided to beneficiaries with regard to developing sustainable livelihoods by those involved in land reform processes.

The Department of Human settlements has prioritized a number of projects to address the challenges of informal settlements through Upgrading of Informal Settlements Programmes. Furthermore, the department has prioritized greenfield projects, through the Integrated Human Settlements planning projects refere to chapter 10 of the IDP for human settlements projects and programmes.

4.11. State Land Release

The Nkangala DM has done quite a number of township establishments for the formalisation of the informal settlements & integration of human settlements within the Dr JS Moroka & Thembisile Hani LM between 2016-2022. The Department of Human Settlements is also assisting the subject LMs with the formalisation of the informal settlements that have been identified and are within the PDAs. The completed/ approved townships with the business plans have been packaged and submitted state land release application to the DALRRD for consideration. The progress on the subject applications is very slow and challenging taking into consideration that the community resolutions are part of the requirements that should be concluded (with the traditional authority gazetted within the tribal area) in order to fast track the subject applications. There is also slow progress with regards to the feedback of the applications submitted to the DALRRD.

In addition, these are some of the major challenges the causing delay to obtaining community resolutions:

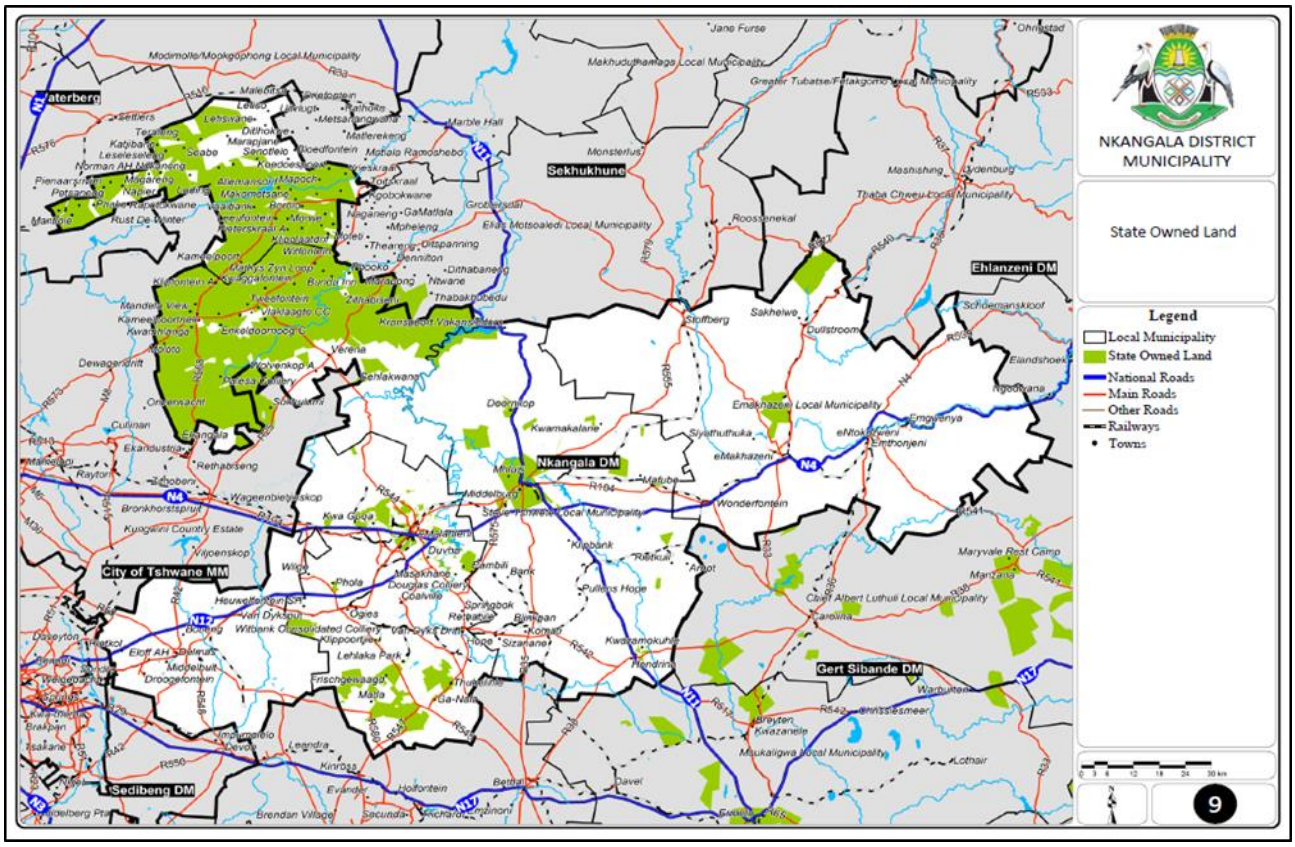
- Conflict of the gazetted tribal areas (the traditional authorities are not in support of the boundaries or gazetted demarcated areas of their custodianship)
- Some of these townships are within the areas of the traditional leaders that are not gazetted
- Lack of availability of the relevant stakeholders during the resolution meetings
- No Memorandum of Agreement signed between the Tribal authorities, LMs, NDM, Legal department, Cogta & SALGA regarding land use and management.

The table below is a list of the state-land release applications that has been submitted to the DALRRD between the year of 2016-2022, within THLM & Dr JS Moroka LM. None of the applications have been approved.

Table 114:: Property descriptions of state-land release applications submitted to DALLRD by NDM

Thembisile Hani Local Municipality	Dr JS Moroka Local Municipality
Portion 2 Gemsbokspruit 229 JR	Portion 8 of Kameelrivier 160 JR
Portion 7 Gemsbokspruit 229 JR	Portion of the Remaining Extent of the farm Rhenosterkop 157 JR
Portion 3 of Enkeldoorn 217 JR	Remaining Extent of the Farm Waterval 34 JS
4 Enkeldoorn 217 JR	Portion 2 of the Farm Leeuwfontein 188 JR,
Remainder of Geelbekvley 684 KR	Portion 2 of the farm Rooifontein 171 JR
Portion 48 of Valschfontein 33 JS	Portion 3 of the farm Rooifontein 171 JR
Remainder of Leeuwfontein 188 JR	Portion 1 of the farm Pankoppen 36 JR
Portion 3 of De-Putten 144 JR	
Portion 9 of Bultfontein 94 JS	
Portion 31 of Bultfontein 94 JS	
Remainder of Kameelportnek 218 JR	
Portion 4 of the farm Prins Anna 234 JR	
Portion 26 of Hartebeestpruit 235 JR:	
Remaining extent of the farm Mathys-zyn-loop 195 JR	
Singlethorn 653 JR (Portion 4 of Enkeldoorn 217 JR & Portion 11 of Enkeldoorn 217 JR: Kwa-Mhlanga Section C)	
Remaining Extent of Enkeldoornoog 219 JR	
Remainder of Tweefontein 675 JR	

Figure 66: ***Map illustrating all state owned land within Nkangala District Municipality***



With reference to **figure 65** most of the land claims lodged in the Thembisile Hani and Dr JS Moroka areas are on state owned land. It is also important to note that a large portion of the land claimed in the Thembisile Hani and Dr JS Moroka areas form part of nature reserves.

4.12. Economy

Dominate Economic Activities and Sectors

Natural resources make a significant and direct contribution to the district economy, which is commonly referred to as a 'resource-based economy. These resources include the following sectors/industries:

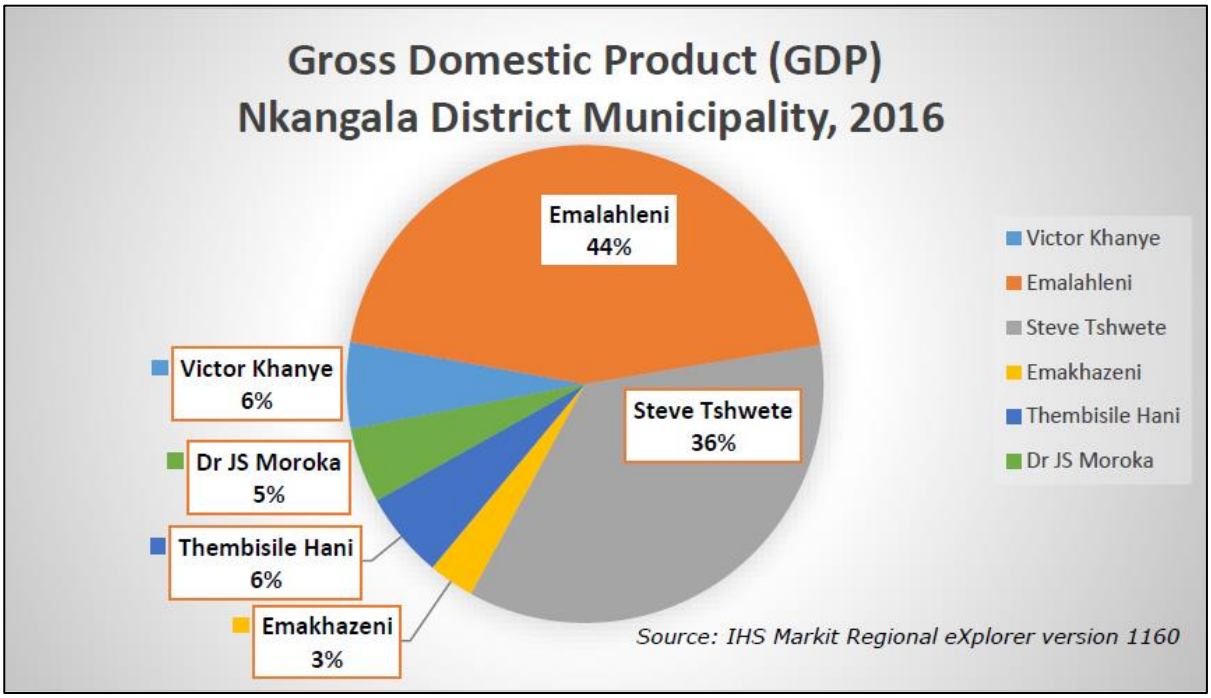
- Mining and energy generation via coal deposits.
- Agriculture, industry, domestic consumption: water reserves, also for distribution outside the district.
- Agriculture, forestry: land capacity and geographical features, climate.
- Tourism: conservation areas and ecosystems, natural features.

The two dominant local economy contributors are **Emalahleni and Steve Tshwete** Municipalities. Subsequently, also dominant local labour force contributors (Emalahleni and Steve Tshwete) 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 centers is mainly based on the steel industry with high reliance on the manufacturing sector which makes the region vulnerable to economic cycles.

Moreover, local economies revealing the highest growth rates include Dr JS Moroka, Emalahleni and Thembisile Hani while the weakest growth economies include Emakhazeni and Victor Khanye. The dominant growth sectors in the NDM from a district economic contribution perspective include Construction, Manufacturing, Transport, Communication,

Finance and Business Services. With the key economic pillars being Mining and Quarrying, Manufacturing, Finance, Business Services and Transport.

Figure 67: ***NDM GDP***

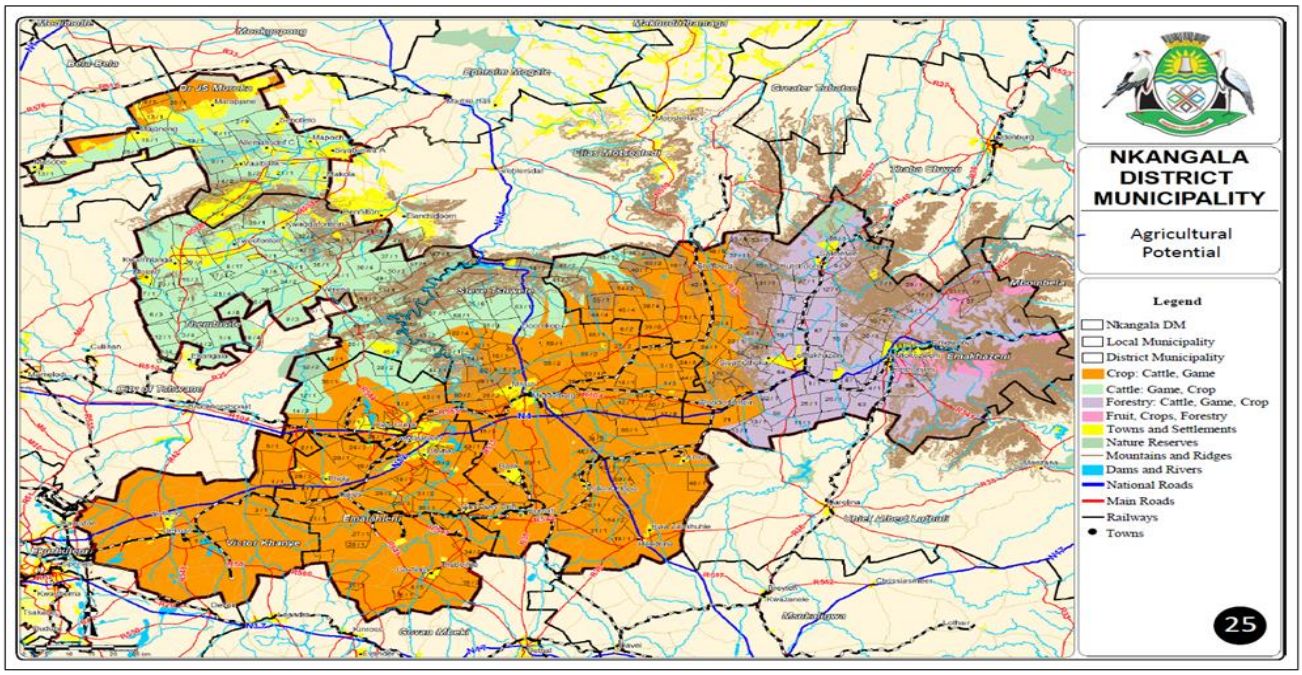


4.12.1. Agriculture

As listed above, agriculture is the predominant economic activity in the Nkangala District Municipality in terms of the extent of this activity**.** The largest parts of the Victor Khanye and Emalahleni Municipalities and southern part of the Steve Tshwete Municipality are suitable for extensive agriculture, specifically crop farming, game farming and cattle farming. The north-western parts of the District in the JS Moroka and Thembisile Municipalities are characterised by extensive subsistence agriculture, with the land primarily suitable for cattle farming and supplemented with game and crops framing, such as tulip farms which occur mostly around Emakhazeni. Moreover, tourism is becoming increasingly popular in Emakhazeni, specifically fly-fishing in the trout dams on farms.

This has led to the development of tourist resorts on farms, enhancing the mixture of farming and tourism activities. Fruit farming is also a suitable activity in the Schoemanskloof area around the vicinity of Bambi, as well as on the escarpment on the eastwards of Emgwenya.

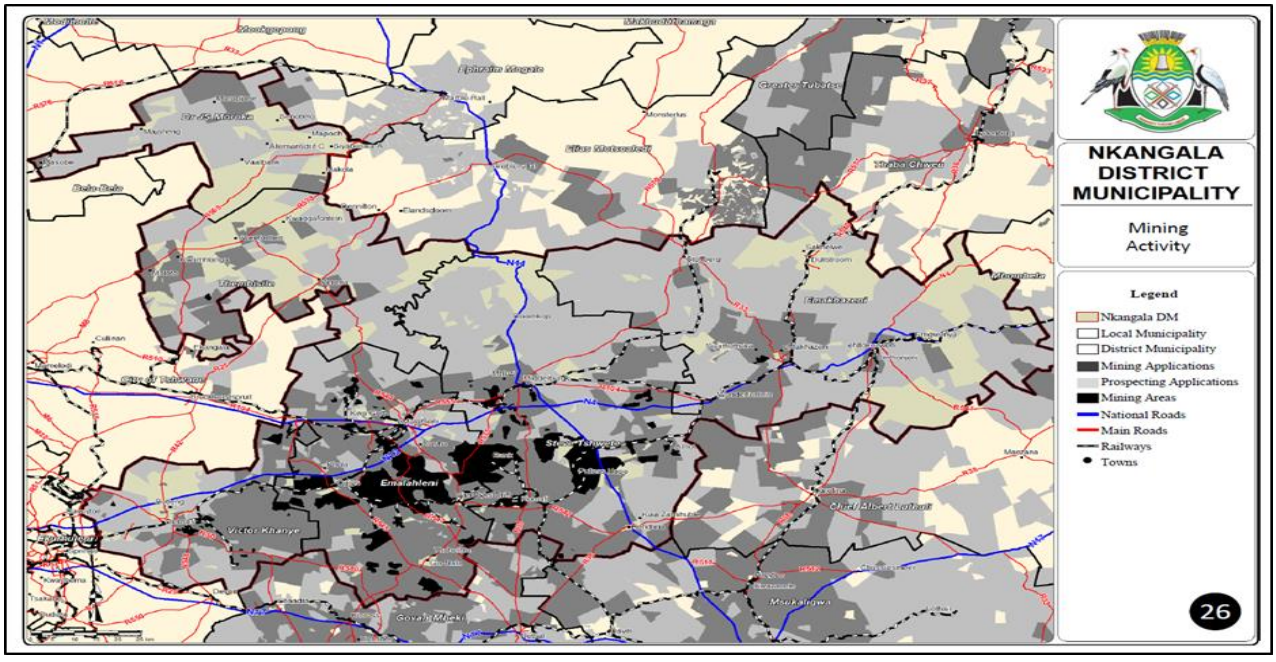
Figure 68: ***: Map illustrating the agricultural potential within the district***



4.12.2. Mining and power stations

The entire area between Delmas, GaNala/Kriel, Hendrina, Middelburg and Witbank is covered by mining license applications. There is a second cluster developing in the area between Middelburg and Emakhazeni. However, applications to the north of Emakhazeni towards Dullstroom and Emgwenya are a major concern as these intrude into the tourism triangle of the district. Also shown on the Figure below 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 69: Map illustrating minning activities within the district



Note that a number of the coal mines in the western parts of Emalahleni are currently dormant. while active mines in Thembisile Hani are located in Boekenhoutskloofdrift, Roodepoort, Loopspruit, Nooitgedacht and Blesbokfontein. Although there are rather significant iron deposits in Steve Tshwete and significant gold deposits in Emakhazeni, these areas are not mined. On the other hand, the southwestern region of the Nkangala District Municipality is known as the Energy Mecca of South Africa due to its rich deposits of coal reserves and power stations such as Matla, Duvha, Komati, Arnot, Kendal, Hendrina and Kriel **see Figure 72**. Construction of the Kusile power station in the Victor Khanye municipal area is far advanced and will add impact significantly the amount of electricity generated and supplied for the country.

4.12.3. Tourism

The Nkangala District Municipality is strategically located in terms of the major tourism opportunities situated within the eastern parts of South Africa. Not only does it host some of those opportunities, given the intersection formed by the N4 and R540 roads just before the town of Emakhazeni, but acts as a strategic gateway to the wider Lowveld tourism region. Whilst the N4 provides a direct link between Gauteng, Nelspruit and Mozambique, the R540 represents a regionally significant tourism route as it serves to connect the major tourism centres of Dullstroom, Lydenburg, Pilgrim's Rest, Graskop, Sabie, Ohrigstad, Hoedspruit and the Kruger National Park (KNP) to one another and Gauteng.

The importance of the tourism sector in the regional economy of the Nkangala District is ever increasing. The eastern regions of the District around Emakhazeni, Dullstroom, Emthonzeni and Emgwenya in particular are becoming increasingly popular tourist destinations, due to the scenic qualities and rural character of these areas. The growing popularity of fly-fishing has contributed greatly to the opening-up of the tourism potential of this area. Several applications have recently been lodged for Golf Estates in this area.

4.12.4. Economic Business Nodes

Middelburg and eMalahleni (Witbank) have the highest order Central Business Districts and the diversity of business activities include retail, wholesale trade, financial services and offices. Delmas town and eMakhazeni also offer a variety of retail, trade and financial services, with very limited office components. Both towns approved decentralized regional shopping centers over the past decade and both these facilities were established closer to the N4 development corridor where it passes through the towns. The small towns in the district, such as Hendrina, Kriel (Ga-Nala), Ogies and eNtokozweni/Machadodorp only host limited retail facilities

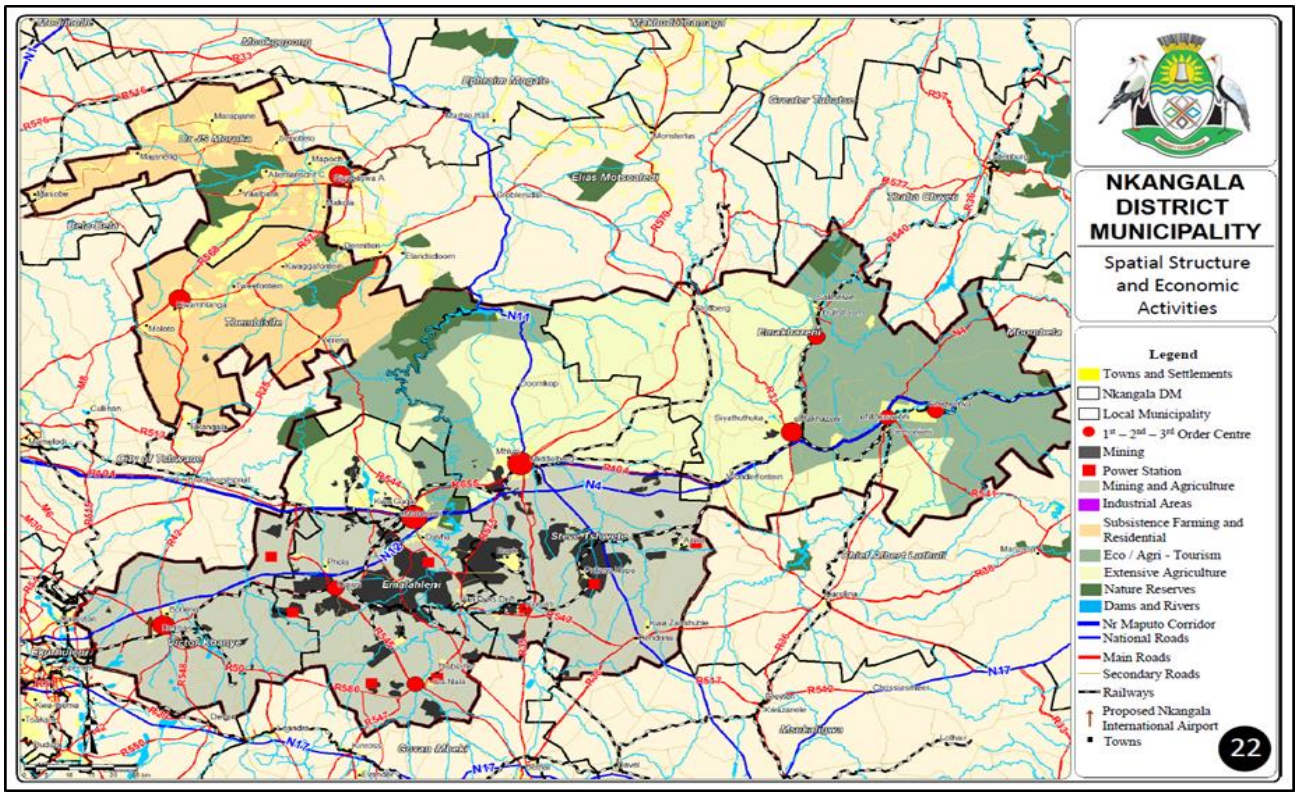
The retail uses and hospitality industry (restaurants, tourist accommodation) in Dullstroom are growing rapidly due to the growth of the tourism sector. Small business activities have also established along the N4 freeway, at the turnoffs to eMakhazeni and eNtokozweni. These businesses capitalize on the tourists and through traffic passing by on the N4, although to the detriment of the town centers of Emakhazeni and eNtokozweni.

Business activities in the Thembisile and Dr. JS Moroka Municipalities are more informal and dispersed in nature. The economic activity around the R568 and R573 intersection in the vicinity of KwaMhlanga represents the highest order activity node in the Thembisile Hani area. This is probably the most strategic intersection in the entire municipal area, and it is surrounded with a fairly large number of residents. The result is a fairly high concentration of economic activity with a variety of shopping facilities (formal and informal) and community facilities.

The second most significant activity node in the Thembisile Hani area is found at Kwaggafontein B at the intersection between route R573 and the link road between Kwaggafontein and Verena where a large shopping centre (Kwagga Centre) exists. This is also the node where the Thembisile Hani Municipality has its municipal offices.

There are about five other emerging or developing activity nodes in the Thembisile Hani area: the first in the vicinity of Moloto, the second at Enkeldoornoog B, the third one at Vlaklaagte 2, the fourth one at Mathys Zyn Loop to the north, and the fifth at Verena around the intersection between routes R25 and route R544. These are all smaller nodes (second order) that are still in the process of development and growth.

Figure 70: ***Map illustrating the economic activities and nodes within the district***



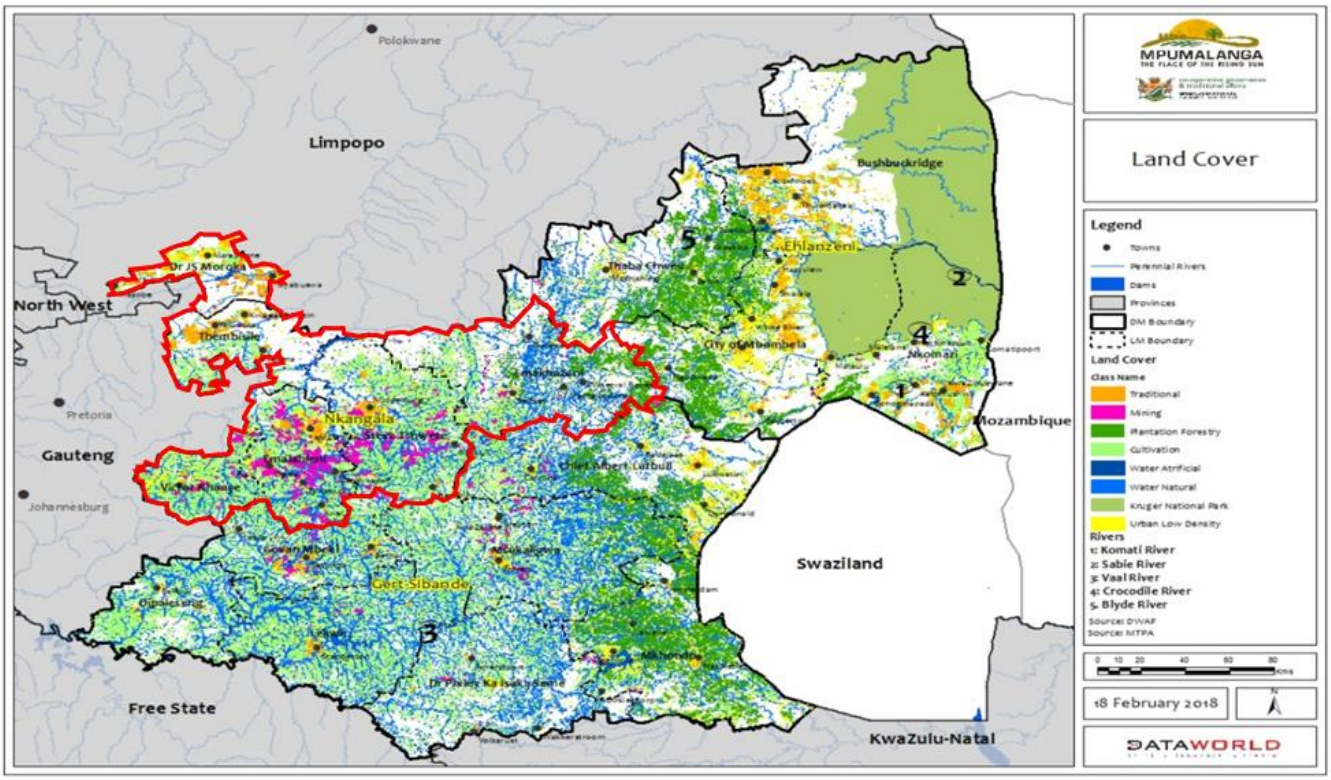
4.13. Natural Environment

The objective of analyzing the natural environment is to ensure that decision making to carry out land development gives consideration to the natural environment. With successful environmental considerations, the society wins by being able to use land in productive ways and the environment is sustained for future generations.

- 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.

The land cover map in Figure 74 below spatially represents the location of mining, water bodies, human settlements and agricultural/ forestry activities. In the case of NDM, most mining activities take place in Emalahleni and Steve Tshwete. These mining activities are in the same space as cultivated land. It is thus imperative to take into account the two uses when approving land development applications. Emakhazeni has more water bodies compared to the other local municipalities. These water bodies should be taken into account when developing land to ensure that developments are not located in flood lines which may result in flooding in future.

Figure 71: Land Cover



4.14. 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.

4.14.1. Opportunities, Challenges & Proposals

Opportunities

- Suitable land for extensive agriculture in parts of Victor Khanye, Emalahleni, Steve Tshwete LMs
- Tourism growth potential within (including tourism farms) in Emakhazeni LM.
- Promote infill development and densify development along corridors
- Emerging secondary business nodes within the Thembisile Hani area
- Facilitate the formalisation of informal settlements in Thembisile Hani and Emalahleni as they have the highest number of informal settlements.
- Align strategic development areas to the nine (9) identified PHSHDAs/ PDAs

Table 115: ***Challenges and proposals***

Challenges	Proposals
• Backlogs of incomplete land tenure upgrading applications and opening of township register processes in Dr Js Moroka and Thembisile Hani LMs • Most areas are under tribal authority of which there is no formalization, title deeds and registration of townships to Surveyor General • Unavailability of land for integrated human settlements as most land parcels in Emakhazeni is privately owned and state owned especially in Dr JS Moroka and Thembisile Hani.	Prioritisation of budget to procure land integrated human settlements Engage with COGTA through the DDM Stream & multi-sectoral land invasion committee with regards to the MOU for the TLHM & Dr JS Moroka pertaining land use and management
• Long and slow processes on the finalization of state owned land project/ applications.	Engage the Department of rural development and Rural reform to transfer state owned land to Local Municipalities through DDM Sub stream.
• Mushrooming of informal settlements and increased land invasion cases within the district.	Development of By-laws and strategies to curb land invasion & law enforcement unit within the LMs have been developed except for THLM. However, LMs should prioritize capacitating the personnel for the enforcement of the by-laws. Prioritization of THLM land invasion by-law and strategy.
• Fragmented settlement structure which makes the provision of community facilities, engineering services and transport costly and problematic. • Lack of Bulk Infrastructure in greenfield townships	Integrated human settlements through procurement of strategically located land
• Zone of decaying of city centers	Development of precinct plans
• Congestion of illegal mining activities	Enforcement of regulatory frameworks
• Devolution of town planning function to the LMs (Dr JS Moroka, THLM, Emakhazeni)	Development of a plan (for local municipalities) to build capacity on the devolution of Town Planning functions to LMs (in phases)
• Distorted patterns created by mining activities	Co-operative effort of enforcing land use management systems with environmental standards.

4.15. Transportation

4.15.1. Background and Problem Statement

Nkangala region is the economic hub of Mpumalanga and is characterised by mining, agriculture and tourism sectors. The Nkangala District Municipality comprises of rural and urban areas, rural areas being Thembisile Hani, Dr JS Moroka and Emakhazeni Local Municipalities and urban areas being Emalahleni, Steve Tshwete and Victor Khanye Local Municipalities. Apartheid spatial planning placed black people in rural areas far from economic opportunities and work places. The legacies of apartheid spatial planning are still evident in the district as people are still expected to travel long distances to access economic and job opportunities for example, the communities of Dr JS Moroka and Thembisile Hani Local Municipalities who travel to Pretoria and Johannesburg for work and economic opportunities daily. Consequently, road congestions along the R573 Moloto Road has increased resulting in fatal accidents as many use this road to commute to economic opportunities. The development of Moloto Rail corridor along the R573 between Dr JS Moroka and Thembisile Hani Local Municipalities will ease the traffic on the road and reduce fatalities that occur on that road. Currently, there is a lack of diversity in public transport modes and most people rely on a single transport mode such as mini-bus

taxis. Thus, there is a need to introduce other public transport modes such as rail and metered taxis. 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.

4.15.2. Commuter rail Status Quo

The Nkangala District Municipality does not own any rail infrastructure. The only commuter rail services in the district is operated by Shosholoza Meyl which is a long distance service from Johannesburg to Komatipoort, traversing NDM and stopping in Emalahleni. There are no regular short distance commuter services, which are generally operated by MetroRail or the PRASA, operating in the NDM. Commuters in NDM expressed a need to have commuter rail services in the area as currently there is no option for them to use this mode of transport.

An initiative was launched at national and provincial government level called The Moloto Rail Corridor Development Initiative. The objective of the initiative is to replace the bus commuter system along the Moloto Road (which would benefit the Thembisile Hani and Dr JS Moroka LM). This corridor aims to provide safer, faster and more efficient transport. Buses and taxis can form part of a feeder system to the proposed railway stations along the Moloto Rail Corridor. The plan has identified 24 potential railway stations along this corridor (20 located within NDM). The conceptual design for the project was concluded as part of the feasibility study finalised in 2014. However, the lack of funding is holding up the commencement of the detail design and construction. In the interim, the existing bus system along the corridor is to still operate. 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.

4.15.3. Public Transport Status Quo

Minibus taxis remain the dominant mode of choice for commuters in the NDM with limited aging formal public transport Facilities (Taxi Ranks). There are limited buses operating on subsidised routes.

Summary of public transport trends and challenges in 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.

Mini-Bus Taxis and Taxi associations

There are currently twenty-four (24) taxi associations operating in the Nkangala District Municipality. These are shown per local municipality.

*Table 116**: Number of Taxi Associations per local municipality***

Local Municipal Area	Number of taxi associations
Dr JS Moroka Local Municipality	9
Steve Tshwete Local Municipality	4
Emalahleni Local Municipality	5
Thembisile Hani Local Municipality	2
Victor Khanye Local Municipality	1

Emakhazeni Local Municipality	3

Taxi Rank Facilities Audit

There are 57 taxi ranks in the Nkangala District Municipality. According to the NDM Integrated Public Transport Network Plan (IPTN) 2021, 61% of the surveyed taxi ranks within NDM are formal (35 out of 57). The plan also indicates the conditions of taxi ranks per local municipality and highlights that 80% of ranks in Thembisile Hani Local Municipality (4 out of 5) are formal, 70% in Steve Tshwete Local Municipality (8 out of 11), 70% in Emalahleni Local Municipality (10 out of 15), 50% in Dr JS Moroka Local Municipality, 40% in Emakhazeni Local Municipality and 30% in Victor Khanye Local Municipality. Approximately 40% of ranks have lighting, roof structures and ablutions. Approximately 30% of ranks have dustbins and water (taps) while only approximately 20% of ranks surveyed have waiting seats for passengers.

There is one known bus facility within the NDM, the Moloto Spar Bus Rank, which is used for commuting purposes for passengers from Thembisile Hani Local Municipality travelling to Pretoria for work opportunities.

Capacity and Utilisation of Taxi Routes

It was observed that ranks located in the Central Business Districts are mostly utilised during the PM peak period. Ranks closer to residential areas are mostly utilised during the AM peak period.

The following are the five busiest (AM Peak) taxi routes in NDM as observed in the surveys (please note that these are the top five routes for the entire district):

- Ext 11 Taxi Rank in Hlalanikahle to Witbank CBD, Emalahleni Local Municipality – this 12.6km route passes Kwa-Guqa, KG Mall, Vosman Taxi Rank, goes along the N4 and ends within the Witbank CBD. 598 passengers leave the rank towards the CBD during the AM peak with a total of 714 passengers for the day. The daily capacity along this route is approximately 727 and utilisation of 98%.
- N12 Taxi Rank to Delmas CBD, Victor Khanye Local Municipality – this 8kmroute passes Botleng along the R42. 437 passengers leave the rank towards the CBD during the AM peak with a total of 603 passengers for the day. The daily capacity along this route is approximately 765 and utilisation of 79%.
- Hlalanikahle Taxi Rank to Witbank CBD, Emalahleni Local Municipality – this 13.6km route passes Kwa-Guqa, KG Mall, Vosman Taxi Rank, goes along the N4 and ends within the Witbank CBD. 428 passengers leave the rank towards the CBD during the AM peak with a total of 1 028 passengers for the day. The daily capacity along this route is approximately 1 035 and utilisation of 97%.
- Vosman Taxi Rank to Witbank CBD, Emalahleni Local Municipality – this 9km route leaves Vosman Taxi Rank, goes along the N4 and ends within the Witbank CBD. 405 passengers leave the rank towards the CBD during the AM peak with a total of 1 125 passengers for the day. The daily capacity along this route is approximately 1 125 and utilisation of 100%.
- Botleng Ext 3 Taxi Rank to Delmas CBD, Victor Khanye Local Municipality – this 9.2km route leaves and passes through Botleng along the R42. 389 passengers leave the rank towards the CBD during the AM peak with a total of 389 passengers for the day. The daily capacity along this route is approximately 435 and utilisation of 89%.

Important to note is that the three busiest routes in Dr JS Moroka Local Municipality are to destinations outside the district as well as one route in Thembisile Hani Local Municipality.

The following are the five busiest (PM Peak) taxi routes in NDM as observed in the surveys (please note that these are the top five routes for the entire district):

- Witbank CBD Taxi Rank to Kwa-Guqa, Emalahleni Local Municipality – this 10.5km route leaves the Witbank CBD, goes along the N4, passes Vosman Taxi Rank and KG Mall before arriving in Kwa-Guqa. 1 814

passengers leave the rank towards Kwa-Guqa during the PM peak with a total of 4 140 passengers for the day. The daily capacity along this route is approximately 4 215 and utilisation of 98%.

- Iraq Taxi Rank to Tokologo/Ext 5 & 6 Mhluzi, Steve Tshwete Local Municipality – this 6.8km route leaves the Middelburg CBD and passes the Mhluzi area. 900 passengers leave the rank towards Mhluzi during the PM peak with a total of 1 663 passengers for the day. The daily capacity along this route is approximately 1 663 and utilisation of 100%.
- Kriel Taxi Rank to Thubelihle, Emalahleni Local Municipality – this 6.1km route leaves Kriel along the R547 and ends in Thubelihle. 639 passengers leave the rank towards Thubelihle during the PM peak with a total of 1 135 passengers for the day. The daily capacity along this route is approximately 1 138 and utilisation of 100%.
- Klipfontein Taxi Rank to Kwa-Guqa, Emalahleni Local Municipality – this 13.5km route leaves Klipfontein Taxi Rank, goes along the N4 and passes Vosman Taxi Rank and KG Mall before arriving in Kwa-Guqa. 621 passengers leave the rank towards Kwa-Guqa during the PM peak with a total of 811 passengers for the day. The daily capacity along this route is approximately 825 and utilisation of 98%.
- Downtown Long Distance Taxi Rank to Klarinet Ext 3, Emalahleni Local Municipality – this 6.1km route leaves the Witbank CBD, goes along the R544 before arriving in Klarinet Ext 3. 595 passengers leave the rank towards Klarinet Ext 3 during the PM peak with a total of 1 058 passengers for the day. The daily capacity along this route is approximately 1 065 and utilisation of 99%.

Buses and routes

The following are the known bus operators in the district

- Putco (mainly in Dr JS Moroka and Thembisile Hani Local Municipalities)
- North West Star (in Dr JS Moroka Local Municipality)
- Mphakathi Transport and Bus Services Company (in Emalahleni Local Municipality)
- Midbank Bus Services (in Steve Tshwete Local Municipality and some observed in Emalahleni Local Municipality.

4.15.4. Non-Motorised Transport Status Quo

According to the 2013 National Household Travel Survey (NHTS), approximately 74% of the population in the district travels. People travel depending on the needs (mainly to work and to educational facilities). Only 35% of households in NDM have access to one or more cars. The main modes of travel within the district is either by public transport (bus and taxi) and NMT (walking and cycling).

The main mode of transport used by students within the district is walking at approximately 68.0%; taxi, bus and car are at 30.4% and cycling at 1.7%. Over 90% of students walk under 1km (<15 minutes) from home to public transport facilities, and likewise over 90% walk under 1km (<15 minutes) from public transport facilities to educational facilities. The main mode of transport used by workers within the district is by taxi and bus at approximately 49.8%; car at 25.7%, walking at 23.6% and cycling at 1.1%. Almost 90% of workers walk under 1km (<15 minutes) from home to public transport facilities, and likewise almost 90% walk under 1km (<15 minutes) from public transport facilities to work.

NMT represents almost 25% of the modal split for work trips and almost 70% for education trips in the district due to the rural nature of the area. For each mode of public transport (bus and taxi), households can spend >R200 per month on travelling. However, the mobility of the district's population is constrained due to the low availability of funds (high unemployment rate of 30% - youth unemployment rate of 40%). From this it can be deduced that there is a huge need for focusing on NMT facilities into the integrated public transport network. Within the district, there are little or no facilities

provided for pedestrians along main routes resulting in pedestrians walking in the road or its shoulders (where provided). Basic needs regarding NMT consist of traffic safety measures around schools and NMT facility provision around public transport facilities.

4.15.5. 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 aspects, 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.
- Lack of capacity in the district and local municipalities.
- Lack of funding to implement projects identified in the District IPTN.
- Rural exclusion and lack of access to public transport for residents in rural areas.
- Decaying public transport facilities and poor public transport infrastructure.
- Non- integrated public transport system across the district.
- Oversupply of public transport which leads to conflict

4.15.6. Public Transport Services in NDM

4.15.6.1. Integrated Public Transport Network Plan for Nkangala District Municipality

Background

The National Department of Transport (DOT) appointed GIBB (Pty) Ltd for the development of an Integrated Public Transport Network (IPTN) Plan for the Nkangala District Municipality (NDM). The development of the IPTNs is aimed at integrating the public transport services and facilities and also plays a major role in addressing the fundamental public transport challenges and resolves uncoordinated transport system. It is clear that public transport has a significant role in addressing the problem of rural social exclusion. The purpose of an Integrated Public Transport Network plan is to address

the fundamental public transport challenges and uncoordinated public transport systems in rural areas. The Integrated Transport Network Plan was approved by the NDM Council in 2021.

4.15.6.2. Findings of the study

Table below summarises the findings of the study across the district.

Table 117: : **Summarised Findings of the Study Across the District**

Local Municipality	Rank Code	Rank Name	Informal	Formal	Bays (Formal)	Roof Structure	Hawker Facility Roof	Ablutions	Office	Information Signs	Dustbins	Waiting Seats	Public Telephone	Fencing	Lighting	Water taps	Vehicle Wash Bay	Pedestrian Crossing	Surfacing Type
Dr JS Moroka	MNTR042	Pankop	No	Yes	24	Yes	No	Yes	Yes	No	No	Yes	No	Yes	No	Yes	No	No	Tar
Dr JS Moroka	MNTR068 NEW	Mmametlhake	Yes	No	-	No	No	No	No	No	No	No	No	No	No	No	No	No	Gravel
Dr JS Moroka	MNTR038	Nokaneng	No	Yes	21	Yes	No	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	No	No	Paving
Dr JS Moroka	MNTR050	Senotlelo	No	Yes	40	Yes	No	Yes	Yes	Yes	No	No	No	Yes	Yes	Yes	No	No	Paving
Dr JS Moroka	MNTR026	Loding	Yes	No	-	No	No	No	No	No	No	No	No	No	No	No	No	No	Gravel
Dr JS Moroka	MNTR069 NEW	Marapyane Katale Square	Yes	No	-	Yes	No	No	No	No	No	No	No	No	No	No	No	No	Gravel
Dr JS Moroka	MNTR016	Katjibane Taxi Rank	Yes	No	-	No	No	No	No	No	No	No	No	No	No	No	No	No	Gravel
Dr JS Moroka	MNTR029	Marapyane Taxi Rank	No	Yes	12	No	No	No	No	No	No	No	No	No	No	No	No	No	Tar
Dr JS Moroka	MNTR057	Vaalbank Cross Road Taxi Rank	Yes	No	-	No	No	No	No	No	No	No	No	No	No	No	No	No	Gravel
Dr JS Moroka	MNTR058	Vaalbank Sub Rank	Yes	No	-	No	No	No	No	No	No	No	No	No	No	No	No	No	Gravel
Dr JS Moroka	MNTR031	Matshiding	No	Yes	150	Yes	No	Yes	Yes	No	No	No	No	Yes	No	Yes	No	No	Paving
Dr JS Moroka	MNTR070 NEW	Maphotla	Yes	No	-	No	No	No	No	No	No	No	No	No	No	No	No	No	Gravel
Dr JS Moroka	MNTR051	Siyabuswa Spar Taxi Rank	No	Yes	8	Yes	No	No	No	No	No	No	No	No	Yes	No	No	No	Paving
Dr JS Moroka	MNTR052	Siyabuswa Boxer Taxi Rank	No	Yes	75	Yes	No	Yes	No	Yes	Yes	No	No	Yes	Yes	No	No	No	Paving
Dr JS Moroka	MNTR071 NEW	Siyabuswa Mall / Shopping Centre Taxi Rank	No	Yes	15	Yes	No	No	No	No	No	Yes	No	Yes	No	No	No	No	Tar
Emakhazeni	MNTR037	Machadodorp Taxi Rank	Yes	No	-	No	No	No	No	No	No	No	No	No	No	No	No	No	Gravel
Emakhazeni	MNTR063 NEW	Sakhelwe Taxi Rank	Yes	No	-	No	No	No	No	No	No	No	No	No	No	No	No	No	Gravel
Emakhazeni	MNTR064 NEW	Dullstroom Shopping Centre Rank	Yes	No	-	No	No	No	No	No	No	No	No	No	No	No	No	No	Paving
Emakhazeni	MNTR053	Siyathuthuka Taxi Rank	No	Yes	10	No	No	No	No	No	No	No	No	No	No	No	No	No	Paving
Emakhazeni	MNTR006	Belfast Taxi Rank	No	Yes	9	Yes	No	Yes	Yes	No	Yes	No	No	No	Yes	Yes	No	No	Paving
Emalahleni	MNTR061	Downtown Long Distance Taxi Rank (Emalahleni Main)	No	Yes	49	Yes	No	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	No	Paving
Emalahleni	MNTR040	Ogies Taxi Rank	No	Yes	32	Yes	No	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes	No	No	Paving
Emalahleni	MNTR045	Phola Taxi Rank	No	Yes	8	Yes	No	Yes	Yes	No	Yes	No	No	No	Yes	Yes	No	No	Paving
Emalahleni	MNTR054	Thubelihle Taxi Rank	Yes	No	-	No	No	No	No	No	No	No	No	No	No	No	No	No	Gravel
Emalahleni	MNTR020	Kriel Taxi Rank	No	Yes	10	Yes	No	No	No	Yes	Yes	Yes	No	No	No	No	No	No	Tar
Emalahleni	MNTR077 NEW	Siyanqoba Taxi Rank	Yes	No	-	No	No	No	No	No	No	No	No	Yes	No	No	No	No	Gravel
Emalahleni	MNTR078 NEW	Tasbet Taxi Rank	No	Yes	28	Yes	Yes	Yes	Yes	No	No	No	No	No	No	Yes	No	No	Tar
Emalahleni	MNTR056	Vosman Taxi Rank	Yes	No	-	No	No	No	No	No	No	No	No	Yes	No	No	No	No	Gravel
Emalahleni	MNTR079 NEW	KG Mall Taxi Rank	No	Yes	12	Yes	No	No	No	No	Yes	Yes	No	No	Yes	No	No	No	Tar
Emalahleni	MNTR080 NEW	Coronation Taxi Rank	Yes	No	-	No	No	No	No	No	No	No	No	No	No	No	No	No	Gravel
Emalahleni	MNTR062	Witbank CBD Taxi Rank	No	Yes	118	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes	No	No	Tar
Emalahleni	MNTR015	Hlalanikahle Taxi Rank	Yes	No	-	No	No	No	Yes	No	No	No	No	Yes	Yes	Yes	No	No	Gravel
Emalahleni	MNTR081 NEW	Ext 6 Taxi Rank (Kwa-Guqa)	No	Yes	12	Yes	No	Yes	Yes	No	No	Yes	No	Yes	Yes	Yes	No	No	Tar
Emalahleni	MNTR019	Klipfontein Taxi Rank	No	Yes	18	No	No	Yes	Yes	No	No	No	No	No	Yes	Yes	No	No	Tar
Emalahleni	MNTR082 NEW	Ext 11 Taxi Rank	No	Yes	60	No	No	Yes	No	No	No	No	No	Yes	Yes	Yes	No	No	Tar

Rank Name	Informal	Formal	Bays (Formal)	Roof Structure	Hawker Facility Roof	Ablutions	Office	Information Signs	Dustbins	Waiting Seats	Public Telephone	Fencing	Lighting	Water taps	Vehicle Wash Bay	Pedestrian Crossing	Surfacing Type
Meyer's Street Taxi Rank	No	Yes	50	Yes	No	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	No	Paving
Walter Sisulu Drive Taxi Rank	Yes	No	-	No	No	No	No	No	No	No	No	No	No	No	No	No	Tar
Shoprite Taxi Rank (NDTA, MULDTA & MDTA)	No	Yes	55	No	No	No	No	No	No	No	No	No	Yes	No	No	No	Paving
Iraq Taxi Rank	No	Yes	58	Yes	No	Yes	No	No	Yes	No	Yes	No	Yes	Yes	No	No	Tar
Midwater Taxi Rank	Yes	No	-	No	No	No	No	No	No	No	No	No	No	No	No	No	Gravel
Avalon/ Newtown Taxi Rank	No	Yes	5	No	No	No	No	No	Yes	No	No	No	Yes	No	No	No	Tar
Middelburg Mall Taxi Rank	No	Yes	20	No	No	No	No	No	No	No	No	No	Yes	No	No	No	Tar
Kanonkop Taxi Rank	Yes	No	-	No	No	No	No	No	No	No	No	No	No	No	No	No	Gravel
Hendrina Taxi Rank	No	Yes	18	Yes	No	Yes	Yes	No	Yes	No	No	Yes	Yes	Yes	No	No	Paving
Welcome Township / KwaZamokuhle Taxi Rank	No	Yes	14	No	No	Yes	No	No	Yes	No	No	No	No	No	No	No	Paving
Hendrina PicknPay / Hendrina Shell Garage Taxi Rank	No	Yes	5	No	No	No	No	No	No	No	No	No	No	No	No	No	Tar
Moloto Taxi Rank (Spar)	Yes	No	-	Yes	No	No	No	No	No	No	No	No	Yes	No	No	No	Tar
Kwamhlanga Taxi Rank	No	Yes	82	Yes	No	Yes	Yes	No	No	No	Yes	Yes	No	Yes	No	No	Paving
Phola Mall Taxi Rank	No	Yes	12	Yes	No	No	No	No	No	No	No	No	No	No	No	No	Paving
Verena Taxi Ran	No	Yes	20	Yes	No	Yes	Yes	No	No	Yes	No	Yes	Yes	No	No	No	Paving
Kwaggafontein Shopping Centre / Kwagga Mall Taxi Rank	No	Yes	48	Yes	No	No	No	No	No	No	No	No	No	No	No	No	Paving
N12 Taxi Rank	Yes	No	-	No	No	No	No	No	No	No	No	No	No	No	No	No	Gravel
Bothibelong Ext 3 / Botleng Ext 3 Taxi	Yes	No	-	No	No	No	No	No	No	No	No	No	No	No	No	No	Gravel
Delmas Springs / Delmas Long Distance Taxi Rank	No	Yes	10	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Paving
Delmas Shoprite / Delmas CBD Taxi Rank	No	Yes	20	No	No	Yes	No	No	Yes	No	No	No	No	Yes	No	No	Paving & Tar
Bothibelong Circle / Botleng Circle Taxi Rank	Yes	No	-	No	No	No	No	No	No	No	No	No	No	No	No	No	Tar
Delmas Pick n Pay / Delmas Mall Taxi Rank	Yes	No	-	No	No	No	No	No	No	No	No	No	Yes	No	No	No	Tar
57	22	35	1128	26	2	22	18	9	16	11	3	16	24	19	0	0	39

- **Infrastructure Cost**

The following table indicates the cost summary of the public transport infrastructure required and the approximate associated maintenance cost. These are shown for the 971km length of 3m wide sidewalks, for the 971km length of 2m wide sidewalks as well as for 60% of the 971km length (582.6km) of 2m wide sidewalks.

The following summary of Public Transport Infrastructure Cost across the district

Table 118: **Summary of Public Transport Infrastructure Cost across the District**

Item	Cost
Public Transport Ranks	R 135 175 029
Sidewalks 3m wide (971km)	R 1 456 500 000
Public Transport Stop Shelters (370)	R 55 500 000
Total Cost	**R 1 647 175 029**
Maintainance Cost	**R 32 943 500.58**

Item	Cost
Public Transport Ranks	R 135 175 029
Sidewalks 2m wide (971km)	R 971 000 000
Public Transport Stop Shelters (370)	R 55 500 000
Total Cost	**R 1 161 675 029**
Maintainance Cost	**R 23 233 500.58**

Item	Cost
Public Transport Ranks	R 135 175 029
60% of Sidewalks 2m wide (582.6km)	R 582 600 000
Public Transport Stop Shelters (370)	R 55 500 000
Total Cost	**R 773 275 029**
Maintainance Cost	**R 15 465 500.58**

Potential sources of funding

sources of funding may include:

- Fare Revenue
- PTNG – Public Transport Network Grant
- PTNOG – Public Transport Network Operation Grant
- PTOG – Public Transport Operation Grant
- USDG – Urban Settlement Grant
- NDPG- Neighbourhood Development Partnership Grant
- Municipal Rates Allocation
- Provincial Allocation
- Equitable Share (DORA) Division of Revenue Act
- Fuel Levy

- Commercial: Advertising
- Commercial: Land Value Capture
- Carbon Credits

Fare Revenue: Revenue from passenger tickets- ideally should cover direct operating costs- in South Africa it does not because if low settlement densities.
PTNG: Public Transport Network Grant: from National Treasury, for development of IPTN Networks – intended to cover approved capital expenditure. Some indirect operating costs were (partially) covered in the past 10 years
PTNOG: Public Transport Network Operational Grant: to assist with indirect costs and assist with operating cost shortfalls – although in most cases do not fully cover deficits.
PTOG: Public Transport Operations Grant- these are allocated/delegated to provinces in lieu of Bus Operator subsidy. With Buses being assimilated into the new IPTN contracts, application can be made for these subsidies to be directed towards operating costs deficits.
USDG: Urban Settlement Development Grant – application can be made for costs incurred in developing IPTNs and other related studies.
NDPG: Neighbourhood Development Partnership Grants – also may apply for integrated planning costs and capital grants.
Municipal Rates Allocation: DM and LM may directly allocate rates income towards public transport operating deficits. These are highly for DM and LM, although several Metros are currently doing this.
Provincial Allocation: in supporting IPTN, provinces may vote to support IPTN development/

- **Implementation plan**

This project represents the first step towards the implementation, management and operation of the Districts Integrated Public Transport Network. However, several components must be developed further before implementation can occur. The short, medium- and long-term actions required for the implementation of the system are discussed below.

Short Term Actions (0 – 3years)

The following actions are critical towards the implementation of the IPTN in the short term (< 3 years):
Confirmation of demand and supply – It was noted that the available Household Travel Demand Information for the District was at a highly aggregated level and that there are currently a number of unlicensed public transport operators in the District. Detailed surveys of user travel behaviour, fare levels on routes and surveys of the number of and status of operators are essential for the successful implementation of the project as it will influence not only the expected demand on routes and associated revenue forecasts but also negotiations with the public transport industry regarding industry transition, market and route valuation etc.

We therefore recommend that a series of survey be undertaken which must include market surveys (public transport provision), a detailed Household Travel Survey to include all areas within the District in sufficient detail to facilitate the development of a Strategic Transport Model which can be used in the analysis of the IPTN design and operations, transition of existing routes to IPTN routes fare level and structure evaluation.
Establishment of an Intermodal Planning Committee with representation from the necessary tiers of government. These should include Spatial Planning, Provincial Departments of Transport, Local and District Municipality transport planning departments etc. This committee must be responsible for the joint planning and implementation of the IPTN and is a key platform for decision making related to the IPTN.

Preliminary Design of IPTN based on the improved data sets recommended above. It is critical that the proposed IPTN be evaluated against detailed demand data to improve the level of accuracy of the system design and revenue forecasts. In additional, design optioneering which is related to Preliminary Design can be carried out at this stage to confirm the infrastructure design requirements and cost estimates.

Industry Engagements has proven to be a make-or-break component of IPTNs throughout the country. Engagement with the industry must occur as early as possible. It is recommended that the District workshops the IPTN as a concept

to the industry rather than a finalised plan of action. The proposed engaged strategy under the Business Plan may be used to guide this process. It is also recommended the implementing authority seek the services of a qualified negotiator and industry transition expert before commencing engagements.

Medium Term Actions (4 – 10 years)

Implementation of Phase 1 as a package of work should be a medium term objective of the District. This should be targeted within 3 to 10 years i.e. 2023 – 2030. Implementation timeframes of cities throughout the country suggest that it will take several years before a service can be made operational. The following critical Actions are required:

- **Detailed design of infrastructure** which must include construction drawings, detailed Bill of Quantities, tender contracts etc.
- It is recommended that the District appoint resources either internally or externally to assist with the **operational rollout of the IPTN**. These resources may be appointed in the medium term or earlier if deemed appropriate and should have the necessary skills and experience which must include amongst others:
    - Operational readiness;
    - Business plan development and financial structuring;
    - Similar project implementation;
    - Legal expertise in contract law;
    - IFMS and ITS specialist;
    - Detailed fleet specifications which can be used to procure required fleet;
    - Independent Universal Access Consultant/ Auditor to review infrastructure designs; and
    - Industry negotiations etc.

Industry Negotiations to assist in the transition from current operating licences to contracts services under the IPTN. This crucial component may take extended periods to complete and is often a stumbling block towards implementation.

Integrated Fare Management System development and implementation to meet the IPTN requirements. This must include a central fare collection and management system and possible electronic payments systems.

Advance procurement of fleet, depending on the vehicle ownership structure pursued and the availability of funding. Many IPTN system around the country are currently adopting interim/ starter services at 25-50% of the required fleet to gradually Phase in the IPTN and minimise investment risks on the project due to uncertainty of service adoption and lessons that will inevitably be learnt as this new system is rolled out. Considerably lower infrastructure investment required in a District IPTN as opposed to a Metropolitan IPTN, the critical component of implementation will be the restructuring of services and industry transition rather than infrastructure roll-out.

Long Term Actions (beyond 10 years)

Long term actions will be determined by the revised Preliminary and Detailed Design costs, and affordability of the Fiscus (various sources).

- **Development of Public Transport and Non- Motorised Transport by-laws in Local Municipalities**

The purpose of the Public Transport and Non- Motorised Transport by- laws is to:

- To provide for the establishment and operation of public transport facilities minibus, midi-bus and bus ranks, stops and holding areas) on municipal property;
- To regulate the operation of public transport facilities;
- To provide for the issuing of permits for use of public transport facilities;
- To regulate metered and call taxis;
- To regulate the behaviour of drivers, conductors and passengers at public transport facilities;

- To prohibit certain undesirable conduct and create offences and penalties for this conduct;
- To regulate the behaviour of pedestrians and other non-motorised transport (NMT) users of public roads;
- To provide for the repeal of laws with or without savings; and
- To provide for incidental matters

Table 119: **Illustrates the status quo of Public Transport and Non- Motorised Transport by- laws in the 6 Local Municipalities**

Municipality	Availability of the by- laws	Year developed/ reviewed
Steve Tshwete Local Municipality	Available	2017/18 Financial year
Emalahleni Local Municipality	Available	2015/16 Financial year
Thembisile Hani Local Municipality	Available	2018/19 Financial year
Dr JS Moroka Local Municipality	Available	2019/20 Financial year
Emakhazeni Local Municipality	In progress:	2021/2022 Financial year
Victor Khanye Local Municipality	None	None

Municipality	Availability of ITP	Comments
Nkangala District Municipality	Available	A DITP is in place
Emakhazeni Local Municipality	Available	A LITP is in place
Emalahleni Local Municipality	Available	A LITP is in place
Dr. J S Moroka Local Municipality	Available	A LITP is in place
Steve Tshwete Local Municipality	Available	A LITP is in place
Thembisile Hani Local Municipality	Available	A LITP is in place
Victor Khanye Local Municipality	Available	A LITP is in place

4.15.7. Transport planning function.

4.15.7.1. Capacity challenges in local municipality

It should be noted that all six local municipalities within the NDM do not have transport planners. The function is normally handled by the traffic officials. It is only the district that has a transport planner. The local municipalities do not have a unit responsible for transport planning functions. In some local municipalities they are personnel who have been designated to assist with the transport planning function in some there is none.

*Table 120****: Capacity challenges in local municipality***

Local Municipality	YES	NO
Steve Tshwete Local Municipality	**X**	
Emalahleni Local Municipality	**X**	
Victor Khanye Local Municipality	**X**	
Emakhazeni Local Municipality	**X**	
Dr JS Moroka Local Municipality	**X**	
Thembisile Hani Local Municipality	**X**	

4.16. Environmental Management

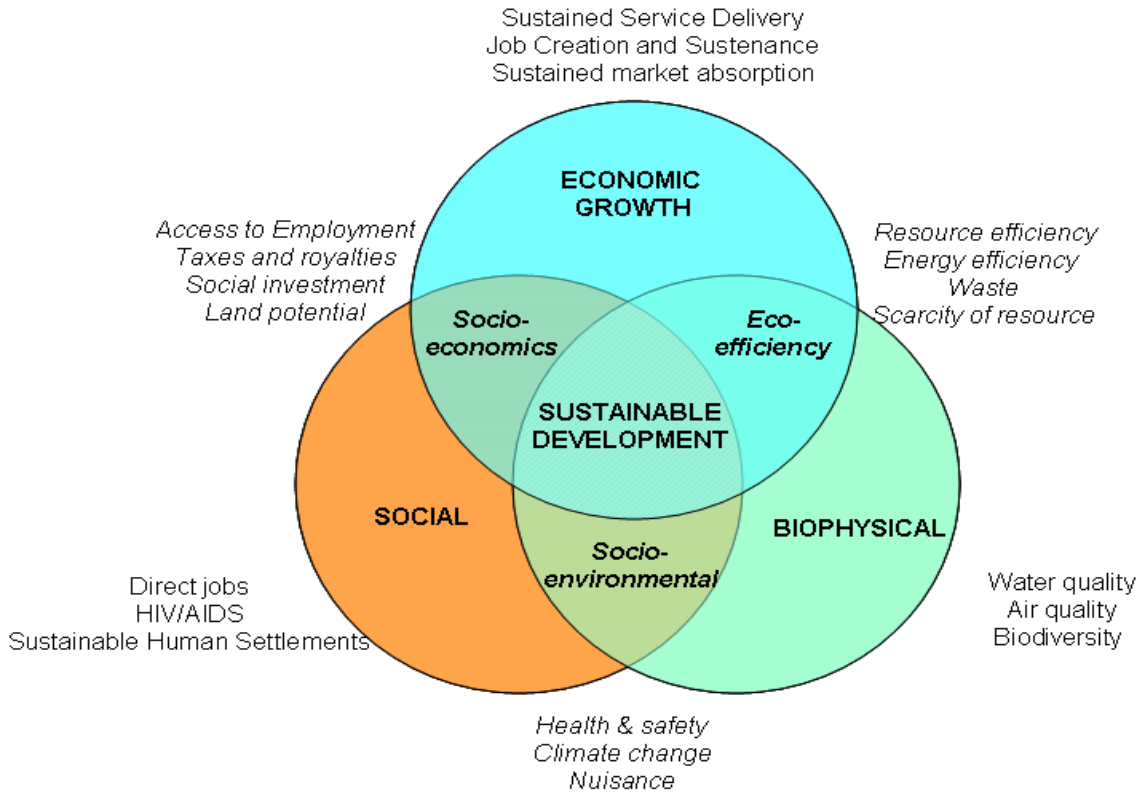
This section provides an overview of the Nkangala District Municipality natural environment and environmental management as a continuous process that ensures that environmental impacts are avoided or mitigated throughout the development cycle of the district from planning to design, implementation, and operation. A brief description of the natural environment, Environmental Management Programmes, environmental issues & challenges, and Integrated Environmental Management (IEM) tools are discussed as information portal for decision makers to use to meet development and planning agendas for the Nkangala District Municipality

4.16.1. Background and Problem Statement

Nkangala District Municipality is regarded to have a high eco-tourism potential, which requires the protection, rehabilitation and enhancement of its attractive natural resources. The area has however extremely high mining potential that attracts mining activities (i.e. sporadic urban settlement patterns). In contrast, the mining potential on the other hand is detrimental to the valuable biophysical elements of the environment.

The District Municipality moves from the premise that, although the primary objective is to achieve environmental sustainability, it is also important to ensure that other dimensions of sustainable development are addressed. These are outlined in the **Figure 71** outlining Sustainable Development Dimension below.

*Figure 72**: Outlining Sustainable Development Dimension***



In 2006, the NDM in partnership with the DALA compiled a State of Environment Report (SoER) for the District Municipality. The SoER reflects the state of the environment within the District and the report serves as a springboard in highlighting the environmental issues or the extent of the pollution (air, water, land) in the region and therefore aims to aid decision-making, information generation and awareness arising. In an effort to address the identified challenges, the NDM developed an Environmental Management Policy (EMP) in 2008, and subsequently completed an Integrated Environmental Management Plan (IEMP) in 2011 and was reviewed in 2014/15. The status of air, water, waste, biodiversity 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.

4.16.2. Analysis of the Environment

4.16.2.1. Physical Environment

i. 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 tom 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.

ii. 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, Emalahleni and Steve Tshwete municipal area, with intrusions of Veld or Turf Highveld in the south. In the north west of Nkangala, Mixed Busheveld 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.

iii. 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.

4.16.2.2. Climatic Conditions

An overview of the macroscale and mesoscale atmospheric circulations influencing airflow and the subsequent dispersion and dilution of pollutants is discussed. The local meteorological conditions in the municipality are evaluated using surface meteorological data from the Belfast and Witbank weather stations operated by the South African Weather Service (SAWS).

i. Wind Field

Characterization of the wind field in the NDM was undertaken using surface meteorological data from the SAWS stations in Emakhazeni (Belfast Weather Station) and Emalahleni (Witbank Weather Station)

Table 121: Characterization of the wind field in the NDM

Station Name	Belfast
Latitude	25.69°S
Longitude	30.03°E
Altitude	1 882 m
Station Name	Witbank
Latitude	25.88°S
Longitude	29.19°E
Altitude	1 555 m

The predominant winds, as measured at the Belfast SAWS weather station for the period from 2018 to 2020, are from an east-north-easterly direction for approximately 15.2% of the time, followed by a north-easterly direction for approximately 13% of the time. The predominant winds as measured at the Witbank SAWS weather station for the same period are from an easterly direction for approximately 11.5% of the time, followed by winds from both an east-south-easterly direction and from the north for approximately 10.5 % of the time (Figure 6). Wind speeds are generally lower in Emakhazeni than in Emalahleni. The highest number of winds with speeds greater than 8.5 m/s, are experienced in Emalahleni from an easterly direction. The average hourly wind speed is approximately 2.2 m/s in Emakhazeni and 3 m/s in Emalahleni. Calm conditions (wind speeds below 0.5 m/s) are experienced approximately 23.4% of the time in Emakhazeni and 4.3% of the time in Emalahleni.

ii. Temperature

The NDM has a varied climate with temperatures averaging at 18.7 ˚C in summer and 10.9 ˚C in winter (Table 119). The seasonal averages were calculated from hourly average temperatures measured at the SAWS Belfast and Witbank weather stations.

Table 122: ***The Emakhazeni and Emalahleni seasonal temperature averages (2018-2020)***

Monitoring Station	Seasonal Average (˚C)			
	Summer (Dec - Feb)	Autumn (Mar – May)	Winter (Jun – Aug)	Spring (Sept – Nov)
Belfast (Emakhazeni)	17.15	12.9	9.16	15.43
Witbank (Emalahleni)	20.21	15.96	12.54	15.8

iii. Precipitation

Daily precipitation and seasonal averages were calculated using hourly data recorded at the SAWS Umthatha weather station. Most of the rainfall was experienced between November and May at the Witbank and Belfast weather stations indicating a typical summer and autumn rainfall season with convective thunderstorms.

iv. Surface Water

The Nkangala District Municipality is located within the Olifants River Catchment (Primary Catchment B). There is a need for increased level of surface and ground water resource monitoring in the district on a regular basis. The monitoring programme in local municipalities urgently needs to be revised to cover the whole year to provide a better indication of the overall trend. Water quality concerns in the Olifants catchments are biological / microbial and chemical/mineralogical. Biological/microbial are caused by sewage treatment plant return flow volumes in the Loskop Dam catchment causing of eutrophication in the upper reaches of the Loskop Dam and the Klein Olifants River. Chemical/mineralogical water quality

concerns high concentrations of total dissolved solids (TDS) and sulphates, low pH, and at times high concentrations of Iron, Manganese, and Aluminum because 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.

v. Geology

The Nkangala District Municipality is underlain by the Karoo supergroup in the Emalahleni local municipal area. The Karoo Supergroup comprises mainly a sedimentary succession of sandstone, siltstone, shale, mudstone, coal, diamictite and tillite. The Karoo Supergroup is lithostratigraphically subdivided into the Dwyka, Ecca and Beaufort groups, succeeded by the Molteno, Elliot and Clarens formations and the Drakensburg Formation.

The Botleng and Delpark have been developed on land that is referred to as erodible soil in the Delmas area within the Victor Khanye local municipality. This is a critical environmental concern for future developments in the area. Furthermore, the geology of the area is dominated. The sedimentary rocks include shale, sandstone, and dolomite. The presence of dolomite in the area is both a positive and negative attribute. On the positive side, dolomite is an important water carrier and functions as an underground water reservoir. However, on the negative side, dolomite is prone to sink holes and underground caning, which can result in structural damage to buildings and even loss of lives. Land Use Planning must consider the risk factors posed by the presence of dolomite in the area.

The western regions of the district in the DR JS Moroka municipality are mostly underlain with Continuous Coal Development, which is part of the Ecca formation of the Karoo Sequence and consists of sedimentary rock such as Shale and Sandstone. The area however has low mining potential. Superficial enrichment of Limestone does however occur in the northern part of the Municipality at the Pienaars River mine.

The central and southern regions of the Dr. JS Moroka Municipality are underlain by both the Rooiberg/ Pretoria Group and the Waterberg Group. These areas have very limited mineral potential, except for very small deposits of Tin and Barytes in the southern parts of the municipal area.

vi. Climate

The Nkangala District Municipality area experiences strongly seasonal summer rainfall during the months of October to February. During this period, temperature range from 8°C to 26°C. There is a Mean Annual Precipitation of 650-900mm with an overall average of 726mm. Meanwhile the winters are very dry (Mucina, et al, 2006) with average temperatures of 19°C between April and August.

vii. Environmental Planning, Coordination, Climate Change and Just Energy Transition

Climate change is one of the greatest threats facing the planet. Nkangala District is a major emitter of greenhouse gases as it is a powerhouse for energy that sustains the entire country and a coal base for South Africa. The largest contributor of these emissions in Nkangala is the stationary energy sector, mining, building, industry etc.,). Moreover, climate change exacerbates other challenges facing the District, such as:

- More episodes of heat waves with serious impacts on human health.
- More incidences of fire, putting property and human lives at risk.
- An increase in the demand for energy to cool buildings, residential dwellings, and factories.
- Increased frequency and intensity of extreme weather events (e.g., flooding) that could compromise infrastructure in the District and ultimately the Province e.g., buildings, roads, power stations and distribution lines.
- Increased drought that will worsen water availability resulting in severe water scarcity and food insecurity.

The World Economic Forum's Global Risks Report (2020) delineates environmental risks (such as climate action failure, extreme weather events, water crises and biodiversity loss) as the most prominent and potentially impactful global risks. Climate change is driving widespread temperature increases across the globe, with shifts in the global weather systems creating conditions for high temperature variability and unpredictability. If the emission of greenhouse gases continues it will cause further warming and long-lasting changes in all components of the climate system – such as intense flooding, desertification, heat stress and melting permafrost – increasing the likelihood of severe, pervasive, and irreversible impacts for people and ecosystems across the globe.

Substantial and sustained reductions in greenhouse gas emissions, together with adaptation, can limit climate change risks. At COP 21 in Paris, on 12 December 2015, parties to the United Nations Framework Convention on Climate Change (UNFCCC) reached a landmark agreement to combat climate change and to accelerate and intensify the actions and investments needed for a sustainable low carbon future. The Paris Agreement's central aim is to keep the global temperature rise well below 2 degrees Celsius above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5 degrees Celsius. The Paris Agreement further aims to peak greenhouse gas emissions as soon as possible, and to achieve net-zero emissions in the second half of this century. Also included is a requirement for mitigation measures of individual countries to be expressed in Nationally Determined Contributions (NDCs), with a requirement for these NDCs to be reviewed every 5- years representing progression beyond the last NDCs. Additionally, the agreement aims to increase the ability of countries to deal with the impacts of climate change, and at making finance flows consistent with a low greenhouse gas (GHG) emissions and climate-resilient pathway (UNFCCC, 2015). Despite these efforts, the most recent Intergovernmental Panel on Climate Change (IPCC) report – the Special Report on Global Warming of 1.5°C – highlights the significant and alarming consequences that climate change is expected to have on urban areas (IPPC, 2018). At 1.5°C, twice as many megacities (including Lagos, Nigeria and Shanghai, China) could become heat-stressed, exposing more than 350 million people to potentially deadly heat by 2050. The impact of climate change will challenge the adaptive capacity and resilience of cities especially with respect to city infrastructure systems.

Nkangala District Municipality is committed to playing its part to deliver its ambition towards the fulfilment of the objectives of the Paris Agreement and the Deadline 2020 commitment. The Nkangala District Climate Change Adaptation Response Strategy is a strategic plan with the objective to prioritise evidence-based transformational actions, to transition the District towards an emission neutral, climate resilience municipality by 2050. The CCARS is a district-wide action plan to be actioned by the District administration (including the District Entities), private sector, civil society, youth etc. NDM is required to reduce its overall emissions of carbon dioxide by 2050, if other spheres of government collaborate in addressing the barriers to unblock other emissions (i.e., residual emissions) to achieve carbon neutrality in 2050.

To support global agreements and compacts to reduce temperature rise, the Nkangala District Municipality is committed to:

- Monitor, report, create public awareness and act to reduce Green House Gas (GHG) emissions and enhance air quality.
- Embrace innovative green practices and technologies.
- Implement interventions for both climate change adaptation and mitigation across all delivery areas.
- Support a shift towards a low carbon economy.
- Collaborate with the DFFE, DARLEA and local municipalities to maintain biodiversity and ecological protection areas.

Climate change poses a significant threat to South Africa's water resources, food security, health, infrastructure, biodiversity as well as its ecosystem services

If left unmitigated, climate change will significantly affect the economic, social and environmental dimensions of sustainable development, as well as key issues like poverty and equity. Consequently, the development process will be reversed, while on the other hand any successful solution to the climate change problem will come from the very development process.

The impacts of climate change are felt at local government level and Nkangala District Municipality is no exception to such realities as all its municipalities experience different extremes related to Climate Change. In the recent years the city has directly experienced the adverse effects of climate change resulting into extreme temperatures, high rainfalls and hailstorms affecting our communities. The current prevalence of climate events affecting the District and individual municipalities' infrastructure and its community require a districtwide concerted effort. The impact of these negative impacts can be seen on the individual municipality's decaying infrastructure and the interrupted ability to achieve their mandate of providing sustainable services.

Moreover NDM has high proportion of protected areas, mining activity, heavy industry, commercial enterprise and urban population is found in bioregion, and consequently, the pressure for additional land transformation of the remaining natural ecosystems is very high, and opportunities for conservation of biodiversity using mechanisms such as protect areas are limited. Faced with this situation, NDM strives to ensure compliance with all relevant environmental legislative requirements that must be adhered to under the National Environmental Management Act (Act 107 of 1998)

In view of the above, the district has developed a Climate Change Adaptation and Response Strategy, 2012) to reduce vulnerability and built resilience (adaptation) against the negative impacts of climate change. The strategy further aims to set-out the path to which the NDM could put measures to minimize the climate change impacts, reduce greenhouse gas emissions footprint and improve its resilience through adaptation and mitigation means. The Strategy was further intended to raise climate change awareness and establish interdepartmental linkage in response to the NDM's overarching climate change impacts. Thus, mainstreaming of the NDM's Climate Change Response Plans will improve and inform cross-cutting sector planning and management as well as the flow of information on possible risks (floods, hail) affecting service delivery.

A number of projects are envisaged for the near future which will give effect to the strategy, which includes among others, promotion of water conservation mechanisms, implementation of energy efficiency projects, support to projects that promote food security, and mainstreaming of climate change at planning level especially on land use management issues.

Nkangala District Municipality is undertaking environmental compliance monitoring and inspection to ensure compliance with environmental legislations. NDM furfure review impact assessment reports in relation to EIA applications to monitor development within the District Municipality. This assist greatly with making sure that conditions of approved development applications are adhered to. In this case, conditions are mainly those aimed at contributing towards minimising negative development impacts to the environment.

viii. Mining Activities and Mineral Deposits

The Nkangala District Municipality is dominated by mineral activities and the mineral deposits that is mainly found in some of the local municipalities such as the Emalahleni, Steve Tshwete, Victor Khanye and Emakhazeni local municipalities is coal, which is used in the power generation by Eskom power station.

4.17. Environmental Management Function

4.17.1. Air Quality Management

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 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.

4.17.1.1. 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 2021, Organisational capacity in government is optimised to efficiently and effectively maintain, monitor and enforce compliance with ambient air quality standards; (Reviewed NDM AQMP 2021); ACHIEVED
Goal 2: Industrial emissions are equitably reduced to achieve compliance with ambient air quality standards and dust fallout limit values;
Goal 3: Air quality in low-income settlements is in full compliance with ambient air quality standards
Goal 4: All vehicles comply with the requirements of the National Vehicle Emission Strategy
Goal 5: A measurable increase in awareness and knowledge of air quality exist
Goal 6: Biomass burning and agricultural emissions will be 30% less that the current
Goal 7: Emissions from waste management are 40% less that 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:

- Divisional Manager: Pollution Control as per the legal requirement has been appointed and also designated Grade 02 Environmental Management Inspector (EMI),
- One (01) Atmospheric Emission Licensing Officer
- Three (03) Environmental compliance and enforcement officers,
- A total number of five personnel.
- Furthermore, the AEL Calculator was 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, and National Atmospheric Emission Invertory System Training.

Subsequent of the above, it must be noted that the pollution control division based on the work load they have in relation to atmospheric emissions licencing and environmental compliance and enforcement it does not adequate capacity to perform the functions as mandated effectively satisfactorily and such have limitation in revenue collection that can be capitalized if the organizational structure can be increased by additional capacity.

The district can plan to add the number of officials in the air emission licencing by two (02) officials to one official that currently have and three officials in the environmental compliance and enforcement to improve the capacity and speedy resolution of reviewing and issuing of licensing and dealing with any administrative requirements of the functions.

The two (02) officials responsible for enforcement functions will aid the district to improve compliance and enforcement in industries and facilities at an increase rate that will address compliance and enforcement short coming that the district is experiencing currently and also help in the implementation of HPA regulations in an adequate manner.

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).

4.17.1.2. 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.

Nkangala District Municipality Pollution Control conducted environmental Compliance Inspection with National Department, Dardlea and local municipalities. The inspections are done to monitor and enforce compliance with environmental legislations to industries. A total number of 35 environmental Compliance Inspections conducted for 2022/2023 financial year. It has yield good results as compliance has improved.

4.17.1.3. NDM State of the Air Quality Monitoring System

Table 123: List of the Ambient Air Quality Monitoring Stations within the District

Station	Owner	Latitude	Longitude
Kriel-Matla	Eskom	-26.251232	29.25639
Thubelihle	DFFE	-26.21540556	29.28900556
Hendrina	DFFE	-26.151197	29.716484
Delmas	DFFE	-26.140316	28.697015
Kwazam0kuhle	DFFE	-26.138269	29.7389005
Hendrina	Eskom	-26.138252	29.738953
Kendal	Eskom	-26.107888	28.974496
Komati Power station	Eskom	-26.098178	29.450542
Arnot	Eskom	-26.086232	30.110653
Phola	DFFE	-25.995669	29.038164
Kusile	Eskom	-25.978832	28.942892
Mhluzi	DFFE	-25.97255	29.313231
Duvha	Eskom	-25.97255	29.313231
Emalahleni MP	Mpumalanga Province	-25.92225	29.24163
Emalahleni SAWS	DFFE	-25.877861	29.186472
Middelburg SAWS	DFFE	-25.796056	29.462823
Middelburg MP	Mpumalanga Province	-25.773111	29.438611
Masakhane	DFFE	-25.74982	29.446818

4.17.1.4. 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. Nkangala District Municipality is in the process of reviewing its own District Air Quality Management Plan and the air quality by-laws was Reviewed for the purpose of developing the Air quality by-law implementation fine list and the fine list was developed.

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 fron 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.

Table 124 ***: The state of AQMPs in Nkangala District Municipalities.***

Municipality	Status Availability of AQMP	Status of AQMP
Nkangala District	Yes	developed, to be updated
Steve Tshwete	Yes	developed, to be updated
Emalahleni	Yes	developed, to be updated
Victor Khanye	Yes	developed, to be updated
Thembisile Hani	No	Need to be developed
Emakhazeni	No	Need to be developed
DR JS Moroka	No	Need to be developed

The District, Provincial and National Department to assist the local Municipalities in the development and review of the Air Quality Management Plan in terms of the National Air Quality Framework.

The following challenges and proposed intervention measures were identified as outlined in the following Table

***Table 125:*: Challenges and Proposed Intervention Measures**

Challenges	Recommendations
Inadequate capacity on NDM legal capacity pertaining to environmental management issues	Training of the NDM legal unit on Environmental legislation
Inadequate capacity on NDM environmental unit pertaining legal issues	Training of NDM environmental unit on Legal legislation
Lack of cooperation between AQM authorities and the environmental community Organisations	Improve cooperation between the AQM Authorities and the environmental community organisations.

- **Priority Projects**

- Research hub for Environmental, MHS, disaster, Fire and Rescue issues.
- Revive the Establishment and Composition of the NDM Environmental Impact Assessment Committee to include all the affected Depts and Units

4.17.2. 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.

4.17.2.1. NDM CLIMATE CHANGE MITIGATION AND RESPONSE STRATEGY

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.

4.17.2.2. Nkangala District Municipality Climate Change Response Strategies

Based on the above, the Nkangala District Municipality will review Climate Change Response Strategy/Plan which simultaneously will also inform the development of the Climate Change Response Implementation Plan and Adaptation Plan which in essence will be amended in the review of the response strategy in the 2024/2025 financial year. The review of the climate change response implementation plan will also inform the district plan for mitigation and adaptation to climate change challenges and issues.

The Emalahleni Local Municipality has completed the review of the climate change response strategy whereas all other five local municipalities do not have climate change response strategies. The Nkangala District will coordinate the development and review of climate change response plan for local municipalities in the district.

In addition, the district will outline condition to undertake the vulnerability assessment of different sectors within the district municipalities. The NDM will mainstream and coordinate climate change response strategies into sectors and municipalities development programmes in the development and that will include the amendment of sector plans such as Disaster Management Plan (DMP), SDF, EMF, IWMP, AQMP, to factor climate change in their planning.

Summary of climate change sector plans

The district will initiate the development and review of the following climate change sector plans in the 2024/2025 financial year:

- Review of the NDM Climate Change Response Plan/Strategies
- Climate Change Response Implementation Plan
- The green Economy Development Plan
- Just Transition Implementation Plan

Table 126: ***Projection and example of possible impacts from climate change***

Higher maximum temperatures, more hot days and more heat waves:	Higher minimum temperatures, fewer cold days and frost days:	Shifts in Seasonality:
• Heat stress on humans and livestock; • Increased incidence of heat-related illnesses; • Increased incidence of death and serious illness, particularly in older age groups; • Increased heat stress in livestock and wildlife; • Decreased crop yields and rangeland productivity; • Extended range and activity of some pests and disease vectors; • Increased threat to infrastructure exceeding design specifications relating to temperature (e.g., traffic lights, road surfaces, electrical equipment, etc.); • Increased electric cooling demand increasing pressure on already stretched energy supply reliability; • Exacerbation of urban heat island effect.	• Decreased risk of damage to some crops and increased risk to others such as deciduous fruits that rely on cooling period in autumn; • Reduced heating energy demand (although extremes may still occur); • Extended range and activity of some pests and disease vectors; • Reduced risk of cold-related deaths and illnesses. • General drying trend in western part of the country • Decreased average runoff, stream flow; • Decreased water resources and potential increases in cost of water resources; • Decreased water quality; • Decrease in shoulder season length threatening the Western Cape fruit crops; • Increased fire danger (drying factor); • Impacts on rivers and wetland ecosystems.	• Shift in onset of the rainy season, causing planning challenges for agriculture. • Intensification of rainfall events • Increased flooding; • Increased challenge to storm water systems in urban settlements; • Increased soil erosion; • Increased river bank erosion and demands for protection structures; • Increased pressure of disaster relief systems; • Increased risk to human lives and health; • Negative impact on agriculture such as lower productivity levels and loss of harvest.

The District and Municipal officials identified the following sectors as those that are likely to be vulnerable to climate related impacts and require responses:			The following climate related hazards for the Municipality were identified as those that had profound impact on the region in the past, and are likely to be exacerbated in future:	
• Economic development • Social Development • Political sphere • Planning • Public safety • Disaster management	• Agriculture • Tourism • Housing • Infrastructure • Transport • Health	• Waste management • Energy / electricity • Biodiversity conservation • Future mining • Water management	• Fire • Drought • Floods • Extreme cold	• Shift in Seasons • Storm events (including lightening and wind) • Increased number and extent of heat days

4.17.3. Organizational Capacity of Climate Change Management

The Nkangala District Municipality currently does not have Climate Change Management organizational structure and as such it is high time the district develops an organizational structure that will assist the district in the implementation of the climate change sector plans and implementation plan. The positive in the district is that the plan to establish the climate change division is in progress as the district is in the process of establishing a Climate Change Division that will be dedicated to execution climate change management and Just Transition programmes.

It is envisaged that the climate change division bolster a divisional structure with adequate capacity to handle the work load and responsibilities it requires. Some of the responsibilities will involves the following:

- Conduct research on matters affecting climate change and just transition and update on.
- Coordinate and integrate the various climate change and just transition initiatives in the province and will strive to ensure collaboration and transparency.
- Promote and advocate climate justice and accountability in the district.
- Costing the climate change and just transition activities for budget purposes.
- Liaison with the Director General in the province and the Presidential Climate Change Commission (PCC).
- Mainstreaming climate change and just transition issues in the municipal programmes, IDPs, and Budgets.
- Coordinates business development and special projects as well as interventions in relation to climate change and just transition.
- Building and maintaining relationships with relevant stakeholders in the climate change sphere.
- Organising and conducting climate change related workshops within the district.

Subsequent to the above, it is evident that the division will require adequate capacity to perform the duties and responsibilities required for climate change and just transition management. as such it is proposed that the district have one Manager for Climate Change Management, and three qualified environmental officers who will coordinate the professional aspect of climate change and just transition. In addition to the above recommendation the district must also have a socio-economic administrator to deal with social related effect or impact of climate change that might necessitate Just Transition in addressing climate change in the district.

Organisational Structure: Climate Change

- X1 Divisional Manager
- 1x Climate Change Advisor
- 1x Climate Change Officer

4.17.4. Environmental Education and Awareness Campaigns

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 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
    - Air Quality Management issues
    - Climate Change

*Table 127**: Climate priority projects***

Project	Budget R 000's		
	2022/23	2023/24	2024/25
MHS & Environmental Management Awareness Campaigns	R0,00	R400 000 (District Wide)	R400 000 (District Wide)
Uniform		R200 000	R0,00
Reviewal of the NDM State of Environment Report	R,0 00	R,0 00	OPEX
Reviewal of the NDM Climate Change Response and Mitigation Strategy	R0,00	R800 000,00	OPEX
Conduct Section 78 Assessment i.r.o Establishment of the Climate Change and Just Energy Transition Unit within Community Development Services	R0,00		

4.18. Waste Management

I. 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. According to sec 10 (3) of the National Environmental Management: Waste Act 2008 each municipality including the District must designate in writing a Waste Management Officer to coordinate waste management issues.

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 18 municipal landfill sites and transfer stations 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 such regular monitoring by MHS staff or upgrading of non-complying landfill sites for increased service delivery and environmental sustainable development.

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 (85%) and a backlog of 15%. Victor Khanye has 79% access and 21% backlog, Emakhazeni has 84% and 16% backlog, Thembisile Hani 71.4% access and 28.6 backlog, Emalahleni 66% access and 34% backlog. Dr J.S Moroka local municipality (MP316) has the lowest percentage of households having access to refuse removal services of 22%). The municipality also has the largest refuse removal backlog of 78%, contributing 30.2% of the District backlog and 9.2% of the provincial backlog. The municipality with the smallest refuse removal backlog is Steve Tshwete local municipality (MP313), with a refuse removal backlog of (15.1%) and contributes 4.5% to the District backlog and 1.3% to the provincial backlog. The Nkangala District Municipality contributes 30.4% to the provincial refuse removal backlog. The Nkangala District has a relatively high refuse removal backlog.

***Table 128*: Access to Refuse Removal and Backlogs of Refuse Removal**

Municipality	Access to refuse removal	Backlog of refuse removal
Steve Tshwete Local Municipality	85%	15%
Emakhazeni Local Municipality	84%	16%
Victor Khanye Local Municipality	79%	21%
Emalahleni Local Municipality	66%	34%
Dr J S Moroka Local Municipality	22%	78%
Thembisile Hani Local Municipality	71.4%	28.6%

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** below, based on the NDM IWMP 2011.

Table 129: **Existing disposal facilities**

Status of Landfill Permitting/Licensing in Nkangala Municipality	
Local Municipality: Victor Khanye	**Permit Status: Permitted/Licensed**
Name of disposal facility	
VKLM Botleng	Permitted
VKLM Witklip	Permitted
Local Municipality: Emakhazeni	**Permit Status**
Belfast	Permitted
Dullstroom	Permitted
Waterval Boven	Permitted
Machadodorp	Permitted
Local Municipality: Thembisile Hani	**Permit Status**
Kwagga Plaza	Permitted
KwaMhlanga	Permitted
Local Municipality: Dr JS Moroka	**Permit Status**
Libangeni	Permitted
Mmametlhake	Permitted
Local Municipality: Steve Tshwete	**Permit Status**
Komati transfer station	Permitted
Rietkuil transfer station	Permitted
Pullenshope transfer station	Permitted
Doornkop transfer station	Permitted
Bankfontein transfer station	Permitted
Middelburg landfill site	Permitted
Somaphepha transfer station	Permitted
Sikhululiwe transfer station	Permitted
Ext 49 Industrial transfer station	Permitted
Dennesig transfer station	Permitted
Rockdale transfer station	Permitted
Local Municipality: Emalahleni	**Permit Status**
Emalahleni Leeuwpoort landfill	Permitted
Phola Ogies landfill	Permitted
Kriel Ga Nala Landfill	Permitted
Ryeno Ridge transfer station	Permitted
Schoongesicht transfer station	Permitted

4.18. Integrated Waste Management Plan

For that reason, Nkangala District Municipality developed a District Wide Integrated Waste Management Plan which due for review in 2025. 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. IWMP must be endorsed by MEC for approval and inclusion in the IDP by District. The three local municipalities that is Emakhazeni, Victor Khanye and Dr JS Moroka are in the process of reviewing their IWMP

Table 130: The state of IWMP within local municipalities in the Nkangala District Municipality

Municipality	Status Availability of IWMP	Status of IWMP
Nkangala District	Yes	Up-to-date
Steve Tshwete	Yes	Outdated, under review
Emalahleni	Yes	Outdated, under review
Victor Khanye	Yes	Outdated, under review
Thembisile Hani	Yes	Up-to-date
Emakhazeni	No	Draft (being developed)
DR JS Moroka	No	Draft (being developed)

4.18.1.1. 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 been procuring waste collection equipment as part of support for local municipalities. The locals are encouraged to apply for MIG funding to procure waste equipment as supported by National department.

Table 131: **Waste Management Equipment Procured**

Waste Management Equipment	Beneficiary	Period	Budget
Supply, delivery and Registration of one (1) 20 M3 Refuse Compactor Truck	Dr JS Moroka Local Municipality	2022/23	R2 731 612.00

4.18.1.2. Establishment of Waste Disposal Sites within the NDM

Thembisile Hani Local Municipality is in the process of upgrading the landfill site in Kwaggafontein appoved by Department of Forestry, Fisheries and Environment (DFFE). Currently the municipality has completed the designs and in the process of being approved to commission the landfill site. Dr JS Moroka is in the process of EIA to develop Siyabuswa landfill site.

4.18.1.3. 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 (buy back centres or waste processing plants) including partnerships within the District. The District must work with local municipalities to promote circular economy and develop waste recycling processing plant. NDM to assist local municipalities in capacitating all the NGOs or environmental groups working with waste.

4.18.1.4. 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 must resuscitate 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. 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.

Waste as one of the critical 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.

Challenges within the waste sector in local municipalities

- Shortage of professional personnel within local municipalities dealing with waste or environmental issues.
- Poor maintenance of landfill site by local municipalities.
- No landfill site audits conducted as per licence condition.
- Old fleet for waste removal affecting service delivery.
- Poor service of cleaning drainage system (septic tanks) in terms of waste water. (no honey sucker for Emakhazeni).

4.18.1.5. 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.

4.18.1.6. 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 Environment, Forestry and Fisheries (DEFF) EPIP and local municipalities on greening and cleaning programme. The purpose of the programme is to clean and rehabilitate illegal dumping hotspots.

4.18.1.7. Waste Management Project: Municipal Cleaning and Greening Programme 2020

The Department of Environment, Forestry and Fisheries (DEFF) has realised that more efforts are needed if the environment is to be protected from pollution and has conceptualised a national Municipal Cleaning and Greening Programme. The aim of this Programme is to fight environmental degradation and ensure that our country is free from litter and illegal dumps. This will be done through mass public employment of the unemployed, with special prioritisation of women, youth and persons living with disabilities.

The Programme is implemented in all Provinces and Municipalities throughout the country, and the people who are employed will clean their areas, working closely with their respective Provincial and Municipal Waste Management Officers. The project is currently being implement in five local municipalities namely, Steve Tshwete, Emalahleni, Emakahazeni, DR JS Moroka and Thembisile Hani. The Greening and Cleaning Programme is a 12 month programme

is currently under implementation and it has helped to empower and provided employment to unemployed youth, women and adult segment of the communities in the district municipalities is being implemented at.

Using a District Development Model, the recruitment of 60 participants to assist in general waste management through street cleaning, illegal dumps clearing, tree planting, etc. Cleared Waste is to be collected as part of the municipal collection schedule of the relevant targeted locations. The participants will receive R120.00 per day as a stipend for 22 days in a month.

The **objective** for this specific programme is to drive towards a cleaner South Africa which is free of litter and illegal dumping. This would be achieved by means of supporting solid waste management in Municipalities all over the country through the following:

i. Provision of tools of trade (litter picking sticks, rakes and brooms, recyclables and residual refuse bags, trees, and personal protective equipment (work suits, t-shirts, boots, masks and gloves); and

ii. Mass public employment (recruitment of 60 participants per Local Municipality and 120 participants per Metropolitan Municipality).

Waste Management Capacity Building

The Nkangala District Municipality has a designated Waste Management Officer which is housed at Municipal Health Services (MHS). The designated Waste Management Officer is responsible for coordination of waste management responsibilities in local municipalities within the district. however, the waste management challenges that are in the district municipalities requires adequate focus as waste management is a big challenge that the district have. In the interim the capacity in the district is not adequate to handle the coordination of waste management with local municipalities hence there is a need to increase capacity in the district by recruiting a Waste Management Officer (WMO) who will be dedicated to waste management issues in the district without shared responsibilities that can result in performing waste management functions inadequately.

4.18.1.8. Biodiversity and Conservation

Biodiversity richness is one of South Africa's important natural assets as it provides goods and services which are vital for human well-being. The Nkangala District municipality have sensitive biodiversity areas within DR JS Moroka with dominant veld types in the central and southern parts of the municipal area are Mixed Bushveld and Sourish Mixed Bushveld respectively. The northern extents of the municipal area are characterised by Springbok Flats Turf Thornveld. The mixed bushveld has been indicated as an area of high agricultural potential and can be utilised for grazing and crop farming. The Springbok Flats Turf area is highly suited for crop farming, but the area has been developed with houses therefore sterilising the area fir high intensity agriculture.

With regards to biodiversity, a number of small, isolated pockets are considered to be of "significant" and "important" biodiversity value. The conservation of these land pockets is vital to preventing ecosystem collapse, and securing the future of, particularly, the Giant Bullfrog (Pyxicephalusadspersus). Lastly, an ecological corridor with high biodiversity value traverses the southern extents of the municipal area. This continues toward the sections of Thembisile Hani local municipality.

Victor Khanye Local Municipality does not host many threatened flora, with only five Red Data plant species having been recorded in the municipal area. A number of small, isolated pockets considered to be significant and important biodiversity value are however found throughout the municipality area. Notably, there are no 'irreplaceable' hotspots in the Victor Khanye Municipality. However, there are 'highly significant' patches in terms of biodiversity, namely the north-eastern corner of the Municipality, the north-western corner, around Delmas, and finally a patch in the south of the municipal area. Furthermore, there are concentrations of 'important and necessary' biodiversity, namely the north-western block, the north-eastern block, the area east of Argent, and the area along the southern municipal boundary. Conserving these areas is of extreme importance as Victor Khanye is particularly threatened with ecosystem collapse.

There is little data of biodiversity sensitivity in Emakhazeni, Steve Tshwete and Emalahleni municipalities which should be explored for incorporation in the NDM IDP. This will aid the district to develop biodiversity strategic policies and plan to adequately manage biodiversity and conservation in the district. The district is faced with challenges of lack of Local Biodiversity strategy and action plan, Soil Conservation plan, Ecological Infrastructure and Ecosystem Based adaptation Plan to deal with environmental issues.

4.18.1.9. Critical biodiversity Areas

The Nkangala District Municipality has Critical Biodiversity Areas within the Emalahleni local municipality where river signatures are considered critically endangered. The high percentage of Critically Endangered River signatures within the Emalahleni local municipality provides an indication that the rivers within the municipality are in dire need of protection and in some instances rehabilitation. However, it must be noted that more biodiversity and conservation data still need to be detailed in the IDP of Nkangala District Municipality so that the sensitivity of critical biodiversity areas can be determined across the district to be able to categorize the sensitive biodiversity areas in the district.

4.18.1.10. Biodiversity Conservation Areas within the Nkangala DM.

Some of the nature reserves located in the district include the Mkhombo and Mdala Nature Reserves located in DR JS Moroka municipality, Witbank Nature Reserve in Emalahleni LM.

4.18.1.11. Summary of Biodiversity and Conservation Sector Plans

The Nkangala District municipality does have a Bioregional Plan developed by the province, however, it is critical that the district develop localized sector plans that will aid the management of biodiversity in the municipalities across the district. The following are sector plans that the district should initiate their development in the 2023/2024 financial year:

- Biodiversity By-law
- Soil Conservation Plan
- Invasive Species Eradication Monitoring Plan
- Open Space Management Plan

Biodiversity and Conservation Capacity in the District

The Nkangala District Municipality currently does not have capacity in the form official to perform and coordinate biodiversity and conservation management within local municipalities. The district should invest in building capacity in the form of human resources to perform the functions of biodiversity and conservation and coordination thereof to local municipalities for effective and efficient performance of biodiversity and conservation management.

4.18.1.12. Environmental Impact Management

4.18.1.12.1 Implementation of the NEMA: Environmental Impact Assessment (EIA) regulations

i. Purpose of the Regulations

The purpose of these Regulations (Section 2) is to regulate the procedure and criteria as contemplated in Chapter 5 of the Act relating to the submission, processing and consideration of, and decision on, applications for environmental authorisations for the commencement of infrastructure developmental activities in order to avoid detrimental impacts on the environment. Where it cannot be avoided, the regulations aim to ensure mitigation and management of impacts to acceptable levels, and to optimise positive environmental impacts, and for matters pertaining thereto. The municipality has capacity to perform the EIA commenting responsibility, however, a dedicated responsibility in terms of coordination of environmental impact assessment (EIA) in the district and local municipalities must be enhanced to promote a single

line of communication in relation to environmental impact management commenting and land use development applications.

ii. Summary of Sector Plans to address Environmental Impact Management (EIA)

- Development of Nkangala District Municipal Environmental Management Framework (EMF) – currently being developed by DALRRD in coordination with DFFE.
- Develop Environmental Outlook

iii. **Organizational Structure**

The Nkangala District Municipality has limited capacity to perform environmental management functions as it does not perform all environmental management functions or does not have the capacity to perform other environmental functions. These include the following:

- Biodiversity and Conservation functions
- Climate Change Management Functions
- Waste Management Functions

Based on the above it is proposed that the Climate Change Division incorporates biodiversity and conservation, waste management and Just Transition coordination to supplement air quality licensing and environmental compliance and enforcement in implementing integrated environmental management mandate in terms of NEMA Regulation and improve capacity to perform environmental management coordination and management in the district.

The District currently perform the licensing function, however looking at the number of facilities the District has it is no sufficient to have one Atmospheric Emission Licensing (AEL) officer, Air Quality officer manager and three compliance and enforcement officers. Based on the above analysis the Nkangala District Municipality is considering building capacity by recruiting additional officials to complete organisational structure with capable officials to perform all environmental management functions. The proposed structure will include the following job positions:

Table 132: Composition and Responsibilities of Organizational structure composition:

Position	Responsibilities
Divisional Manager	• One (01) Divisional Manager: Environmental Management and pollution control - Responsible for managing of operations on Air Quality Management.
Air Quality Officers	• One senior AQO • Propose additional of two (02) AELs officers (process AEL applications, review and approve of the emissions reduction plans, review the existing AELs as per the current draft Highveld Priority Area Implementation regulations and HPA Air Quality Management Plan, Auditing of NAEIS reports).
Compliance & Enforcement	• One Senior C&E to separate functions (Review of compliance notices and all other work performed by Environmental Compliance Officer's • Four C&E officers to ascertain compliance of NEMA and its SEMA's.
Environmental Officer	• One EO – responsible for Waste Management, Biodiversity and Conservation and Environmental Impact Management (EIA)
Climate Change Advisor	• One Climate Change advisor responsible for climate change related function within the district

Technical Advisor	• Two Technical Advisor (responsible to analyse technical reports especially for Air Quality Management and conduct test on behalf of the district.

Climate Change Management Organizational Structure

Table 133: Composition and Responsibilities of Organizational structure composition:

Position	Responsibilities
Divisional Manager	• One Divisional Manager: Climate Change Management – Responsible for managing and coordination climate change programmes and Just Transition for the Nkangala District.
Climate Change Management Officers	• Three Environmental Officers – Responsible for Climate Change Coordination, Just Transition Coordination, Waste Management, Biodiversity and Conservation and Environmental Impact Management (EIA)
Socio-Economic Liaison Officer	• Responsible for coordination and administration of climate change and just transition effects or impacts that affect the communities, businesses, employment, and adaptation to changes that will be brough by climate change and just transition.

The Nkangala District Municipality to fill the posts of the proposed organizational structure should mobilize budget to fund the composition of the full structure. The success of approving the proposed structure will aid the district environmental management and pollution control division and climate change management division with adequate capacity to execute environmental management and climate change management functions in the district and local municipalities. The district has many industrial facilities that requires environmental monitoring and with the current capacity it render inefficiency to perform the functions adequately. Also, the district must implement the climate change response and adaption strategy whereby climate change coordination and Just Transition must be executed for the realization of climate change response actions. It is an expensive exercise to compensate the structure, but it will help the district to realize environmental management and climate change management functions that are efficient and sustainable to execute the mandate of the district in integrated environmental management

4.18.3. Environmental Management Budgeting or Financing

The Nkangala District Municipality must allocate budgets for all environmental management functions as proposed above. The budget will also fund the review and development of different sector plans (AQMPs, IWMPs, EMF, Alien Invasive Species Eradication Plans, Climate Change Response and Adaptation Plans, and Just Transition Implementation Plan) required to perform all environmental management and climate change management functions efficiently and the operation of the environmental and climate change management divisions. The environmental management and pollution control division and climate change management division must develop the costing model to determine the cost of the proposed structure and operation plan for implementation.

The environmental management and climate change operational plan must include all equipment and programmes that are required for the implementation of environmental management and pollution control and climate change management responsibilities by officials in the district. This equipment's can include the following:

- Air Quality Monitoring equipment
- Emissions reduction offset programmes.
- Greening offset programmes.
- Capacity building training programmes.
- Education and awareness campaigns programmes.

Environmental Management Projects

The Nkangala District Municipality is currently planning environmental management projects that are aimed at reducing emissions and carbon footprint in the district. These projects include the following:

- Establishment of NDM Asphalt plants - Business opportunities and job creation through the eMalahleni emission reduction project: Premise: The Emalahleni Sub-Region has a challenge with extremely high dust emissions due to unpaved roads.

Potential job creation project: If the NDM were to establish temporary asphalt plants to pave roads within the Emalahleni Local Municipality, a significant number of business and job opportunities can be created through this value chain.

- Establishment of NDM Air Quality Management Laboratory Services - To perform chemical analysis for industries and generate revenue and Education and training purposes.

CHAPTER FIVE



5. CHAPTER FIVE

5.1. CHALLENGES, PRIORITIES AND STRATEGIES

5.1.1. NDM Political commitment for the Five years in council

Table 134: NDM POLITICAL COMMITMENT FOR THE FIVE YEARS IN COUNCIL

Key Issue	Project/ Programme Name
Water and Sanitation:	• Loskop Regional Bulk Water Supply Scheme that will augment Thembisile Hani's Water Shortfall by 20 Ml/ Day. • Rust de Winter Bulk Water Supply Scheme that will augment Dr. JS Moroka's Water Shortfall with 10 Ml/ Day. • Investigation into Possible Abstraction from Magalies Water Pipeline for Dr. J.S. Moroka LM Communities. • New Boreholes and Water Treatment Package Plant at Sundra and Eloff in Victor Khanye. • Replacement of Asbestos Cement Pipes in Emakhazeni (Waterval Boven and Emngwenya) and Emalahleni. • Construction of Mhluzi Bulk and Internal Water Reticulation in Steve Tshwete. • Upgrading of Delmas Waste Water Treatment Plant from 4.5 Ml/ Day to 12 Ml/ Day in Victor Khanye. • Installation of Water and Sanitation Reticulation at Tooitskraal in Dr. J.S. Moroka. • Upgrading of Botleng Extension 3 Outfall Sewer Pipeline in Victor Khanye. • Servicing of Stands with Water and Sanitation Reticulation in Kwamhlanga B and Tweefontein K in Thembisile Hani. • Servicing of Stands with Water and Sanitation Reticulation at Corridor Hill, Extension 1, in Emalahleni. • Installation of Sewer Connections at Hostels in Emalahleni.
Roads and Stormwater:	○ Construction of Phase 2 of Matshiding Stormwater, and Mogononong to Siyabuswa Road in Dr. JS Moroka. ○ Construction of Sheldon/ Thembalethu Road to Phola Mall that will Alleviate Traffic from the Thembalethu/ Vezubuhle Four Way Stop in Thembisile Hani. • Construction of Kwaggafontein B and C Stormwater Drainage in Thembisile Hani. • Construction of Tweefontein-G Sub Surface Drainage System in Thembisile Hani. • Upgrading of Road from Gemsbok to R573 via Buhlebesizwe and to Freisgewadgte in Thembisile Hani. • Construction of Matshiding, Thabana and Ramokgeletsane Sub-Surface Drainage Systems in Dr. J.S. Moroka. • Upgrading of Ramokgeletsane Road to the Senotlelo Paved Road in Dr. J.S. Moroka. • Upgrading of Kroomdraai By-Pass Road to Verena and Empumelelweni Road to N4 in Emalahleni. • Construction of Internal Roads in Victor Khanye.
Public Facilities:	○ Moloto and Bundu-Machipe Community Halls in Thembisile Hani.

Key Issue	Project/ Programme Name
Electricity:	○ Refurbishment of A1, B1, C1 and D1 Electrical Substations, and High Mast Lights in Victor Khanye. ○ Supply and Installation of 30 High Mast Lights for all Six Local Municipalities. ○ Upgrading of Medium Voltage Electricity Network and Substation in Emgwenya and Upgrading of Medium Voltage Electricity Network in Belfast Phase 2, which are in Emakhazeni. ○ Upgrading of 200KVA Transformers to 315KVA Transformers in Victor Khanye.
Land and Housing:	○ Service Stands with Water and Sanitation Reticulation at KwaMhlanga B and Tweefontein K in Thembisile Hani, at Delmas Extension 17 in Victor Khanye, at Newtown (Avalon) in Steve Tshwete, at Dikgwale, Maphotla ward 14 and ward 25 Seabe and Mametlhake in Dr. JS Moroka LM. ○ Embarking on a programme to identify available private land for housing development in all six local municipalities in partnership with Department of Human Settlement. ○ Servicing of land for coronation movement in Emalahleni LM.
Best People to Run Municipalities:	○ Ensuring that only qualified senior managers are appointed, and adequate vetting is done prior to appointment. ○ Conducting a comprehensive and scientific organizational skills audit. ○ Strengthening the work of oversight and governance Section 79 committees, MPAC, Audit and Performance Committees. ○ Ensuring signing of performance agreements by Executive Mayors and Members of the Mayoral Committee. Ensuring that the step aside principle is fully implemented. Con-duct life style audits for all Municipal officials and Councillors. ○ Developing education programmes targeting members of the community about good governance and accountability in local government. Ensuring functionality of District Development Model and implementation thereof.
Food Security:	○ Support 20 emerging farmers with financial and non-financial support to enhance and grow their farming there-by increasing food supply to the communities.
Fighting Corruption and avoiding Wastage:	○ Ensuring the full carrying out of the powers and functions of the district. ○ Continuing with the marketing of the Anti-Fraud and Anti-Corruption Hotline reporting platforms through radio stations, newsletters, notice board, vehicle stickers, leaflet, posters, lanyard, and municipalities web-sites. ○ Protecting the whistle blowers against victimisation.
Jobs, education, training, and Opportunities for Young People:	• 24 790 job opportunities will be created through the implementation of municipal infrastructure projects. • Assistance to 150 SMME's Cooperatives and Informal Traders will be provided with financial and non-financial support to expand their businesses. • Continuing with rolling out the internship programmes to assist the unemployed graduates to get the necessary work experience, training for community members on safety and security learnership will be continued in the next five years accommodating 150 learners in the district. • We intend to support 20 emerging farmers per annum, and this will translate into 100 farmers.
Building Safer Communities and Fighting Crime, Drugs, and Alcohol Abuse, and Taking Care of the Most Vulnerable and Making Communities Safer:	• Implementing Inter-Governmental Relations (IGR) pro-grammes including Moral Regeneration Movement. • Improving on services and opportunities for people with disabilities, youth and women by June 2026. • Together we will partner with traditional leaders and religious fraternity in the fight against GBVF. • Embarking on programmes to deal with Gender Based Violence.

Key Issue	Project/ Programme Name
	• Conduct awareness campaigns on teenage pregnancy and drug and substance abuse and other related social ills. • In partnership with Department of Culture, Sports and recreation we shall embark on regional integrated cultural programs and Construction of Freedom Park by 2026.
Financially Viable Municipalities:	• Improve our financial management and unqualified Municipal audit reports. • Ensuring improvement in revenue generation, collection of revenue and payment of services by other organs of states as well as businesses. • Build financially viable Municipalities and uphold and maintain sound financial management principles. • Render efficient and effective support services in a transparent and accountable manner. • Contribute towards the maintenance of a high credit rating. Considering various possible funding model for the District Municipality to ensure sustainability.

5.1.2. 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 ***"District of Excellence and climate smart innovation".***

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 8th and 10th March 2022 and the following Development Objectives; refer following **Table.**

Table 135: Main Strategic Goals and Objectives to be Achieved.

STRATEGIC GOAL	OBJECTIVE	OUTCOME
13. Positioning Nkangala in the Region and Southern Africa (SADC)	To develop Integrated Sustainable Human Settlements in order to improve the quality of household life	Integrated economic space and sustainable human settlements by 2030
14. Enhancing Environmental Sustainability and Protecting Natural Resources	Protection and enhancement of environmental assets and natural resources	Reduced environmental pollution and enhanced public health
15. Spatial Transformation and Sustainable Human Settlements	Promote integrated and efficient land use planning.	Improved land use efficiency and sustainable Human Settlements
16. Promoting Vibrant Rural Communities, an Inclusive Rural Economy and Food Security	To promote Vibrant, equitable and sustainable rural communities and food security Enhance Agricultural Productivity and Sustainability	Boosted Agricultural productivity leading to improved livelihoods for rural communities Improve access to agricultural inputs and equipment Improved quality of Life in rural areas
17. Inclusive Economic Growth and Decent Employment for a Skilled Workforce	Foster, SMME,s Development Enhance Skills Development and Education Strengthened Public Private Partnership	Increased SMME,s participation and Growth A more skilled and educated workforce Job Creation
18. Functional, Efficient Economic	Strengthen energy infrastructure.	Reliable and sustainable energy supply

STRATEGIC GOAL	OBJECTIVE	OUTCOME
Infrastructure Network to Facilitate Growth	Improve access to basic services	Well-maintained and resilient infrastructure that meets current and future needs
19. Improving Education, Training, and Innovation	Enhance access to quality education	Increased access to and quality education
20. Promoting Health Care for All	To provide quality healthcare for all	Improved health outcomes for residents
21. Providing Social Protection (Welfare) to the Vulnerable	Ensure comprehensive health and safety standards	Improved Public Health and Safety
22. Building Safer, Caring Communities	Enhance social protection groups for vulnerable groups	Improved Well-being and Resilience among Vulnerable Groups
23. Building a Capable, Financially Sustainable and Developmental Governance System	Ensure financial stability and viability of the Municipality	Sustainable budgetary practices, Adequate value generation and Debt Management
24. Promoting Nation Building and Social Cohesion through Participative Planning	Foster nation-building and Social Cohesion through inclusive participative planning processes	Enhanced unity, trust and collaboration among diverse community stakeholders

Table 136: Nkangala strategic goals' alignment to Local Government Key Performance Areas

Key Performance Areas	Nkangala Strategic Goals	ONE PLAN STRATEGIC GOALS
KPA 1: Institutional Development and Transformation	11. Building a Capable, Financially Sustainable and Developmental Governance System	Building a Capable, Financially Sustainable and Developmental Governance System
KPA 2: Good Governance and Public Participation	12. Promoting Nation Building and Social Cohesion through Participative Planning	Building a Capable, Financially Sustainable and Developmental Governance System
KPA 3: Local Economic Development	4. Promoting Vibrant Rural Communities, an Inclusive Rural Economy and Food Security 5. Inclusive Economic Growth and Decent Employment for a Skilled Workforce	Functional, Efficient Infrastructure Network to Facilitate Growth
KPA 4: Financial Viability and Financial Management	11. Building a Capable, Financially Sustainable and Developmental Governance System	Building a Capable, Financially Sustainable and Developmental Governance System
KPA 5: Basic Service Delivery and Infrastructure	6. Functional, Efficient Economic Infrastructure Network to Facilitate Growth 7. Improving Education, Training and Innovation 8. Promoting Health Care for All	Functional, Efficient Infrastructure Network to Facilitate Growth

Key Performance Areas	Nkangala Strategic Goals	ONE PLAN STRATEGIC GOALS
	9. Providing Social Protection (Welfare) to the Vulnerable 10. Building Safer, Caring Communities	
KPA 6: Spatial Rationale	6. Positioning Nkangala in the Region and Southern Africa (SADC) 7. Enhancing Environmental Sustainability and Protecting Natural Resources 8. Spatial Transformation and Sustainable Human Settlements	Functional, Efficient Infrastructure Network to Facilitate Growth

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. T

he 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 137: Alignment of Strategic Goals of the Nkangala Vision 2030 and Mpumalanga Vision 2030, the NDP, National Development Plan and MTSF

	CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA				
NATIONAL DEVELOPMENT PLAN	**MEDIUM TERM STRATEGIC FRAMEWORK (2019-2024)**	**MPUMALANGA VISION 2030**	**MPUMALANGA GROWTH PATH**	**DDM ONE PLAN**	**NDM IDP STRATEGIC GOALS**
Positioning South Africa in the Region and the World – economy, BRICS	PRIORITY 2: Economic Transformation and job creation	Building Capable and Developmental State	Pillar 6: Regional Coordination	Functional, Efficient Infrastructure Network to Facilitate Growth	Positioning Nkangala in the Region and Southern Africa (SADC)
Environmental Sustainability and Resilience	PRIORITY 5: Spatial integration, human settlements and local government	Environmental Sustainability and Resilience	Pillar 5: Environmental Sustainability	Spatial Transformation and Sustainable Human Settlements	Enhancing Environmental Sustainability and Protecting Natural Resources
Transforming Human Settlements	PRIORITY 5: Spatial integration, human settlements and local government	Transforming Human Settlements	Pillar 3: Spatial Distribution	Spatial Transformation and Sustainable Human Settlements	Spatial Transformation and Integrated Sustainable Human Settlements
Integrated and Inclusive Rural Economy	PRIORITY 2: Economic transformation and job creation PRIORITY 4: Consolidating the social wage through reliable and quality basic services	Inclusive Rural Economy	Pillar 3: Spatial Distribution	Spatial Transformation and Sustainable Human Settlements	Promoting Vibrant Rural Communities, an Inclusive Rural Economy and Food Security
Economy and Employment	PRIORITY 2: Economic transformation and job creation	Economy and Employment	Pillar 1: Job Creation Pillar 2: Inclusive and Shared Economic Growth	Diversified Economy, Inclusive Economic Growth and Decent Employment for a Skilled Workforce	Inclusive Economic Growth and Decent Employment for a Skilled Workforce
Economy Infrastructure – basic infrastructure	PRIORITY 2: Economic transformation and job creation PRIORITY 4: Consolidating the social wage through reliable and quality basic services	Economic Infrastructure	Pillar 3: Spatial Distribution	Functional, Efficient Infrastructure Network to Facilitate Growth	Functional, Efficient Infrastructure Network to Facilitate Growth
Improving Education, Training and Innovation	PRIORITY 3: Education, skills and health	Education, Training and Innovation	Pillar 4: Sustainable Human Development	Functional, Efficient Infrastructure Network to Facilitate Growth	Improving Education, Training and Innovation

	CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA				
NATIONAL DEVELOPMENT PLAN	**MEDIUM TERM STRATEGIC FRAMEWORK (2019-2024)**	**MPUMALANGA VISION 2030**	**MPUMALANGA GROWTH PATH**	**DDM ONE PLAN**	**NDM IDP STRATEGIC GOALS**
Promoting Health Care for All	PRIORITY 3: Education, skills and health	Health Care for All	Pillar 4: Sustainable Human Development	Functional, Efficient Infrastructure Network to Facilitate Growth	Promoting Health Care for All
Social Protection (social welfare)	PRIORITY 4: Consolidating the social wage through reliable and quality basic services	Social Protection	Pillar 4: Sustainable Human Development	Diversified Economy, Inclusive Economic Growth and Decent Employment for a Skilled Workforce	Providing Social Protection (Welfare) to the Vulnerable
Building Safer Communities (policing)	PRIORITY 6: Social cohesion and safe communities	Supportive, Safe and Cohesive Communities	Pillar 4: Sustainable Human Development	Building a Capable, Financially Sustainable and Developmental Governance System	Building Safer, Caring Communities
Building a Capable and Developmental State (institutional)	PRIORITY 1: Building a capable, ethical and Developmental state	Building Capable and Developmental State	Pillar 6: Regional Coordination	Building a Capable, Financially Sustainable and Developmental Governance System	Building a Capable, Financially Sustainable and Developmental Governance System
Fighting Corruption (institutional)	PRIORITY 1: Building a capable, ethical and Developmental state	Fighting Corruption	Pillar 6: Regional Coordination	Building a Capable, Financially Sustainable and Developmental Governance System	
Nation Building and Social Cohesion – social compact	PRIORITY 7: A better Africa and world; PRIORITY 1: Building a capable, ethical and developmental state	Building Supportive, Safe and Cohesive Communities	Pillar 4: Sustainable Human Development	Building a Capable, Financially Sustainable and Developmental Governance System	Promoting Nation Building and Social Cohesion through Participative Planning

KPA 1: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION AND KPA 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strengths (Internal Environment)	Weaknesses (Internal Environment)
• Updated and monitored Social Media Coverage • Media coverage of NDM events. • Best Governance Systems. • Sound Relations with Organised Labour. • Best performing municipality on PMS in SA. • Implementation of the ICT Governance Framework Policy. • Well-established working relations with other governance structures (Audit & Performance Committee, AGSA, COGTA, SALGA, PT and NT)	• Poor attendance of IGR Structures by Locals and Departments. Lack of participation by EMAK at DCF. • Inability to comply fully with the Municipal Staff Regulations (70/30) norm. • Inconsistent staff morale. • Inability to attract and retain talent within NDM due to non-market-related salaries. • Inadequate common understanding in terms of OPMS and PMDS within the District. • Slow advancement in ICT trends. • Lack of public participation in the MPAC programmes • Improper alignment of committee (comprising even number). • New AGSA auditing approach- lived experienced auditing (to increase pressure on the oversight committees). • Lack of community participation in the formulation of the Oversight Report.
Opportunities (External Environment)	**Threats (External Environment)**
• Transfer of Skill and Technical Know-How to Locals. • Developing organisational structures that are developmentally oriented. • Provision of free community Wi-Fi (mitigate digital divide). • LGSETA Community Training Collaboration on JET Skills. • Provision of Reliable Disaster Recovery for Locals. • Provision of a Learnership/Internship platform for scarce skills. • Revenue from fines from mines operating without licences and from Environmental health. • To set precedential standard on effectiveness of PMS compliance. • Shared ICT Services by establishing District-Wide Security Operational Centre (SOC).	• Poor communication and accountability relationships with communities (due to digital divide – lack of access to technology or digital literacy skills). • ICT Systems Breaches and cyber-attacks on financial systems. • Personal Information Breach. • Violent Community Protests. • Stoppage of projects by various forums. • Dysfunctional MPACs in some LMs.

Municipal KPA	**KPA 1: Institutional Development and Transformation AND KPA 2: Good Governance and Public Participation**
One Plan Transformation Area (DDM)	Instructional and Governance
2019-24 MTSF Priority	Priority 1: A capable, ethical and developmental state
Municipal Priority	Governance, Administration and ICT
Strategic objective	• Building a Capable, Financially Sustainable and Developmental Governance System • Promoting Nation Building and Social Cohesion through Participative Planning
Impact statement: Public Value And Trust; Active Citizenry And Partnerships In Society	MTSF Target:

Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	BUDGET				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Enhanced governance structures and accountability mechanisms within the municipality	Percentage of vacant posts filled within 3 months	90%	Positions stay vacant for too long causing strain on staff and affecting service delivery	95%	Filling of position within regulated timeframes	95%	95%	95%	95%	95%
Enhanced governance structures and accountability mechanisms within the municipality	Percentage of employees who signed performance agreements	100%	Inadequate organisational performance	100% Signing of performance agreements	Signing of performance agreements	100%	100%	100%	100%	100%
Enhanced governance structures and accountability mechanisms within the municipality	Number of new/reviewed policies	67	Need for policies to Govern and strengthen municipal efficiency	67 governance policies reviewed	Develop policies to regulate and ensure that proper governance systems are in place	67	67	67	67	67

Enhanced governance structures and accountability mechanisms within the municipality	Percentage of staff vacancy	9,5%	High vacancy rate affecting service delivery	Below 10%	Replacement of staff after resignation to ensure continuity in service delivery	Below 10%	Below 10%	Below 10%	Below 10%	Below 10%

KPA 1: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

KPI IDs	outcome	Outcome indicator	Key Performance Indicator	Baseline	5 years target	5-year targets				
						2022/23	2023/24	2024/25	2025/26	2026/27
M_01	Enhanced governance structures and accountability mechanisms within the municipality	Percentage of employees who signed performance agreements	Percentage of individual performance evaluation conducted with all employees for 2023/2024 annual (Cascading of PMS to all NDM Employees) (filled positions) by 30 June 2025	100%	100%	100%	100%	100%	100%	100%
M_02	Enhanced governance structures and accountability mechanisms within the municipality	Number of new/reviewed policies	Number of new/reviewed policies approved by Council by 30 June 2025	65	67	67	67	67	67	67
M_05	Enhanced governance structures and accountability mechanisms within the municipality	Percentage of vacant posts filled within 3 months	Percentage of vacant posts filled within 3 months (circular 88) by 30 June 2025	95%	95%	95%	95%	95%	95%	95%
M_06	Enhanced governance structures and accountability mechanisms within the municipality	Percentage of staff vacancy	Maximum acceptable percentage of Staff vacancy rate (circular 88) per quarter	9.5%	10% or below	10% or below	10% or below	10% or below	10% or below	10% or below

KPA 3: Local Economic Development

STRENGTHS **(INTERNAL ENVIRONMENT)**	**W**EAKNESSES **(INTERNAL ENVIRONMENT)**
❑ The existence of Nkangala Economic Development Agency (NEDA)	❑ LED is not prioritised in most local municipalities. ❑ Insufficient support from external private and public stakeholders (DMRE) ❑ Uncategorised SMMEs of the NDM support Programs to enable ease of access to markets.
Opportunities	**Threats**
❑ Agriculture, tourism and mining sectors in the district are catalysts for economic growth. ❑ The availability of game reserves within the district. ❑ Middelburg Dam, Witbank Dam Tourism Belt and Zithabiseni provides a niche for economic and tourism opportunity. ❑ Revamping of Loskop Nature Reserve to accommodate the Big 5. ❑ Resuscitation of viable tourism routes (Kamoka Route, Cultural Heartland).	❑ Illegal Mining ❑ Untransformed tourism sector.

Municipal KPA	**KPA 3: Local Economic Development**										
Challenges	The high unemployment rate, a mismatch between skills and labour demand, and lack of funding for small businesses										
One Plan Transformation Area	• Demographic change and people development • Economic Positioning										
2019-24 MTSF Priority	Priority 2: Economic transformation and job creation										
Municipal Priority	**Economic development, Growth and Job Creation**										
Strategic objective	• Promoting Vibrant Rural Communities, an Inclusive Rural Economy and Food Security • Inclusive Economic Growth and Decent Employment for a Skilled Workforce • Positioning Nkangala in the Region and Southern Africa (SADC)										
Impact statement: Reduced unemployment and poverty				**MTSF Target:** unemployment reduced to 20-24% with 2 million new jobs, especially for youth; economic growth of 2-3% and growth in levels of investment to 23% of GDP							
Outcome	**Outcome indicator**	**Baseline**	**Situational analysis**	**5 year IDP target**	**Intervention/ Programme**	**DDM**	**ANNUAL IMPLEMENTATION**				
							2022/23 Outputs	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
Inclusive Economic Growth and Decent Employment for a Skilled Workforce	Number of SMMEs Supported	106 SMMEs Supported	SMMEs Struggling to stay in business due to financial and non-financial constraints	170 SMMEs and Emerging Farmers (SMMEs) Supported and Incubated	Proving tools and equipment's to Cooperatives SMME's and Informal Traders as well as incubation		34	34	34	34	34
Inclusive Economic Growth and Decent Employment for a Skilled Workforce	Number of work opportunities created	593 jobs created	High unemployment rate	2695 work opportunities created	Job creation through EPWP and CWP	Department of Public Works, Roads And Transport	531	531	531	531	531

KPA 3: LOCAL ECONOMIC DEVELOPMENT

KPI IDs	Outcome	Outcome indicator	Key Performance Indicator	Baseline 2022/2023	5 years target	5-year targets				
						2022/23	2023/24	2024/25	2027/28	2028/29
M_45	Inclusive Economic Growth and Decent Employment for a Skilled Workforce	Number of work opportunities created	Number of EPWP Full Time Equivalent (FTE's) job opportunities provided (GKPI) by 30 June 2025	203	820	164	164	164	164	164
M_46			Number of EPWP Work Opportunities jobs created (GKPI) by 30 June 2025	390	1875	376	376	376	376	376
M_47	Inclusive Economic Growth and Decent Employment for a Skilled Workforce	Number of SMMEs Supported	Number of SMME's provided with tools and equipment by 30 June 2025	42	90	18	18	18	18	18
M_50			Number of emerging farmers (EM) in Nkangala District Municipality supported tools by 30 June 2025	22	80	16	16	16	16	16

KPA 4: Financial Viability and Financial Management

STRENGTHS **(INTERNAL ENVIRONMENT)**	**W**EAKNESSES **(INTERNAL ENVIRONMENT)**
❑ Clean Audit ❑ Availability of skilled staff ❑ Good internal controls ❑ Good and effective Policies ❑ Good payment rate of creditors ❑ Dedicated and committed finance staff ❑ Long Term Debt of DBSA paid off ❑ 100% Implementation of risk based plan ❑ No findings raised on IA for the past 8 years ❑ Two members qualified as Certified Fraud Examiners ❑ All municipalities are part of the Shared Audit and performance committee ❑ Decrease of qualification paragraph on the municipalities under the Shared Audit and Performance committee ❑ Decrease of audit fees as AG is using IA in some projects ❑ Quality assurance IAF received general conformance ❑ Strong internal systems ❑ Functional Risk management ❑ Risk reporting and budgeting. ❑ Risk Management Framework reviewed annually ❑ Risk Assessments conducted continuously ❑ Risk Management integrated into performance management system of the municipality ❑ Culture of fraud and corruption awareness ❑ Effective risk management committee. ❑ Anti-Fraud and Anti-Corruption Hotline ❑ Ethical behaviour of staff	❑ Declining growth in RSC Levy Grant ❑ Non-capacity for contract management ❑ Non-disposal of documents ❑ Inadequate personnel in IA and Risk as a results of introduction of new projects ❑ NEDA ❑ Insufficient staff to support the Locals all 3 units ❑ Inadequate implementation of risk management mitigations ❑ Delays in investigating reported fraud and corruption allegations (Anti-Fraud and Anti-Corruption Hotline) ❑ Grant dependency ❑ Capacitating IA for AG to place more reliance on IA work to reduce high audit costs ❑ Tariffs not cost reflective
OPPORTUNITIES (EXTERNAL ENVIRONMENT)	**THREATS (EXTERNAL ENVIRONMENT)**
❑ Continuous support to local municipalities through DDM workstream ❑ Improved liaison with PT, COGTA and SALGA to assist our LM'S through training and knowledge sharing	❑ Interpretation of ever changing GRAP standards ❑ UIF&W ❑ mSCOA version change ❑ Compromised safety of SCM personnel

❑ Better bench marking as all municipalities belong to the Shared Audit and performance committee ❑ Continuous professional development as supported by the District ❑ Better training opportunities on ❑ Improving risk management maturity level ❑ Enterprise risk management ❑ Improved risk management culture ❑ Business continuity planning and management ❑ Implementation of revenue enhancement	❑ Increase work load as for the introduction of NEDA and Fire training academy as well as cascading of performance to all employees that can compromise quality audit of reports ❑ Decreased budget for projects to locals ❑ Effect of new regulations in terms of the organogram ❑ Fraud and corruption ❑ Business interruptions ❑ Declining risk maturity level ❑ Decrease in grants ❑ High levels of high employment ❑ Declining matric results (To be moved to CDS) ❑ Indigent registration be a continuous thing instead of open periods ❑ Crime rate to high ❑ Billing issues impacting revenue collection ❑ Eskom bills and the attachment of municipal assets and not getting debt relief ❑ Sector departments not paying for services

KPA 4: Financial Viability and Financial Management

Municipal KPA	**KPA 4: Financial Viability and Financial Management**										
Challenges	Poor Audit outcomes due to inadequate skills and capacity, governance failures, and a lack of accountability and consequence management.										
One Plan Transformation Area	**Institutional and governance**										
2019-24 MTSF Priority	**Priority 1: Capable, Ethical and Developmental State**										
Municipal Priority	**Financial Management and System**										
Strategic objective	**Building a Capable, Financially Sustainable and Developmental Governance System**										
Impact statement:							**MTSF Target:**				
Outcome	**Strategic Objectives**	**Baseline**	**Situational analysis**	**5 year IDP target**	**Intervention/ Programme**	**DDM**	**ANNUAL IMPLEMENTATION**				
							2022/23 Outputs	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
Financial viable municipalities and good Administration	Clean Audit obtained	Clean Audit	Compliance to GRAP standards	Clean Audit	• AFS assistance & review • SCM and Debtors verification system • SCM audit • Ad Hoc Investigation • ICT Audit • Risk Management	Provincial treasury	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit

KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

KPI IDs	**Outcome**	**Outcome Indicator**	**Key Performance Indicator**	**Baseline**	**5 year target**	**5-year targets**				
						2022/23	**2023/24**	**2024/25**	**2025/26**	**2026/27**
M_54	Financial viable municipalities and good Administration	Clean Audit obtained	Annual Financial Statements (AFS) submitted by 31 August 2024 to Auditor General	1	5	1	1	1	1	1
M_25			Percentage of action plans implemented to address Strategic	100%	100%	100%	100%	100%	100%	100%

			Risks Identified per quarter (Total organisation)							
M_26			Percentage of action plans implemented to address Operational Risks Identified per quarter (Total Organisation)	98%	100%	100%	100%	100%	100%	100%
M_27			Percentage of action plans implemented to address Fraud and corruption Risks Identified per quarter (Total Organisation)	100%	100%	100%	100%	100%	100%	100%
M_28			Developed and approved Risk based audit plan by 30 June 2025	1	5	1	1	1	1	1
M_29			Percentage of internal audit recommendations implemented per quarter (Total organization)	81%	100%	100%	100%	100%	100%	100%
M_30			Developed and approved Strategic Risk Register by 30 June 2025	1	5	1	1	1	1	1

KPA 5: Basic Service Delivery and Infrastructure (basic service delivery)

STRENGTHS **(INTERNAL ENVIRONMENT)**	**W**EAKNESSES **(INTERNAL ENVIRONMENT)**
➢ Project and contract management ➢ Financial reporting and budgeting ➢ Functional DDM Technical Stream ➢ Good governance and stakeholder relations	➢ Internal and external communication ➢ Limited budget to eradicate infrastructure backlogs in large numbers ➢ Deteriorating infrastructure (such as road infrastructure) ➢ Uncoordinated development and service delivery with reference to Sector Departments ➢ Inadequate yellow fleet
OPPORTUNITIES **(EXTERNAL ENVIRONMENT)**	**T**HREATS **(EXTERNAL ENVIRONMENT)**

➢ Available Funding opportunities from state entities i.e. Development Bank of Southern Africa (DBSA) ➢ Better access to basic infrastructure ➢ Experiential training for Engineering student through project implementation ➢ Empowerment of local SMME's (sub contractors) where projects are being implemented through identification by NDM post consultation with Stakeholders ➢ Skills development ➢ Reduction of development and service delivery coordination gaps through the District Development Model ➢ Empowerment of Potential Emerging Contractors in NDM	➢ Inadequate Raw Water Source & Bulk water supply for Rural Municipalities ➢ Regular Stoppages of Projects by Community and Business Forums ➢ Poverty and low skills levels among the community ➢ Effects of climate change (drought, natural disasters, food security, industrial emissions, infrastructure damages by floods) ➢ Electricity supply (debts owed to ESKOM by Local Municipalities)(theft and vandalism) ➢ Population growth ➢ Declining budget that will result in lack of infrastructure development for LM's ➢ Ageing Infrastructure ➢ Spatial fragmentation

Municipal KPA	**KPA 5: Service Delivery and Infrastructure Development Spatial Rationale**
Challenges	Lack of bulk infrastructure, ageing infrastructure due to poor maintenance, lack of funding and rapid urbanisation putting a strain on service delivery
One Plan Transformation Area	Integrated Service Provision Infrastructure Engineering
2019-24 MTSF Priority	Consolidating the social wage through reliable and quality basic services
Municipal Priority	Basic Services and Infrastructure Developed
Strategic objective	Functional, Efficient Infrastructure Network to Facilitate Growth
Impact statement:	**MTSF Target:**

Outcome	**Outcome indicator**	**Baseline**	**Situational analysis**	**5 year IDP target**	**Intervention/ Programme**	**DDM**	**ANNUAL IMPLEMENTATION**				
							2022/23 Outputs	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
Improved access to basic services	Km of roads and stormwater paved/constructed and maintained	4,18km	The poor conditions of roads and stormwater, and lack of maintenance thereof.	17,1 Km of roads paved	Paving of roads in local municipalities Construction of stormwater drainage systems in various local municipalities in the district	Department of Public Works Rods and Transport	3,3km	4km	2.3km	3km	4.5km
Reliable and sustainable energy supply	Number of electricity projects and programmes implemented to support LM	New	High demand for electricity and public lighting, load shedding challenges, new connections	18	Implementation of various electricity projects and programmes in LMs	DMRE	2	3	4	4	5
Improved access to basic services	Number of water projects and programmes implemented to support LM	1	Lack of sufficient and sustainable bulk water supply, including high water interruption resulting to	19 Water projects (LM request and bulk infrastructure)	Provision of infrastructure in support of Local Municipality functions	Department of Water and Sanitation	2	4	5	4	5

			water losses, and intermittent water supply.								
Improved access to basic services	Number of sanitation projects and programmes implemented	1	Lack of sufficient and sustainable sanitation systems.	28 Sanitation projects and programmes implemented	Provision of bulk infrastructure e.g constructing wastewater treatment	Department of Water and Sanitation	4	6	7	7	4

KPA 5: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

KPI IDs	Outcome	Outcome indicator	Key Performance Indicator	Baseline	5 year target	5-year targets				
						2022/23	2023/24	2024/25	2025/26	2026/27
M_87	Improved access to basic services	Number of sanitation projects and programmes implemented	Number of SANITATION project (as submitted by the LM's) that are Completed in terms of Project Schedules by 30 June 2025	2	20	1	4	6	4	5
M_98			Number of multi-year SANITATION project (as submitted by the LM's) that are Work in Progress in terms of Project Schedules by 30 June 2025	1	28	4	6	7	7	4
M_88	Improved access to basic services	Number of water projects and programmes implemented to support LM	Number of WATER project (as submitted by the LM's) that are Completed in terms of Project Schedules by 30 June 2025	0	21	3	4	5	5	4
M_89			Number of multi-year WATER projects (as submitted by the LM's) that are Work in Progress in terms of project schedule by 30 June 2025	1	19	2	4	5	4	5
M_90	Improved access to basic services	Km of roads and stormwater paved/constru	Number of ROADS AND STORMWATER Projects (as submitted by the LM's) that are Completed in terms of project schedules by 30 June 2025	4		3	4	5	4	4

M_91		cted and maintained	Number of multiyear ROADS AND STORMWATER Projects (as submitted by the LM's) that are Work in Progress in terms of project schedules by 30 June 2025	7	19	3	3	4	4	5
M_92	Improved access to basic services	Km of roads and stormwater paved/constructed and maintained	Kilometres of new municipal road lanes built (circular 88) by 30 June 2025	4,18km	17.1KM	3,3km	4km	2.3km	3km	4.5km
M_99	Reliable and sustainable energy supply	Number of electricity projects and programmes implemented to support LM	Number of ELECTRICITY Projects (as submitted by the LM's) that are Completed in terms of project schedules by 30 June 2025	new	18	2	3	4	4	5

KPA 5: Basic Service Delivery and Infrastructure (Community development services)

STRENGTHS **(INTERNAL ENVIRONMENT)**	**W**EAKNESSES **(INTERNAL ENVIRONMENT)**
❑ Bylaws and SoP'S ❑ Solid skill development training ❑ Public education ❑ Data travelling incidents and vehicle tracking ❑ Partnership with Working on Fire (WoF) ❑ MoU with neighbouring Municipalities (CoT, Greater Sekhukhune District) ❑ High quality of service ❑ Quality of equipment ❑ Functional FPA (Fire Protection Association) ❑ Availability of Functional DMC (Within NDM offices) ❑ District Disaster Management Policies (Plan and Framework) ❑ Budget and personnel ❑ Stakeholder relations ❑ Men Sector Forum ❑ Awareness campaigns ❑ District AIDS Council ❑ MHS - tools of trade ❑ 55 Joint Operations ❑ 60 MHS Training ❑ Implementation of MHS by-laws ❑ Established food control forum ❑ Generation of income through MHS certificates and Spot fines ❑ Functional District Air Quality Management Forum meetings ❑ Implementing the Air Quality Management Plan ❑ Revenue generation from Administrative fines and AEL processing.	❑ Fire and Rescue organizational structure not aligned to SANS 10090 Standards; ❑ Shortage of capacity to enforce code of enforcement to public building and business ❑ Insufficient specialised vehicle ❑ Low staff morale ❑ Aged response fleet ❑ Poor staffing of the District Disaster Management Centre ❑ Lack of mainstreaming on programme within NDM department ❑ Non-alignment to indicators from District Health Information System (DHIS reporting on HIV, TB & STI in NSP (National Strategic Plan for HIV/AIDS) ❑ Understaff Legal services to deal with spot fines ❑ Understaff EHPs and administrators ❑ LMs with shortage of staff to handle waste management . ❑ Poor maintenance and old fleet for waste management. ❑ Inadequate personnel in licensing and Enforcement ❑ Lack of fully fledged environmental unit in NDM and its local municipalities. ❑

OPPORTUNITIES **(EXTERNAL ENVIRONMENT)**	**T**HREATS **(EXTERNAL ENVIRONMENT)**
❑ Development of Fire strategy implementation plan ❑ Training fire Academy ❑ Satellite Fire stations ❑ New equipment ❑ Revenue enhancement ❑ Improve Public Education Programmes ❑ Creation of safer environment for all ❑ Strengthening of partnerships with the Private Sector which may in turn supplement NDM with skilled Personnel. ❑ Establishment of Volunteer Units ❑ SMME development and Cooperatives ❑ Job creation through EPWP ❑ Skill development through NYDA Grant ❑ Generate income for District by issuing spot fines and MHS certificates. ❑ Establishment of helpdesk in NDM to assist the unit with MHS. ❑ LMs to apply for MIG funding for waste equipments. ❑ Current environmental management systems in place indicate further growth and development. ❑ Three (03) Environmental Management Inspectors were trained. ❑ Appointment of Biodiversity and Protected areas specialist.	❑ Litigation from unsatisfactory members of the community ❑ Injuries ❑ Continual defects of fire vehicle ❑ Complain from community for late response. ❑ Loss of experienced personnel ❑ The existing centre combined with municipal offices. ❑ Climate Change Impacts ❑ High unemployment rate of People with Disabilities ❑ Insufficient Poverty alleviation and food security programs ❑ High rate of HIV/AIDS & Gender Based Violence (ELM) and Gender Based Violence (THLM) ❑ Local Municipalities insufficient budget ❑ Lack of Local Municipalities Special Programme focal person ❑ Litigations ❑ Foodborne disease outbreak ❑ Communicable diseases outbreaks (Listeria, Covid19, Malaria, cholera etc) ❑ Safety of EHPs ❑ Bogus EHPs (Impersonation) ❑ Load shedding. ❑ Failure of perpetrators to pay fines. ❑ Poor management of Acid Mine Drainage affecting water sources ❑ Unlicensed liquor facilities. ❑ Lack of air quality monitoring equipment's. ❑ Environmental Management Inspectors not designated. ❑ Illegal mining. ❑ Appeal by facilities on fines issued

Municipal KPA	**Service Delivery and Infrastructure Development**
Challenges	Increased disasters, Low levels of compliance with environmental health standards, High rates of GBVF cases and inadequate support for vulnerable groups, Low levels of compliance with environmental health standards
One Plan Transformation Area	Integrated service provision Demographic change and people development
2019-24 MTSF Priority	Priority 3: Education, skills and health Priority 6: Social cohesion and safe communities
Municipal Priority	Security and Social Services, environmental and disaster management
Strategic objective	• Enhancing Environmental Sustainability and Protecting Natural Resources • Providing Social Protection (Welfare) to the Vulnerable • Building Safer, Caring Communities

Impact statement:				**MTSF Target:**							
Strategic goal	**Strategic Objectives**	**Baseline**	**Situational analysis**	**5 year IDP target**	**Intervention/ Programme**		**ANNUAL IMPLEMENTATION**				
						DDM	**2022/23 Outputs**	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
Reduced environmental pollution and enhanced public health and safety	Number of Disaster Awareness Campaigns held	31	Communities at risk due to climate changes, poor management of hazardous materials	150 Disaster Awareness Campaigns held	Disaster awareness campaigns	SAPS and LM's	30	30	30	30	30
Improved health outcomes for residents	Percentage of all registered food premises inspected	New	Ever-increasing cases of illnesses due to food contamination and other unsafe food handling practices	60% of registered food premises inspected	Increase the intensity of inspection of food premises to ensure compliance to health standards	Department of Health	60%	60%	60%	60%	60%

Reduced environmental pollution and enhanced public health and safety	Number of MHS Awareness Campaigns held	44	Low levels of compliance with environmental health standards	205 MHS Awareness Campaigns held	MHS Awareness Campaigns held		41	41	41	41	41
Improved Well-being and Resilience among Vulnerable Groups	Number of vulnerable groups programmes aimed at Gender Based Violence & Femicide, women, older person, children, men, LGBTIQ+ and People with Disability held	22	High rates of GBVF cases and inadequate support for vulnerable groups	100 vulnerable groups programmes aimed at Gender Based Violence & Femicide, women, older person, children, men, LGBTIQ+ and People with Disability held	Implement projects and programmes aimed at assisting Vulnerable groups, such as campaigns, workshops, help centres and aid	Department of Social Development	20	20	20	20	20
Improved health outcomes for residents	Number of HIV/AIDS awareness Campaigns held	32	High levels of resistance to improved sexual lifestyles and health	160 HIV/AIDS awareness Campaigns	HIV/AIDS awareness Campaigns	Department of Health	32	32	32	32	32

KPA 5: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

KPI IDs	Outcome	Outcome indicator	Key Performance Indicator	Baseline 2022/2023	5 years target	5-year targets				
						2024/25	2025/26	2026/27	2027/28	2028/29
M_68	Reduced environmental pollution and enhanced public health and safety	Number of Disaster Awareness Campaigns held	Number of Disaster Risk Reduction Awareness campaigns conducted by 30 June 2025	31	150	30	30	30	30	30
M_69			Number of quarterly DAC meetings held	4	20	4	4	4	4	4
M_70	Improved health outcomes for residents	Number of HIV/AIDS awareness Campaigns held	Number of HIV/AID's educational awareness campaigns conducted to capacitate and build communities by 30 June 2025	32	160	32	32	32	32	32
M_71	Improved Well-being and Resilience among Vulnerable Groups	Number of vulnerable groups programmes aimed at Gender Based Violence & Femicide, women, older person, children, men, LGBTIQ+ and People with Disability held	Number of vulnerable groups programmes aimed at Gender Based Violence & Femicide, women, older person, children, men, LGBTIQ+ and People with Disability held by 30 June 2025	22	100	20	20	20	20	20
M_77	Improved health outcomes for residents	Percentage of all registered food premises inspected	Percentage of all registered food premises inspected in compliance with relevant legislation (Circular 88) per quarter	New	60%	60%	60%	60%	60%	60%

M_78	Reduced environmental pollution and enhanced public health and safety	Number of MHS Awareness Campaigns held	Number of municipal Health Services and Environmental Management awareness campaigns conducted by 30 June 2025	44	205	41	41	41	41	41

KPA 6: SPATIAL RATIONALE

Strengths (internal environment)	**Weaknesses (internal environment)**
➢ Fully functional structures and forums that are scheduled on quarterly basis (MPT,IDP/ PMS, Transport, GIS, DDM Streams) ➢ Adequate capacity of skilled and professional registered planners to execute planning functions of the District. ➢ Functional GIS in the District ➢ Updated and reviewed strategic documents and regulatory frameworks e.g. Land Use Schemes and District Integrated Transport Plan, Bylaws	➢ Lack of implementation in GIS and transport due to shortage of personel and budget constrains ➢ Inadequate funding for the implementation projects. ➢ SDFs and Land Use Schemes due for reviewal ➢ Inadequate Land Use electronic application system to process land development applications ➢ No Law enforcement unit to deal with enforcement of by laws ➢ No revenue collection/ enhancement strategies within the planning department ➢ No alignment of the different spheres government in the implementation of plans
Opportunities (external Environment)	**Threats (external Environment)**
➢ Availability of supporting agencies to assist the District with capacity building i.e. MISA, ISA, and DoT. ➢ Available Funding opportunities from state entities (DBSA,COGTA, AND HAD, IDC, Innovation Hub). ➢ E-Government platforms i.e. GIS, EPGLUMS ➢ District Strategically Located (e.g. Maputo corridor , close to Gauteng) ➢ Updated land audits to assist with land identification	➢ Poor public transport infrastructure. ➢ Slow progress on state land release applications ➢ Weak Spatial Planning and Governance leading pressure on housing services ➢ Fragmented nature of the current urban development leading to an Increased traffic congestion in urban areas and non integrated transport system ➢ Illegal land use activities within municipalities e.g. mining ➢ Poor planning in rural areas due to lack of implementation of Land Use Management Scheme/system

➢ Enhancement of partnerships from different spheres of government for the implementation of planning projects (DDM)	➢ Land invasion ➢ Shortage of resources to meet up the capacity challenges (GIS and IDP) ➢ No regulatory frameworks to govern municipal and tribal land management (Lack of coordination

Municipal KPA	**KPA 6: Spatial Rationale**
Challenges (District and LMs)	High demand for integrated human settlements, lack of strategically located land for human settlements, Local Municipalities cannot to purchase prime private land for human settlements, rapid urbanisation and mushrooming of informal settlements
One Plan Transformation Area	**Spatial Restructuring and Environmental Sustainability**
2019-24 MTSF Priority	Priority 5: Spatial integration, human settlements and local government
Municipal Priority	**Spatial Transformation and Sustainable Human Settlements**
Strategic objective	Spatial Transformation and Integrated Sustainable Human Settlements
Impact statement:	**MTSF Target:**

Outcome	**Outcome indicator**	**Baseline**	**Situational analysis**	**5 year IDP target**	**Intervention/ Programme**		**ANNUAL IMPLEMENTATION**				
						DDM	**2022/23 Outputs**	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
Improved land use efficiency and sustainable Human Settlements	Number of land parcels acquired	New	Unavailability of strategic located land, land invasion, informal settlements, and housing backlogs	4 parcels of land	Land Acquisition of all strategic located land for LM (state land release for state owned land and procurement for private owned land)	Department of Human Settlements	0	1	1	1	1
	Number of Land Audits Conducted	New		4 local municipality land audits conducted	Reviewal of Land Audit Report	NDM	0 (3 Achieved)	0	0	0	1

	Number of township applications approved	New		5 Township Establishment Application Approved	Integrated Human Settlements Development (Township Establishment)	NDM and Human Settlements	0	1	1	1	2
Improved land use efficiency and sustainable Human Settlements	Number of local municipal spatial planning regulatory frameworks reviewed or created	new	SDFs and Land Use Schemes that are due for reviewal. Lack of regulatory bylaws i.e. land invasion	5 local municipal spatial planning regulatory frameworks	Review of spatial planning regulatory frameworks	DBSA	0	1	2	2	0
Improved land use efficiency and sustainable Human Settlements	Percentage of compliant applications considered within 120 days	100%	Slow response to development application stifling growth and investment	100%	Reduce delays in the processing of land use applications and ensure adherence to SPLUMA time frames	NDM	100%	100%	100%	100%	100%

KPA 6: SPATIAL RATIONALE

KPI IDs	Outcome	Outcome indicator	Key Performance Indicator	Baseline 2022/2023	5 year target	5-year targets				
						2022/23	2023/24	2024/25	2025/26	2026/27
M_96	Improved land use efficiency and sustainable Human Settlements	Percentage of compliant applications considered within 120 days	Percentage of compliant applications considered by municipal tribunal/ land use committee with respect land use application within 120 days	100%	100%	100%	100%	100%	100%	100%
M_97			Percentage of applications received and responded to with respect to town planning in or before 21 working days	100%	100%	100%	100%	100%	100%	100%

CHAPTER SIX



CHAPTER SIX:

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:

Table 138: 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	2023/24	DM-ND80/08/2023
Employment Retention Strategy	Issue 2: Organizational Restructuring and Transformation	Adopted	2021/22	DM-ND392/05/2021
Succession Planning Strategy	Issue 2: Organizational Restructuring and Transformation	Adopted	2021/22	DM-ND392/05/2021
Occupation Health & Safety Specification for Project Management	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Emergency contingency / Evacuation plan	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Human Resource Development Strategy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Performance Management System Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Employment Equity Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Leave Management and Disability Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Grievance Policy and Procedure	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
HR Talent Management and Acquisition Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023

Sector Plan	Jurisdictional Issue in the IDP	Status	Financial year	Council Resolution
Task Job Evaluation Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Occupational Health and Safety Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Communication Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Bereavement Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Incapacity and Poor performance policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Smoking Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Fleet Management Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Employee Benefits and Allowance Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022//23	DM-ND460/05/2023
Records Management Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Library Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Security Management Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Skills Development Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Harassment and Discrimination Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Employee Wellness and Support Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Labour Relations Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Maintenance and Rental of facilities policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
ICT Governance Charter	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Information & Technology Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Corporate Governance of Information and Communication Technology	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Information & Communication Technology Service standards policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023

Sector Plan	Jurisdictional Issue in the IDP	Status	Financial year	Council Resolution
Information and Communication Technology Fire wall Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Information and Communication Technology Back up Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Information and Communication Cloud Computing Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Information & Communication Technology Disaster Recovery Plan	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Information & Communication Technology Strategy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Acceptable Workstation Use Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
ICT Security Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
ICT Master System plan	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Contract Management Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Fire Arm and Procedures Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
Fraud and Corruption Plan and Strategy	Issue 4: Good Governance and Communication	Adopted	2022/23	DM-ND460/05/2023
Risk Management , Anti-Fraud, Anti-Corruption Committee Charter	Issue 4: Good Governance and Communication	Adopted	2022/23	DM-ND460/05/2023
Risk Management , Anti-Fraud , Anti-Corruption Key Performance Indicators	Issue 4: Good Governance and Communication	Adopted	2022/23	DM-ND460/05/2023
Risk Appetite & Tolerance Framework	Issue 4: Good Governance and Communication	Adopted	2022/23	DM-ND460/05/2023
Risk Management Framework	Issue 4: Good Governance and Communication	Adopted	2022/23	DM-ND460/05/2023
Business Continuity Management policy	Issue 4: Good Governance and Communication	Adopted	2022/23	DM-ND460/05/2023
Business Continuity Management Framework	Issue 4: Good Governance and Communication	Adopted	2022/23	DM-ND460/05/2023
Fraud and Corruption Policy	Issue 4: Good Governance and Communication	Adopted	2022/23	DM-ND460/05/2023

Sector Plan	Jurisdictional Issue in the IDP	Status	Financial year	Council Resolution
Whistle Blowing Policy	Issue 4: Good Governance and Communication	Adopted	2022/23	DM-ND460/05/2023
Internal Audit Charter	Issue 4: Good Governance and Communication	Adopted	2022/23	DM-ND460/05/2023
Combined Assurance	Issue 4: Good Governance and Communication	Adopted	2022/23	DM-ND460/05/2023
Audit Committee Charter	Issue 4: Good Governance and Communication	Adopted	2022/23	DM-ND460/05/2023
Internal Audit Methodology	Issue 4: Good Governance and Communication	Adopted	2022/23	DM-ND460/05/2023
Fire Reservist Policy	Issue 2: Organizational Restructuring and Transformation	Adopted	2022/23	DM-ND460/05/2023
HIV/AIDS Policy	Issue 4: Good Governance and Communication	Adopted	2022/23	DM-ND460/05/2023
External Bursary Policy	Issue 4: Good Governance and Communication	Adopted	2022/23	DM-ND460/05/2023
Batho Pele Policy	Issue 4: Good Governance and Communication	Adopted	2022/23	DM-ND460/05/2023
Public Participation policy.	Issue 4: Good Governance and Communication	Adopted	2022/23	DM-ND460/05/2023
Public Participation Strategy	Issue 4: Good Governance and Communication	Adopted	2022/23	DM-ND460/05/2023
Management of complaints & compliments strategy	Issue 4: Good Governance and Communication	Adopted	2022/23	DM-ND460/05/2023
NDM Communications Strategy	Issue 4: Good Governance and	Adopted	2022/23	DM-ND460/05/2023
Protection of Personal Information Policy (POPI)	Issue 4: Good Governance and Communication	Adopted	2022/23	DM-ND460/05/2023
KPA 3: Local Economic Development				
Local Economic Development Strategy	Issue 20: Economic Development and Job Creation	Adopted	2020/21	
EPWP Policy	1ssue 20: Economic Development and Job Creation	Adopted	2022/23`	DM-ND460/05/2023
Investment attraction and promotion strategy	Issue 20: Economic Development and Job Creation	Adopted	2020/21	
Tourism Development & Branding Strategy	Issue 20: Economic Development and Job Creation	Adopted	2020/21	
KPA 4: Municipal Financial Viability and Management				
Supply Chain & Contract Management Policy.	Issue 3: Financial Viability	Adopted	2022/23	DM-ND460/05/2023
Asset Management Policy	Issue 3: Financial Viability	Adopted	2022/23	DM-ND460/05/2023

Sector Plan	Jurisdictional Issue in the IDP	Status	Financial year	Council Resolution
Credit Control and Debt Collection Policy	Issue 3: Financial Viability	Adopted	2022/23	DM-ND460/05/2023
Cost Containment Policy	Issue 3: Financial Viability	Adopted	2022/23	DM-ND460/05/2023
Black Listing Policy	Issue 3: Financial Viability	Adopted	2022/23	DM-ND460/05/2023
Borrowing Policy	Issue 3: Financial Viability	Adopted	2022/23	DM-ND460/05/2023
Donation Policy	Issue 3: Financial Viability	Adopted	2022/23	DM-ND460/05/2023
Budget Virement Policy	Issue 3: Financial Viability	Adopted	2022/23	DM-ND460/05/2023
Accommodation ,Travel and Subsistence Policy	Issue 3: Financial Viability	Adopted	2022/23	DM-ND460/05/2023
Petty Cash Policy	Issue 3: Financial Viability	Adopted	2022/23	DM-ND460/05/2023
Funding and Reserve Policy	Issue 3: Financial Viability	Adopted	2022/23	DM-ND460/05/2023
Insurance Policy	Issue 3: Financial Viability	Adopted	2022/23	DM-ND460/05/2023
Investment of Surplus Cash Policy	Issue 3: Financial Viability	Adopted	2022/23	DM-ND460/05/2023
Cash Management and Creditors Payment Policy	Issue 3: Financial Viability	Adopted	2022/23	DM-ND460/05/2023
Budget Policy	Issue 3: Financial Viability	Adopted	2022/23	DM-ND460/05/2023
SIPDM Model SCM Policy	Issue 3: Financial Viability	Adopted	2022/23	DM-ND460/05/2023
Catering Policy	Issue 3: Financial Viability	Adopted	2022/23	DM-ND460/05/2023
Foreign Exchange Policy	Issue 3: Financial Viability	Adopted	2022/23	DM-ND460/05/2023
Tariff Policy	Issue 3: Financial Viability	Adopted	2022/23	DM-ND460/05/2023
Provision for Doubtful Debt	Issue 3: Financial Viability	Adopted	2022/23	DM-ND460/05/2023
Unauthorized Irregular and Fruitless and Wasteful Expenditure	Issue 3: Financial Viability	Adopted	2022/23	DM-ND460/05/2023
Unsolicited Bid	Issue 3: Financial Viability	Adopted	2022/23	DM-ND460/05/2023
KPA 5: Service Delivery and Infrastructure Development				
Project Management Procedure Manual	Issue 5 : Service Delivery and Infrastructure Development	Adopted	2021/22	DM-ND392/05/21
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	2022/23	DM-ND460/05/2023
Air quality management plan and by-laws	Issue 18: Waste Management	Adopted	2022/23	DM-ND460/05/2023
Disaster Management Plan	Issue 11: Emergency Services	Adopted	2022/23	DM-ND460/05/2023
MHS By- laws	Issue 11: Emergency Services	Adopted	2022/23	DM-ND460/05/2023

Sector Plan	Jurisdictional Issue in the IDP	Status	Financial year	Council Resolution
Integrated Waste Management Plan	Issue 18: Waste Management			DM-ND347/06/2019
Disaster Management Framework	Issue 11: Emergency Services	Adopted	2022/23	DM-ND460/05/2023
KPA 6: Spatial Rationale and Development				
Spatial Development Framework	Issue 5: Spatial Restructuring and Service Delivery	Adopted	2015/16	Currently under review
Integrated Transport Plan	Issue 15: Transportation	Adopted	2016/17	

scan me to access policies and sector plans

CHAPTER SEVEN



CHAPTER SEVEN:

7. 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.

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 District;
- 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:

- 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.

7.1.4. 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 and cash back reserves.

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;
- Around the powers and functions of the District

- Efficient revenue management.

7.1.5. 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.

The following table is a high-level summary of the operating budget 2024/25 to 2026/27 budget and MTREF (classified per main type of operating expenditure):

Table 139: A high-level summary of the operating budget 2024/25 to 2026/27

Revenue	FEB 2023/24 Adjustment	Sum of 2024/25 Final Budget	Sum of 2025/26 Fina Budget	Sum of 2026/27 Final Budget	
Exchange Revenue	- 48 154 100	- 33 006 458	- 39 022 689	- 39 278 904	-
Non-exchange Revenue	- 850 315 400	- 560 904 398	- 653 636 189	- 652 450 437	-
Total Revenue	**- 898 469 500**	**- 593 910 856**	**- 692 658 878**	**- 691 729 341**	
Expenditure					
Contracted Services	85 461 015	86 714 223	83 174 102	84 120 585	-
Depreciation and Amortisation	21 257 240	21 534 914	22 255 841	23 257 354	-
Employee Related Cost	214 885 651	219 703 338	220 877 281	224 877 713	-
Interest Dividends and Rent on Land	182 280	192 275	199 358	208 329	-
Inventory Consumed	5 566 795	4 543 509	4 976 330	5 304 206	-
Operating Leases	4 800 522	2 277 361	2 281 405	2 367 725	-
Operational Cost	62 644 843	60 173 466	55 222 313	56 596 141	-
Remuneration of Councillors	18 236 919	19 057 582	19 915 174	20 811 357	-
Transfers and Subsidies	580 373 912	369 065 083	260 906 000	253 223 000	-
Total Operational Expenditure	**993 409 177**	**783 261 751**	**669 807 803**	**670 766 410**	-
Operating (Surplus)/ Deficit	**94 939 677**	**189 350 895**	**- 22 851 075**	**- 20 962 931**	-
Capital Expenditure	52 755 619	53 120 000	37 275 000	26 850 000	-
Total (Surplus) / Deficit	**147 695 296**	**242 470 895**	**14 423 925**	**5 887 069**	**262 781 889**

7.1.6. Operating Transfers and Grant Receipts

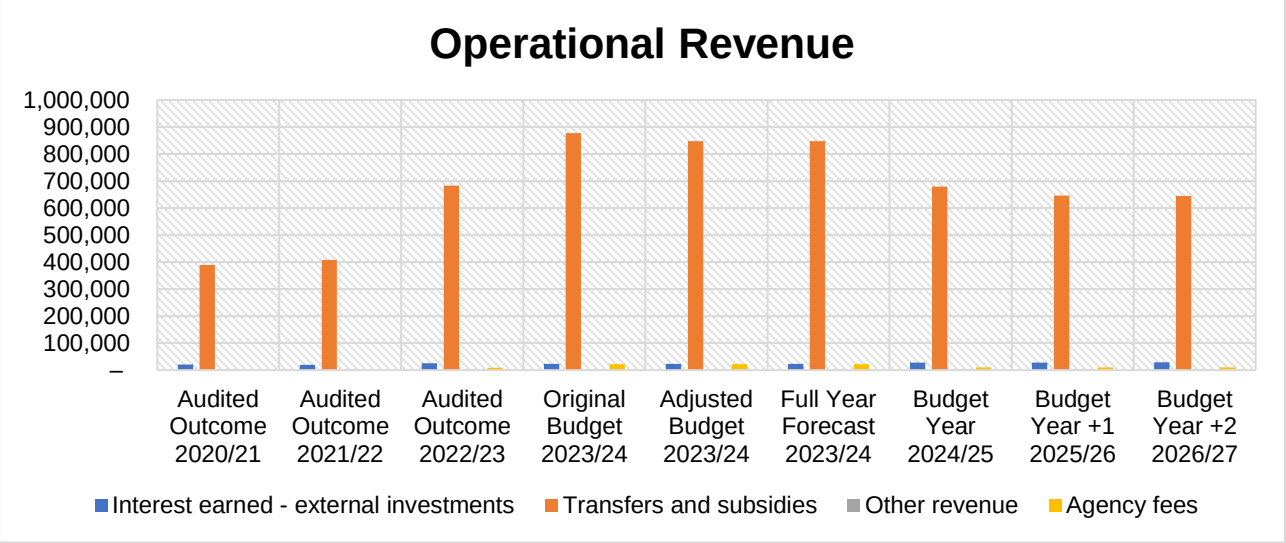
Table 140: Operating Transfers and Grant Receipts

NON-EXCHANGE REVENUE	FEB Adjustment Budget 2023/24	Sum of 2024/25 Final Budget	Sum of 2025/26 Final Budget	Sum of 2026/27 Final Budget
Fines Penalties and Forfeits	**-1 302 000**	**-1 573 035**	**-1 703 300**	**-1 779 948**
Licences or Permits	**-791 400**	**-2 382 763**	**-2 468 889**	**-2 548 489**
Transfers and Subsidies	**- 848 222 000**	**- 556 948 600**	**- 649 464 000**	**- 648 122 000**
Equitable Share	-31 172 000	-32 503 000	-31 920 000	-30 464 000
Fuel Levy (RSC Replacement Grant)	-370 065 000	-377 017 000	-391 888 000	-408 785 000
Expanded Public Works Programme Integrated Grant	-2 094 000	-1 706 000	-	-
Local Government Financial Management Grant	-1 000 000	-1 000 000	-1 100 000	-1 200 000
Rural Road Asset Management Systems Grant	-2 341 000	-2 447 000	-2 556 000	-2 673 000
Delmas WWTW Grant	-41 000 000	-48 000 000	-17 000 000	-
Regional Bulk Water Scheme Grant - Loskop	-371 500 000	-66 500 000	-190 000 000	-190 000 000
Western Highveld (Rust De winter)	-5 000 000	-9 500 000	-10 000 000	-10 000 000
LGSETA Discretionary Grant	-24 050 000	-13 260 000	-	-
Energy Efficiency and Demand-Side Management Grant	-	-5 000 000	-5 000 000	-5 000 000
Grand Total	**-850 315 400**	**-560 904 398**	**-653 636 189**	**-652 450 437**

7.1.7. Main operational expenditure categories for the 2024/25 financial year

The following graphical presentation gives a breakdown of the main expenditure categories for the 2024/25 financial year

Figure 73: Main operational expenditure categories for the 2024/25 financial year



7.1.8. Summary of Annual Budget

The following table summarizes the Annual Budget for the District

Table 141: Annual Budget for Nkangala District Municipality: DC31 Nkangala Table A1 Budget Summary

DC31 Nkangala - Table A1 Budget Summary										
Description	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Financial Performance										
Property rates	–	–	–	–	–	–	–	–	–	–
Service charges	–	–	–	–	–	–	–	–	–	–
Investment revenue	20,634	19,634	25,021	23,524	23,524	23,524	–	27,687	28,322	28,548
Transfers recognised - operational	389,176	407,982	682,755	877,831	847,838	847,838	–	554,502	646,908	645,449
Other own revenue	2,070	1,785	13,910	24,774	24,774	24,774	793	9,275	14,873	15,059
Total Revenue (excluding capital transfers and contributions)	411,880	429,400	721,686	926,129	896,136	896,136	793	591,464	690,103	689,056
Employee costs	155,958	180,886	174,795	214,886	214,886	214,886	120,337	219,703	220,877	224,878
Remuneration of councillors	14,676	15,087	16,981	18,237	18,237	18,237	–	19,058	19,915	20,811
Depreciation & asset impairment	15,803	17,235	17,444	18,013	21,257	21,257	11,737	21,535	22,256	23,257
Finance charges	85	194	126	182	182	182	–	192	199	208
Inventory consumed and bulk purchases	(24,869)	–	–	–	–	–	–	–	–	–
Transfers and grants	196,943	103,522	457,069	643,253	580,374	580,374	–	369,065	260,906	253,223
Other expenditure	90,566	99,855	122,854	150,360	158,473	158,473	67,505	153,709	145,654	148,389
Total Expenditure	449,162	416,779	789,270	1,044,931	993,409	993,409	199,579	783,262	669,808	670,766
Surplus/(Deficit)	(37,281)	12,621	(67,584)	(118,802)	(97,274)	(97,274)	(198,786)	(191,798)	20,295	18,290
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	2,198	2,228	2,341	2,334	2,334	2,334	–	2,447	2,556	2,673
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(35,083)	14,849	–	(116,468)	(94,940)	(94,940)	(198,786)	(189,351)	22,851	20,963
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	(35,083)	14,849	–	(116,468)	(94,940)	(94,940)	(198,786)	(189,351)	22,851	20,963
Capital expenditure & funds sources										
Capital expenditure	**15,080**	9,901	35,619	60,195	52,521	52,521	–	53,120	37,275	26,850
Transfers recognised - capital	–	–	–	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	**15,080**	9,901	35,619	60,195	52,521	52,521	–	53,120	37,275	26,850
Total sources of capital funds	**15,080**	9,901	35,619	60,195	52,521	52,521	–	53,120	37,275	26,850
Financial position										
Total current assets	**382,744**	399,226	340,428	605,104	605,104	605,104	–	488,707	504,095	520,177
Total non current assets	**262,886**	271,607	293,591	279,650	271,976	271,976	–	284,193	296,958	310,299
Total current liabilities	**54,323**	51,551	85,481	51,758	51,758	51,758	–	54,087	56,521	59,065
Total non current liabilities	**35,059**	25,475	23,316	35,730	35,730	35,730	–	37,338	39,018	40,774
Community wealth/Equity	**556,248**	593,807	525,222	797,266	789,592	789,592	–	681,475	705,515	730,637
Cash flows										
Net cash from (used) operating	**(53,925)**	(39,571)	43,089	(98,448)	(91,829)	(91,829)	–	(41,809)	40,131	27,916
Net cash from (used) investing	**(10,922)**	(14,069)	(39,918)	(60,195)	(52,521)	(52,521)	–	(53,120)	(37,275)	(26,850)
Net cash from (used) financing	**(2,013)**	(870)	(923)	–	–	–	–	–	–	–
Cash/cash equivalents at the year end	**232,379**	231,152	233,334	186,314	228,278	228,278	0	250,028	252,883	253,949
Cash backing/surplus reconciliation										
Cash and investments available	**349,055**	298,801	305,523	509,271	509,271	509,271	–	388,562	406,047	424,319
Application of cash and investments	**96,215**	94,504	95,539	90,846	89,286	89,286	–	85,087	101,391	105,953
Balance - surplus (shortfall)	**252,840**	204,297	209,984	418,425	419,985	419,985	–	303,475	304,656	318,366
Asset management										
Asset register summary (WDV)	–	–	–	–	–	–	–	–	–	–
Depreciation	**15,803**	17,235	17,444	18,014	21,258	21,258	21,258	21,535	22,256	23,257
Renewal and Upgrading of Existing Assets	–	–	–	–	–	–	–	–	–	–
Repairs and Maintenance	**22,742**	21,097	22,299	33,011	33,011	33,011	33,011	17,918	16,978	16,306
Free services										
Cost of Free Basic Services provided	–	–	–	–	–	–	–	–	–	–
Revenue cost of free services provided	–	–	–	–	–	–	–	–	–	–
Households below minimum service level										
Water:	–	–	–	–	–	–	–	–	–	–
Sanitation/sewerage:	–	–	–	–	–	–	–	–	–	–
Energy:	–	–	–	–	–	–	–	–	–	–
Refuse:	–	–	–	–	–	–	–	–	–	–

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CHAPTER EIGHT



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.

8.1.3. 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

8.1.4. 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

8.1.5. 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



CHAPTER NINE: NDM PROJECTS

9. NDM CAPITAL PROJECTS PER DEPARTMENT

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
							2024/25	2025/26	2026/27	
Sound electronic governance	Issue 4: Good Governance and Communication	Governance	Data Centre Information Technology	NDM	Increased communication and operational efficiency of the Nkangala District Municipality	% completed	2 000 000	1 000 000	1 000 000	Own Funding/ Cash Backed Surplus
			Establishment and Implementation of DRRS	NDM		% completion of the Establishment of district-wide DRRS	3 000 000	1 000 000	1 000 000	Own Funding/ Cash Backed Surplus
			New Computer Equipment	NDM		% completed	1 000 000	1 000 000	1 000 000	Equitable Share

LEGAL SERVICES

Strategic Objective	Developmental Issue	IUDF	Project	Location	Service Delivery outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2024/25	2025/26	2026/27	
Sustainable Infrastructure and Service Provisioning	Issue 1: Powers duties and functions	Governance	By-Laws: Local Municipalities	NDM	Satisfied and participative communities	Number of By Laws gazetted	200 000	200 000	-	Equitable Share

CORPORATE SERVICES

Strategic Objective	Developmental Issue	IUDF	Project	Location	Service Delivery outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2024/25	2025/26	2026/27	
Sustainable Infrastructure and Service Provisioning	Issue 1: Powers duties and functions	Governance	Acquisition of library books	NDM	Satisfied and participative communities		70 000	-	-	Equitable Share
Sustainable Infrastructure and Service Provisioning	Issue 1: Powers duties and functions	Governance	Acquisition of New Audio Visual Boardroom Automation	NDM	Satisfied and participative communities		4 000 000	-	-	Equitable Share
Sustainable Infrastructure and Service Provisioning	Issue 1: Powers duties and functions	Governance	Installation of Split units (aircon)	NDM	Satisfied and participative communities		250 000	-	-	Equitable Share
Sustainable Infrastructure and Service Provisioning	Issue 1: Powers duties and functions	Governance	Installation of water tankers and drilling boreholes for NDM	NDM	Satisfied and participative communities		4 500 000	-	-	Equitable Share
Sustainable Infrastructure and Service Provisioning	Issue 1: Powers duties and functions	Governance	Purchase of Sound and PA System	NDM	Satisfied and participative communities		500 000	-	-	Equitable Share
Sustainable Infrastructure and Service Provisioning	Issue 1: Powers duties and functions	Governance	Replacement of the Main Building Passenger Lift	NDM	Satisfied and participative communities		4 500 000	-	-	Equitable Share

SOCIAL SERVICES YOUTH SERVICES

Strategic objective	Developmental Issue	IUDF	Project	Location	Service Delivery outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2024/25	2025/26	2026/27	
Healthy social environment	Issue: 7 Education	Inclusion and access	Mayoral Bursary Fund	NDM	Educated, informed and healthy community	Number of bursaries awarded	4 500 000	2 000 000	2 000 000	Equitable Share
	Issue: 7 Education	Inclusion and access	Youth Development: summit	NDM		Number of Youth Development summit	200 000	200 000	200 000	Equitable Share

FINANCIAL VIABILITY

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2024/25	2025/26	2026/27	
Sound Financial Management	Issue 3: Financial Viability	Governance	Ad-hoc Audit - Investigation of UIFW	All Locals Municipalities	Increased efficiency of Finance operations	Implementation of Ad-hoc Audit - Investigation of UIFW	50 000	50 000	50 000	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
							2024/25	2025/26	2026/27	
Integrated Regionalised Planning	Issue 5: Spatial Planning and land use management	Spatial integration	Renewal of Procurement of GIS Cadastral Data	District Wide	Sustainable Human Settlements and improved quality of Life	% completion	500 000	500 000	500 000	Equitable Share
Integrated Regionalised Planning	Issue 5: Spatial Planning and land use management	Spatial integration	Land surveying Dr JS Moroka	Dr JS Moroka LM	Sustainable Human Settlements and improved quality of Life	% completion	800 000	-	500 000	Equitable Share
Integrated Regionalised Planning	Issue 5: Spatial Planning and land use management	Spatial integration	State Land Release	Dr JS Moroka	Sustainable Human Settlements and improved quality of Life	% completion	750 000	-	500 000	Equitable Share
Integrated Regionalised Planning	Issue 5: Spatial Planning and land use management	Spatial integration	Township Establishment	Emakhazeni	Sustainable Human Settlements and improved quality of Life	% completion	-	-	1 000 000	Equitable Share
Integrated Regionalised Planning	Issue 5: Spatial Planning and	Spatial integration	Land Surveying and Pegging	Emakhazeni	Sustainable Human Settlements and	% completion	-	500 00	500 000	Equitable Share

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key performance Indicator	Budget (R)			Source of Funding
							2024/25	2025/26	2026/27	
	land use management				improved quality of Life					
Integrated Regionalised Planning	Issue 5: Spatial Planning and land use management	Spatial integration	Cemetery Establishment	Emakhazeni	Sustainable Human Settlements and improved quality of Life	% completion	1 500 000	-	-	Equitable Share
Integrated Regionalised Planning	Issue 5: Spatial Planning and land use management	Spatial integration	Establishment of Hendrina/Kwazamokuhle Industrial Township	Steve Tshwete	Sustainable Human Settlements and improved quality of Life	% completion	-	-	800 000	Equitable Share
Integrated Regionalised Planning	Issue 5: Spatial Planning and land use management	Spatial integration	Township Establishment of Aerorand South Extension	Steve Tshwete	Sustainable Human Settlements and improved quality of Life	% completion	-	200 000	800 000	Equitable Share
Integrated Regionalised Planning	Issue 5: Spatial Planning and land use management	Spatial integration	Formalization of a Township Establishment	Thembisile Hani	Sustainable Human Settlements and improved quality of Life	% completion	-	-	1 000 000	Equitable Share
Integrated Regionalised Planning	Issue 5: Spatial Planning and land use management	Spatial integration	Land Surveying	Thembisile Hani	Sustainable Human Settlements and improved quality of Life	% completion	800 000	-	-	Equitable Share

BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

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
							2024/25	2025/26	2026/27	
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	15 000 000	8 000 000	8 000 000	Equitable Share
Healthy social Environment	Issue 10: safety and security	Inclusion and access	Community-Based Campaigns	District Wide		% completion	1 500 000	1 000 000	1 000 000	Equitable Share
Healthy social Environment	Issue 10: safety and security	Inclusion and access	MHS Education and Awareness Cross Boundary	District Wide		% completion	300 000	200 000	200 000	Equitable Share
Healthy social Environment	Issue 10: safety and security	Inclusion and access	MHS Parkhome Roof Selter	Emalahleni LM		% completion	250 000	-	-	Equitable Share
Healthy social Environment	Issue 10: safety and security	Inclusion and access	MHS Parkhome Roof Selter	Emakhazeni LM		% completion	-	275 000	-	Equitable Share

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2024/25	2025/26	2026/27	
Healthy social Environment	Issue 10: safety and security	Inclusion and access	MHS Parkhome Roof Selter	Victor Khanye LM		% completion	250 000	-	-	Equitable Share
Healthy social Environment	Issue 10: safety and security	Inclusion and access	MHS Parkhome	Emalahleni – Kriel			-	-	850 000	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			Source of Funding
							2024/25	2025/26	2026/27	
Sustainable Infrastructure and Service Provisioning	Issue 10: Safety and Security	Safety	Supply and delivery of Delivery of Fire and Rescue Vehicles NDM	NDM	An efficient, effective and development-oriented public service	Number of vehicles purchased	-	5 000 000	-	Own Funding
Sustainable Infrastructure and Service Provisioning	Issue 10: Safety and Security	Safety	Fire and Response Vehicle	DR JS Moroka and Thembisile Hani LM	An efficient, effective, and development-oriented public service	Number of vehicles purchased	-	-	3 000 000	Own Funding

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget R			Source of Funding
							2024/25	2025/26	2026/27	
Sustainable Infrastructure and Service Provisioning	Issue 10: Safety and Security	Safety	Supply and delivery of fire-fighting Foam Tanker		An efficient, effective, and development-oriented public service	Number of foam fenders purchased	5 000 000	5 000 000	-	Equitable Share
Sustainable Infrastructure and Service Provisioning	Issue 10: Safety and Security	Safety	Supply and Delivery of Skid Units	Dr JS Moroka and Thembisile Hani LMs	An efficient, effective, and development-oriented public service	Number of Skid Units purchased	1 500 000	-	1 000 000	Equitable Share
Sustainable Infrastructure and Service Provisioning	Issue 10: Safety and Security	Safety	Fire and Rescue information system	NDM	An efficient, effective, and development-oriented public service	% completion	3 000 000	-	-	Equitable Share
Sustainable Infrastructure and Service Provisioning	Issue 10: Safety and Security	Safety	Supply and Delivery of Fire Engines	Dr. JS Moroka LM	An efficient, effective, and development-oriented public service	Number of Fire Engines purchased	-	5 000 000	-	Equitable Share
Sustainable Infrastructure and Service Provisioning	Issue 10: Safety and Security	Safety	Construction of New Fire Station: Ga Maria / Lefisiona	Dr. JS Moroka LM	An efficient, effective, and development-	% completion	5 000 000	10 000 000	10 000 000	Equitable Share

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget R			Source of Funding
							2024/25	2025/26	2026/27	
					oriented public service					
Sustainable Infrastructure and Service Provisioning	Issue 10: Safety and Security	Safety	Acquisition of Machinery and equipment: Fire Fighting	NDM	An efficient, effective, and development-oriented public service		1 000 000	1 000 000	1 000 000	Equitable Share
Sustainable Infrastructure and Service Provisioning	Issue 10: Safety and Security	Safety	Construction of Additional Parking	Dr JS Moroka Fire Station	An efficient, effective and development-oriented public service	% completion	500 000	-	-	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
							2024/25	2025/26	2026/27	
Inclusive Economic Growth with Sustainable Development	Issue 20: Economic Development and Job creation	Growth	NEDA Grant	NDM	Improved economic development of the district	report on implementation	20 000 000	2 000 000	1 000 000	Equitable Share
Inclusive Economic Growth with Sustainable Development	Issue 20: Economic Development and Job creation	Growth	Job Creation EPWP Security	District-Wide		Number of Jobs Created through EPWP Security	3 294 000 + 1 706 00 (grant)	3 000 000	3 000 000	Equitable Share and EPWP Grant
			Support of Regional LTOs & Tourism Organisation (RTO	District-Wide		Number of Regional LTOs & Tourism Organisation (RTO supported	500 000	500 000	500 000	Equitable Share
			Non-Financial Support to SMMEs, Cooperatives and Informal Traders supported with tools and equipment	District-Wide		Number of SMMEs, Cooperatives and Informal Traders supported	8 000 000	3 000 000	3 000 000	Equitable Share

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2024/25	2025/26	2026/27	
Inclusive Economic Growth with Sustainable Development	Issue 20: Economic Development and Job creation	Growth	Support to emerging farmers	NDM		Number of emerging farmers supported	4 000 000	2 000 000	2 000 000	Equitable Share
			Business Sustainability Mentoring Incubation Support	NDM		Business Sustainability Mentoring Incubation Support	2 100 000	2 000 000	2 000 000	Equitable Share
			LED Stakeholders Outreach Seminars Exhibition Roadshow	NDM		LED Stakeholders Outreach Seminars Exhibition Roadshow	600 000	500 000	500 000	Equitable Share
			EPWP Agricultural Learnership	District Wide		Number of students supported	5 000 000	3 000 000	2 000 000	Equitable Share
			LGSETA Learnership: Building and Civil Construction	District Wide		Number of students supported	3 982 680	-	-	Equitable Share
			LGSETA Learnership: Plumbing	District Wide		Number of students supported	2 655 120	-	-	Equitable Share
			LGSETA Learnership: Road Works	District Wide		Number of students supported	3 982 680	-	-	Equitable Share

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2024/25	2025/26	2026/27	
			LGSETA Learnership: Welding	District Wide		Number of students supported	2 655 120	-	-	Equitable Share

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			Source of Funding
							2024/25	2025/26	2026/27	
Sustainable Infrastructure and Service Provisioning	Issue 12: Water and Sanitation	Inclusion and access	Western Highveld (rust de winter) bulk water scheme	Dr JS Moroka	Increased access to clean and healthy water	% completion	9 500 000	10 000 000	10 000 000	DWS Grant
Sustainable Infrastructure and Service Provisioning	Issue 12: Water and Sanitation	Inclusion and access	Loskop Water Project NDM Funding	Thembisile Hani	Increased access to clean and healthy water	% completion	48 000 000	5 000 000	-	NDM Funding
Sustainable Infrastructure and Service Provisioning	Issue 12: Water and Sanitation	Inclusion and access	Loskop Regional Bulk Water Supply	Thembisile Hani	Increased access to clean and healthy water	% completion	66 500 000 + 41 500 000 (NDM co-fund)	190 000 000 + 500 000 (NDM co-fund)	190 000 000	DWS Grant NDM Co-fund

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget R			Source of Funding
							2024/25	2025/26	2026/27	
Sustainable Infrastructure and Service Provisioning	Issue 12: Water and Sanitation	Inclusion and access	Bulk water supply and storage at hlanikahle & Ext 5	Emalahleni		% completion	10 000 000	-	-	Equitable Share
Sustainable Infrastructure and Service Provisioning	Issue 12: Water and Sanitation	Inclusion and access	Sanitation Ward 13	Emalahleni		% completion	-	-	3 500 000	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
							2024/25	2025/26	2026/27	
Sustainable Infrastructure and Service Provisioning	Issue 12: Water and Sanitation	Inclusion and access	Sanitation reticulation in Sakhelwe Ext 3	Emakhazeni Local Municipality	Increased access to healthy water and sanitation	% of construction completed	-	-	1 000 000	Equitable Share
Sustainable Infrastructure and Service Provisioning	Issue 12: Water and Sanitation	Inclusion and access	Refurbishment and Upgrading of Delmas Waste Water	Victor Khanye Local Municipality		% of construction completed	48 000 000	17 000 000	-	DWS Grant

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2024/25	2025/26	2026/27	
			treatment Works (WWTW)							
Sustainable Infrastructure and Service Provisioning	Issue 12: Water and Sanitation	Inclusion and access	Refurbishment and Upgrading of Delmas Waste Water treatment Works (WWTW) co- Fund	Victor Khanye Local Municipality		% of construction completed	71 417 483	-	-	NDM Funding
Sustainable Infrastructure and Service Provisioning	Issue 12: Water and Sanitation	Inclusion and access	Drilling and Equipping of Boreholes at Sundra Botleng	Victor Khanye Local Municipality	Increased access to healthy water and sanitation	% completion	-	2 000 000	3 000 000	Equitable Share
Sustainable Infrastructure and Service Provisioning	Issue 12: Water and Sanitation	Inclusion and access	waaikraal water scheme to supply ward 15	DR JS Moroka	Increased access to healthy water and sanitation	% completion	-	-	1 000 000	Equitable Share

Projects for priority Issue 14: Roads and Storm water (Technical Services)

Strategic Goal	Developmental Issue	IUF	Project	Location	Outcome	Key Performance Indicator	Budget (R))			Source of Funding
							2024/25	2025/26	2026/27	
Sustainable Infrastructure and Service Provisioning	Issue 14: Roads and stormwater	Inclusion and access	Thabana and Ramokgeletsane Sub-Surface drainage systems	Dr JS Moroka LM	Increased accessibility to all destinations in the District through efficient and reliable road network	% Construction completed	-	-	4 000 000	Equitable Share
			Refurbishment of Street Town Roads	Emalahleni LM		Km road refurbished	-	2 000 000	3 000 000	Equitable Share
Sustainable Infrastructure and Service Provisioning	Issue 14: Roads and stormwater	Inclusion and access	Paving of Dr Mahlangu to Engwenyameni Road	Dr JS Moroka	Increased accessibility to all destinations in the District through efficient and reliable road network	% completion	9 125 000	-	-	Equitable Share
Sustainable Infrastructure and Service Provisioning	Issue 14: Roads and stormwater	Inclusion and access	Construction of New town Roads and Stormwater	Steve Tshwete LM	Increased accessibility to all destinations in the District through efficient and reliable road network	% completion	6 000 000	-	-	Equitable Share
Sustainable Infrastructure	Issue 14:	Inclusion and access	JET Patcher Material	NDM	Increased accessibility to all		5 000 000	4 000 000	4 000 000	Equitable Share

Strategic Goal	Developmental Issue	IUF	Project	Location	Outcome	Key Performance Indicator	Budget (R))			Source of Funding
							2024/25	2025/26	2026/27	
and Service Provisioning	Roads and stormwater				destinations in the District through efficient and reliable road network					
	Issue 14: Roads and storm water	Inclusion and access	Ga-Morwe Sub-surface Drainage System-	Dr JS Moroka	Increased accessibility to all destinations in the District through efficient and reliable road network	% completion	-	-	2 000 000	Equitable Share
Sustainable Infrastructure and Service Provisioning	Issue 14: Roads and stormwater	Inclusion and access	Belfast Bookshop Street Road	Emakhazeni Local Municipality	Increased accessibility to all destinations in the District through efficient and reliable road network	% completion	15 000 000	1 500 000	-	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
							2024/25	2025/26	2026/27	
Sustainable Infrastructure and Service Provisioning	Issue 14: Roads and storm water		Rural road asset Management	NDM	Increased accessibility to all destinations in the District through efficient and reliable road network	Number of Road Assert Management Systems Completed	2 447 000	2 556 000	2 673 000	Rural road asset Management grant

Projects for Priority Issue 14: Electricity and public infrastructure (Technical Services)

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2024/25	2025/26	2026/27	
Sustainable Infrastructure and Service Provisioning	Issue: Electricity	Inclusion and access	Energy Efficiency and Demand- Side Management Grant	NDM	Increased Access to electricity	% completion	5 000 000	5 000 000	5 000 000	Energy efficiency Grant
Sustainable Infrastructure and Service Provisioning	Issue: Electricity	Inclusion and access	Med-Volt Electricity Network Substation Emgwenya	Emakhazeni	Increased Access to electricity	% completion	-	1 000 000	-	Equitable Share

Strategic Objective	Developmental Issue	IUDF	Project	Location	Outcome	Key Performance Indicator	Budget (R)			Source of Funding
							2024/25	2025/26	2026/27	
Sustainable Infrastructure and Service Provisioning	Issue: Electricity	Inclusion and access	Installation of Smart Meters Management and Solar	Emakhazeni	Increased Access to electricity	% completion	10 000 000	-	-	Equitable Share

CHAPTER TEN



CHAPTER TEN

10. Sector Department Projects

10.1. Department of Social Development

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2024/25 Target	2024/25 Budget Allocation (Annual) R'000	Total project cost R'000
Dr JS Moroka	Mmametlhake Branch Office	Ward 29	100 % Completion	R 8 000	R 35 576
Steve Tshwete	Residential Facilities for Elderly Persons: Steve Tshwete	Ward 13	30% Completion	R 10 000	R 132 000
Victor Khanye	Delmas Branch Office	Ward 3	50% Completion	R 7 000	R 37 000

10.2. Department of Agriculture, Rural Development, Land And Environmental Affairs

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2024/25 Target	2024/25 Budget Allocation (Annual) R'000	Total project cost R'000
Dr JS Moroka	Marapyane Bakgatla Primary Co-op / Crop Production	Latitude 24.940594 S Longitude 28.752691	1	4 299 203	11445017
Thembisile Hani	Thembisile Hani Grain farmers / Grain production	Latitude 28°40'40.49 Longitude 25°29'17. 42"	1	9 500 000	14467353
Dr JS Moroka	Dr JS Moroka Grain farmers / Grain production	Latitude 25°29'17. Longitude 28°40'40.49"	1	12 795 000	2711562

10.3. Department of Agriculture Land Reform and Rural Development

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2024/25 Target	2024/25 Budget Allocation (Annual) R'000	Total project cost R'000
TENURE REFORM IMPLEMENTATION					
All municipalities	Land Acquisition for Farm Dwellers and Labour Tenants	Farm Dwellers and Labour Tenants	Acquisition of 339 hectares of land to secure the legally insecure land tenure rights	R6 401 203	R6 401 203
STRATEGIC LAND ACQUISITION					
All municipalities	Land Acquisition for agricultural (food security) and development purposes	Historically Disadvantaged Individuals (preferably women, youth and persons with disabilities)	Acquisition of land for agricultural (food security) and development purposes.	R105 000 000	R105 000 000
NARYSEC					
Thembisile Hani	Plant Production (Lev 5)	Wards: 31, 20, 26, 11, 31, 9, 22, 4, 6, 25, 31, 8	Training and placement of 14 rural youth	R116 200	R581 000
Thembisile Hani Dr JS Moroka Steve Tshwete	Automotive Motor Mechanic	Wards: 6, 36, 15, 16, 2, 25, 26, 24,	Training and placement of 19 rural youth	R1 848 336	R3 080 000
RURAL INFRASTRUCTURE DEVELOPMENT					
Emakhazeni	Construction of a multi-purpose centre at Pardeplaats village in the Emakhazeni local municipality	Emakhazeni LM – Dumisani Hleza Ward – 1 Location – Pardeplaats 25°41'07.8"S 31°44'34.3"E.	Construction of infrastructure to support socio-economic development.	R700 000	R13 788 500
COOPERATIVES AND ENTERPRISE DEVELOPMENT					
Dr J.S. Moroka	Kameelrivier FPSU Support Kameelrivier Fortune 40 Youth project; Mohwaduba Farming	Balemi Ba Moroka Cooperative, Madubaduba- Kameelrivier Village/ S25°39'41.6" E28°41'39.0"/	Provision of mechanisation, production inputs, skills development, operational costs to	R3 789 000	R3 789 000

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2024/25 Target	2024/25 Budget Allocation (Annual) R'000	Total project cost R'000
	project; Bakgatla Marapyane Cooperative; Mechanisation support, production inputs; diesel	Areyeng Mashemong Cooperatives/ Troya Village/ S25° 04'335" - E028° 46'960"	support food production in the prioritised commodities value chain.		
Dr J.S. Moroka	Nokaneng Cotton Project Procurement of production inputs; supply and delivery of diesel and Cotton SA management fee	Tsela Le Nnete Cooperative/ Ward 28/ Nokaneng Village/ S25° 04'13.5" - E028° 37'34.2"	Provision of mechanisation, production inputs, skills development, operational costs to support food production in the prioritised commodities value chain.	R4 800 000	R4 800 000
Thembisile Hani	Nkangala Grain Project linked with Sybrandskraal FPSU Milling Plant Procurement of Production inputs for 6000ha, diesel; payment of electricity; payment of security; appointment of FPSU personnel; supply & delivery of mechanisation;	Iphakeme Secondary Cooperative/ Ward 32/Sybrandskraal – Kwamhlanga/S25° 27'7.76" E028° 52'36.08"	Provision of mechanisation, production inputs, skills development, operational costs to support food production in the prioritised commodities value chain.	R74 000 000	R74 000 000
Thembisile Hani	Sybrandskraal FPSU Procurement of production inputs, payment of Security, payment of electricity; supply and delivery of diesel; appointment of FPSU personnel; procurement of mechanisation; training of farmers	Iphakeme Secondary Cooperative/ Ward 32/Sybrandskraal – Kwamhlanga/S25° 27'7.76" E028° 52'36.08"	Provision of mechanisation, production inputs, skills development, operational costs to support food production in the prioritised commodities value chain.	R7 938 000	R7 938 000

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2024/25 Target	2024/25 Budget Allocation (Annual) R'000	Total project cost R'000
Different L. Ms of Nkangala District	Nkangala Poultry Project Assessment of poultry production in the district and the development of the business plan	Will be conducted district wide.	Provision of mechanisation, production inputs, skills development, operational costs to support food production in the prioritised commodities value chain.	R500 000	R500 000

10.4. **Department of Community Safety, Security and Liaison**

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2024/25 Budget Allocation (Annual) R'000
Emalahleni	•Imbizo/Community Outreach	• Emalahleni Local Municipality	**400**
	Educational awareness campaigns •Liquor Traders Workshop •Gender Based Violence Awareness Campaign • Sports Against Crime Awareness Campaigns • Liquor Traders Workshop • Gender Based Violence Awareness Campaign	•Kriel •Coronation •Kwaguqa •Vosman • Ogies	
	Vulnerable Group initiative • Child Protection Week • Anti-Crime Awareness Campaign for Elderly Persons	• Vosman • Phola	
	Contact crime initiative • Anti-rape & Assualt GBH Campaign	• Iraq	

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2024/25 Budget Allocation (Annual) R'000
	School Safety initiative • Anti-Crime Awareness Campaigns	• Jeremiah Mdaka Primary & Zakes Malaza High School)	
	Support to Community Safety Forum (CSF)	Emalahleni Local Municipality)	**13**
	Support to Community Policing Forum (CPFs)	Ogies Vosman Kriel Witbank Phola	**65**
	Job Massification: Recruitment and Deployment of Tourism Safety Monitors for a 12 Months Closed Contract @R2432.22 pm	13 young people • EMalahleni	**379**
	Transport Regulation Programme: • Safety Engineering • Traffic Law Enforcement • Road Safety Education • Transport Administration and Licensing; • Overload Control	EMalahleni Local Municipality	**Operational**
Steve Tshwete	**Educational awareness campaigns** • Liquor Traders Workshop • Gender Based Violence	• Pullenshoop • Doornkop	**14**
	Vulnerable Group initiative • Child Protection Week • Support of Disabled Learners	• Mhluzi • Mhluzi	**20**

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2024/25 Budget Allocation (Annual) R'000
	Contact crime initiative • Anti-rape & Assualt GBH Campaign	• Mhluzi	**10**
	School Safety initiative • Anti-Crime Awareness Campaigns	• Arnot Colliery School	**15**
	Support to Community Safety Forum (CSFs)	Steve Tshwete Local Municipality Nkangala District Municipality	**26**
	Support to Community Policing Forum (CPFs)	Blinkpan Hendrina Middelburg Mhluzi	**52**
	Job Massification: Recruitment and Deployment of Tourism Safety Monitors for a 12 Months Closed Contract @R2432.22 pm	10 young people •Middleburg	**292**
	Transport Regulation Programme: • Safety Engineering • Traffic Law Enforcement • Road Safety Education • Transport Administration and Licensing and; • Overload Control	Steve Tshwete Local Municipality	**13**
Thembisile Hani	**Educational awareness campaigns** • Gender Based Violence Campaign • Liquor Traders Workshops	• Msholozi • Tweefontein	**18**
	Rural Safety initiative • Anti Stock Theft Campaign	• Wolvenkop	**13**

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2024/25 Budget Allocation (Annual) R'000
	School Safety initiative • Prison Tour for Learners	• Mgudlwa & Sekemisa Secondary Schools	**50**
	Support to Community Safety Forum (CSF)	Thembisile Local Municipality)	**13**
	Support to Community Policing Forum (CPFs)	Tweenfontein Kwaggafontein Verena KwaMhlanga	**52**
	Job Massification: Recruitment and Deployment of Tourism Safety Monitors for a 12 Months Closed Contract @R2432.22 pm	22 young people •KwaMhlanga	**642**
	Transport Regulation Programme: • Safety Engineering • Traffic Law Enforcement • Road Safety Education • Transport Administration and Licensing; • Overload Control	• Thembisile Hani Local Municipality	**Operational**
Victor Khanye	**Educational awareness campaigns** • Sports Against Crime Awareness Campaign • Liquor Traders Workshops	• Waaikraal • Delmas	**17**
	Vulnerable Group initiative • Child Protection Week	• Delmas	**15**
	Contact crime initiative • Anti-Rape and Assualt GBH Campaign	• Botleng	**14**
	School Safety initiative • Anti- Crime Awarenes Campaigns		**50**

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2024/25 Budget Allocation (Annual) R'000
		• Swaartklip Secondary & Mdumiseni Primary School	
	Support to Community Safety Forum (CSF)	• Victor Khanye Local Municipality)	**13**
	Support to Community Policing Forum (CPFs)	• Delmas • Sundra	**26**
	Transport Regulation Programme: • Safety Engineering • Traffic Law Enforcement • Road Safety Education • Transport Administration and Licensing and; • Overload Control	Victor Khanye Local Municipality	**Operational**
Dr. JS Moroka	**Educational awareness campaigns** • Sports Against Crime	• Pieterskraal	**25**
	Rural Safety initiative • Stock Theft Awareness Campaign	• Pankop	**15**
	School Safety initiative • Anti-Crime Awareness Campaigns • Prison Tour for Learners • Anti- Crime Awarenes Campaigns	• Lehlabile & Sizamokwethu Secondary School • Pungutsha & Litho Secondary School • Intuthuko & Sidlasoke Secondary School	**60**
	• Support to Community Safety Forum (CSF)	Dr JS Moroka Local Municipality)	**13**

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2024/25 Budget Allocation (Annual) R'000
	• Support to Community Policing Forum (CPFs)	Mmamethlake Vaalbank Siyabuswa	**39**
	• Job Massification: Recruitment and Deployment of Tourism Safety Monitors for a 12 Months Closed Contract @R2432.22 pm	•32 young people •Siyabuswa:16 •Vaalbank:16	**934**
	Transport Regulation Programme: • Safety Engineering • Traffic Law Enforcement • Road Safety Education • Transport Administration and Licensing and; • Overload Control	• Dr JS Moroka Local Municipality	**Operational**
Emakhazeni	**Educational awareness campaigns** • Sports Against Crime Awareness Campaign	• Entokozweni	**14**
	• Liquor Traders Workshop	• Dullstroom	**12**
	Vulnerable Group initiative • Child Protection Week	• Belfast	**20**
	Rural Safety initiative • Anti-Stock Theft Campaign	• EMakhazeni Local Municipality	**15**
	School Safety initiative • Anti- Crime Awarenes Campaigns	• Khayalami & Tonteldos Secondary School	**50**
	• Support to Community Safety Forum (CSF)	• Emakhazeni Local Municipality)	**13**

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2024/25 Budget Allocation (Annual) R'000
	• Support to Community Policing Forum (CPFs)	• Watervalboven • Dullstroom • Belfast • Machadodorp	**52**
	• Job Massification Recruitment and Deployment of Tourism Safety Monitors for a 12 Months Closed Contract @R2432.22 pm	• 20 young people • Dullstroom:10 • Waterval Boven:10	**584**
	Transport Regulation Programme: • Safety Engineering • Traffic Law Enforcement • Road Safety Education • Transport Administration and Licensing and; • Overload Control	• EMakhazeni Local Municipality	**Operational**

10.5. Department of Health

NKANGALA DISTRICT					
Local municipality	**Project/Programme Name/Description**	**Project Beneficiary/ Ward/Location/ GPS Coordinate**	**2024/25 Target**	**2024/25 Budget Allocation (Annual) R'000**	**Total project cost R'000**
Steve Tshwete	New Middelburg District Hospital - Construction of new CHC	N/A	Completion of the Hospital	70 000 000	1 763 901 000
Emalahleni	New Linah Malatjie Tertiary Hospital – construction of new hospital	N/A	Start construction of new hospital	204 000 000	6 880 000 000

NKANGALA DISTRICT					
Local municipality	**Project/Programme Name/Description**	**Project Beneficiary/ Ward/Location/ GPS Coordinate**	**2024/25 Target**	**2024/25 Budget Allocation (Annual) R'000**	**Total project cost R'000**
Dr JS Moroka	Upgrading of Mmammethlake Hospital	N/A	Completion of the hospital	15 166 000	582 780 000
Dr JS Moroka	Troya Clinic - Construction of new Clinic	N/A	Construction of new hospital	509 531 000	2 448 093 000
Thembisile Hani	Kwamhlanga district Hospital - Construction of New Maternity ward	N/A	Construction of new maternity ward	71 024 000	472 846 129

10.6. Department of Cooperative Governance and Traditional Affairs (CoGTA)

Local municipality	**Project/Programme Name/Description**	**Project Beneficiary/ Ward/Location/ GPS Coordinate**	**2024/25 Target**	**2024/25 Budget Allocation (Annual) R'000**	**Total project cost R'000**
1. DR JS MOROKA	TRADITIONAL COUNCIL OFFICE RENOVATION	BAKGATLA BAMOEPI TRADITIONAL COMMUNITY	1 TRADITIONAL COUNCIL OFFICE RENOVATION	2 100	2 100
2.THEMBISILE HANI	TRADITIONAL COUNCIL OFFICE RENOVATION	KING MAKOSOKE II TRADITIONAL COMMUNITY	1 TRADITIONAL COUNCIL OFFICE RENOVATION	2 100	2 100
3. THEMBISILE HANI	CONSTRUCTION OF TRADITIONAL COUNCIL OFFICES	KING MAKHOSONKE TRADITIONAL COMMUNITY	CONSTRUCTION OF CONCRETE COMPOUND BOUNDARY	5 000	5 000

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2024/25 Target	2024/25 Budget Allocation (Annual) R'000	Total project cost R'000
4. Dr JS MOROKA	TRADITIONAL COUNCIL OFFICE RENOVATION	NDZUNDZA MABHOKO TRADITIONAL COMMUNITY	1 CONSTRUCTION OF TRADITIONAL COUNCIL OFFICES		

10.7 MISA

Local municipality	Project/Programme Name/Description	Project Name	2024/25 Target Area of support
Dr JS Moroka , Thembisile Hani , Emakhazeni	Strengthening capacity in Local Municipalities and districts	Mentorship programs of municipal officials for professionalisation . Deployment of MISA Engineers, Planners, Young Graduates. Continuous development of municipal officials such as Artisans, Process Controllers, Apprentices as well as Recognition of Prior Learning.	The objective of this intervention is to address the challenges of scarce and critical skills shortage in municipalities . This is achieved by facilitating technical skills pool required to strengthen municipal technical capacity within municipalities for planning , implementation , operation and maintenance of municipal infrastructure. MISA mobilises expert capacity across government and the private sector for deployment to municipalities for interventions.
Dr JS Moroka ,	Dysfunctional municipalities increasing job creation through mainstreaming LIC on Municipal infrastructure projects	Support the municipalities with LIC implementation on on-going projects and monitor progress	MISA provides identified and dysfunctional municipalities with programme management support that seeks to institutionalise Labour Intensive Construction methods through conditional grant infrastructure projects. MISA seeks to promote training or inclusion of municipal officials in the implementation of LIC .MIS supports municipalities to implement their projects in accordance with LIC guideline henceforth achieving annual sector targets .
Nkangala, Victor Khanye, Thembisile Hani	Budget Facility for Infrastructure (BFI)	Development of Business plans for funding/applications for BFI or other potential funders.	MISA support municipalities to deliver services also including procurement of infrastructure in compliance with legislation.

Local municipality	Project/Programme Name/Description	Project Name	2024/25 Target Area of support
Dr JS Moroka	Reduced non-revenue water in dysfunctional municipalities	Technical and Project management support in the Implementation of WCWDM projects and activities Improved municipal infrastructure asset management practices	Technical and Project management support in the Implementation of WCWDM projects and activities as well as Operation and Maintenance. The target is reduction of non-revenue water in municipalities in identified Water Services Authority. MISA supports the identified municipalities with the development and implementation of Water conservation water demand management plans.
Dr JS Moroka, Emalahleni	Improved functionality of dysfunctional Wastewater Treatment Works (WWTWs and WTW)	Conditional assessments of wastewater treatment and water treatment works Technical and Project management support in the Implementation of water treatment works projects and activities	Blue, and green drop assessment focuses on the whole value chain for both the wastewater and water treatment works. The Blue Drop Risk Rating (BDRR) focuses on the function of each water supply system The Green drop risk analysis (CRR) focuses on the wastewater treatment function. MISA in collaboration with SALGA and DWS are working on improvement plans for the municipalities falling off the rating scores.
Dr JS Moroka and Emalahleni	Support with implementation of SPLUMA compliant municipal spatial plans, Spatial Development Framework (SDF's) and Land Use	Number of SPLUMA Compliant municipal spatial plans (SDF's) implemented in local municipalities Review of Dr JS Moroka Spatial Development Framework Review of Emalahleni Spatial Development Framework Review of Dr JS Moroka Local Economic development Strategy	Contract & Project Management, Quality control Management, Project Management, Project advisory and, Monitoring & Evaluation.
Dr JSMoroka, Emalahleni	Support to Improve spending on Conditional Grants (MIG, INEP, WSIG, RBIG, IUDG, etc…)	Contract & Project Management, Quality site control Management, conducting project site visits, Development of TORs and TRs	MISA provides technical assistance in project planning , preparation as well as management to improve spending throughout the MIG project life cycle.

Local municipality	Project/Programme Name/Description	Project Name	2024/25 Target Area of support
JS Moroka	Implementation of INEP Programmes	Project Management, Technical Support and development of Business Plans	MISA support the municipalities with improving reliability of electricity as wqell as the access to electricity to the consumers in improving basic service delivery. MISA support entails • Implementation of the Network performance monitoring strategy to measure the frequency as well as the duration of the electrical network interruptions. • Improving capacity by supporting the implementation of INEP through development of business plan and conducting site inspections. • Support in the development of Energy master plan.

10.8 Department of Education

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2024/25 Target	2024/25 Budget Allocation (Annual) R'000	Total project cost R'000
Dr JS Moroka	Mayisha Secondary School- **Sanitation**	Emakhazeni	100%	2,956.43	2,956.43
Dr JS Moroka	Ezwenilethu Primary School- **Sanitation**	Dr JS Moroka	100%	1,449.16	1,449.16
Victor Khanye	Rietkol Primary School- **Fencing**	Dr JS Moroka	100%	5,866.70	5,866.70
Steve Tshwete	Extension 24 / Rockdale Primary School- **New School**	Steve Tshwete	10%	29,145.09	69,266.43
Steve Tshwete	Mvuzo Primary School- **Renovations**	Steve Tshwete	100%	1,102	R 14,510
Emakhazeni	Ebhudlweni Primary School- **Renovations**	Emakhazeni	100%	22,356.90	R 23,788.45

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2024/25 Target	2024/25 Budget Allocation (Annual) R'000	Total project cost R'000
Thembisile Hani	Queen Sonengane- **Sanitation and fencing**	Thembisile Hani	100%	11,461.14	40,302.08
Emalahleni	School for the Deaf and Blind**- New school**	Mpumalanga	Planning and Design	100,000.00	750,000.00

10.9 Department of Water and Sanitation

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2024/25 Target	2024/25 Budget Allocation (Annual) R'000	Total project cost R'000
Dr JS Moroka	RBIG Schedule 6B- Western Highveld (Rust de Winter) Bulk Water Scheme	Thembisile Hani	Thembisile Hani	10 000	30 000
Emakhazeni	WSIG- Emakhazeni LM	LM to prioritise Beneficiaries	Emakhazeni LM	26 125	87 874
Emalahleni	WSIG- Emalahleni LM	LM to prioritise Beneficiaries	Emalahleni LM	25 000	87 010
Steve Tshwete	RBIG Schedule 5B- Refurbishment and Upgrading of Boskrans Wastewater Treatment Works	Steve Tshwete LM	Steve Tshwete LM	30 000	120 000
	RBIG Schedule 5B- Refurbishment and Upgrading of Kwazamokuhle Wastewater Treatment Works	Steve Tshwete LM	Steve Tshwete LM	5 000	24 289
	RBIG Schedule 5B- Upgrading of Vall Bank Water Purification Plant	Steve Tshwete LM	Steve Tshwete LM	40 000	40 000

	WSIG- Steve Tshwete LM	LM to prioritise Beneficiaries	Steve Tshwete LM	15 000	33 000
Thembisile Hani	RBIG Schedule 6B- Thembisile Hani Water Scheme (Loskop)	Thembisile Hani LM	Thembisile Hani LM	200 000	600 000
	WSIG- Thembisile LM	LM to prioritise Beneficiaries	Thembisile Hani LM	60 000	160 027
Victor Khanye	WSIG- Victor Khanye LM	LM to prioritise Beneficiaries	Victor Khanye LM	25 000	25 000
	WSIG- Schedule 6B	Victor Khanye LM	Victor Khanye LM	48 000	65 000
Totals: Nkangala Municipalities				**484 125**	**1 272 200**

10.10. Department of Human Settlements

EMALAHLENI LOCAL MUNICIPALITY							
Project Description/Programme	**Name of Contractor**	**Number of Housing Units Awarded**	**Number of Housing Units Completed to Date**	**Project Time-Frames - Start Date**	**- End Date**	**Overall Budget vs Expenditure To**	**% Housing Units Complete**
[Integrated Residential Development Programme IRDP-2] Construction of **1 000 low-cost houses** in Empumelelweni	TSSN Carriers	1000	937 completions (21 roofed and 12 wall plates)	Oct 2016	Mar 2024	Bud: R 124 789 762.00 Exp:(R112 759 811) Bal : R 12 029 951.00	**94%**
[Integrated Residential Development Programme IRDP-2] Construction of **1 000 low-cost houses** in Siyanqoba	TSSN Carriers	1000	825 completions	Oct 2017	Mar 2024	Bud: R132 573 168.00 Exp:(R104 730 531.00)	**83%**

			(75 roofed, 24 wall plates and 24 slabs)			Bal : R 27 842 637.00	
[Integrated Residential Development Programme IRDP-2] Construction of **100 low-cost houses** in Siyanqoba	TSSN Carriers	100	0 (70 slabs have been cast on site)	Oct 2020	Mar 2025	Bud: R15 756 478.00 Exp:(R2 453 526.00) Bal : R 13 302 952.00	**0%**
[Integrated Residential Development Programme IRDP-2] Construction of **31 low-cost houses** in Siyanqoba and Thubelihle	Cranefly Trading	31	0	Sep 2023	June 2024	Bud: R 4 400 197.00 Exp: (R 0) Bal: R 4 400 197.00	**0%**

Project Description/Programme	Area	Name of Contractor	Number of Housing Units Awarded	Number of Housing Units Completed to Date	Overall Budget vs Expenditure To	% Housing Units Complete
[Integrated Residential Development Programme IRDP-2] Construction of **495 low-cost houses** in Thubelihle	Thubelihle / Hlalanikahle	Balethayha Enterprise	472	472	Bud: R 62 953 920 Exp:(R 62 953 920) Bal : R 0	**100%**
[Integrated Residential Development Programme IRDP-2] Construction of **130 low-cost houses** in Duvha Park	Duvha Park	Baforegile	130	130	Bud: R 17 096 854 Exp:(R 16 747 281) Bal : R 349 573	**100%**

[Integrated Residential Development Programme IRDP-2] Construction of **70 low-cost houses** in Duvha Park	Duvha Park	Vuka Magagula	70	70	Bud: R 8 846 280 Exp:(R 7 764 931) Bal : R 1 081 349	**100%**

Project Name	**Project Location**	**PHSHDA**	**No. of Planned Sites**	**Category**	**Annual Target 2023/24**	**Progress Report**	**Challenges**	**Expenditure To Date**		
								Total Budget	**Expenditure to date**	**Remaining Expenditure**
38A &38B– Nooitgedacht Plot 85; 86-88 (Empumelelweni Ext 11)	Emalahleni	Emalahleni Expansion	749	B1	Pegging of Sites, General Plan and Proclamation Notices.	Re-Submission of General Plan underway.	None	R 9 571 954,59	R5 448 782,88	R 4 123 171,71
79– Nooitgedacht Plot 107; 124 Marikana 2 (Empumelelweni Ext 12)	Emalahleni	Emalahleni Expansion	617	B1	Pegging of Sites, General Plan and Proclamation Notices.	General Plan approved in **October 2023**. Opening of Township Register underway.	None			
Erf 4649, 4561 and 4558 Empumelelweni Ext 7	Emalahleni	Emalahleni Expansion	317	B1	Approved SPLUMA Township Establishment	General Plan approved in August 2023. Opening of Township Register underway	None			
Portions 3, 98, 99 and 100 of the Farm Nooitgedacht, 300 –	Emalahleni	Emalahleni Expansion	2 252	B1	Approved SPLUMA Township Establishment	Opening of Township Register underway.	None			

JS, Empumelelweni Ext 9										
Erf 1478 Hlalanikahle Ext 2	Emalahleni	Emalahleni Expansion	60	B1	Approved SPLUMA Township Establishment	The General Plan has been approved in **November 2023.** Opening of the Township Register is currently underway.	None			
Erven 396, 397, 404-409, 416-421 Klarinet Ext 1; Portions 6, 69 & 123 of the farm Blesboklaagte 296 , Malikane, Segokodi and Makofane	Emalahleni	Emalahleni Expansion	250	B1	Approved SPLUMA Township Establishment	Approved SPLUMA Application in **October 2023 (Municipal Owned portion).**	Awaiting the Land Acquisition Directorate to acquire Privately owned portion.			

Project Name	Project Location	PHSHDA	No. of Planned Sites	Category	Annual Target 2023/24	Progress Report	Challenges	Expenditure To Date		
								Total Budget	Expenditure to date	Remaining Expenditure
Empumelelweni Extension 13 - Remainder of Portion 5, Portion 16, and Portions 68 - 74 of the Farm Nooitgedacht 300 - JS	Emalahleni	Emalahleni Expansion	1 659	Planned for relocations	Approved SPLUMA Application Pegging of Stands	SPLUMA Approval received in **September 2023.**	Land Invasion	R 9,571,954.59	R5,448 782.88	R 4,123,171.71
Empumelelweni Ext 14 - Portions 89, 90 & 91 Nooitgedacht 300-JS	Emalahleni	Emalahleni Expansion	479	Planned for relocations	Approved SPLUMA Application Pegging of Stands	SPLUMA Approval received in **September 2023.**	Land Invasion	R2,963,849.00	R1,249,475.47	R1,587,975.23
Erf 12 Kwa-Guqa Ext 2	Emalahleni	Emalahleni Expansion	72	Planned for relocations	Approved SPLUMA Application Pegging of Stands	SPLUMA Approval received in **September 2023.**	None	R282,870.00	R59,791.69	R150,697.53

Project Name	Project Location	PHSHDA	No. of Planned Sites	Category	Annual Target 2023/24	Progress Report	Challenges	Expenditure To Date		
								Total Budget	Expenditure to date	Remaining Expenditure
A portion of the Remainder of Portion 37 Wildebeestfontein 327-JS (waya waya)	Emalahleni	Emalahleni Expansion	2 400	B1/B2	Approved SPLUMA Application Pegging of Stands	SPLUMA Approval received in **September 2023.**	None	R7,543,200.00	R5 980 200,00	R1 563 000,00
Portion 4 Wildebeestfontein 327-JS _ Enkanini	Emalahleni	Emalahleni Expansion	1 259	B1	Approved SPLUMA Application Pegging of Stands	SPLUMA Approval received in **September 2023.**	None	R4 414 054,00	R2 940 441,95	R1 296 657,15
Erf 4134 Hlalanikahle Ext 4 & Portion 136 Nooitgedaght _Mthimunye	Emalahleni	Emalahleni Expansion	405	A	Approved SPLUMA Application Pegging of Stands	SPLUMA Approval received in **September 2023.**	None	R1 381 860,00	R949 427,85	R412 017,43
Erf 8117 Kwa-Guqa Ext. 17_Mthofi	Emalahleni	Emalahleni Expansion	60	B1	Approved SPLUMA Application Pegging of Stands	SPLUMA Approval received in **September 2023.**	None	R212 460,00	R141 319,22	R63 488,94
Erf 6655 Kwa-Guqa Ext. 10	Emalahleni	Emalahleni Expansion	76	A	Approved SPLUMA Application Pegging of Stands	SPLUMA Approval received in **September 2023.**	None	R251 864,00	R148 302,12	R83 451,42

Remainder of Erf 1521 Hlalanikahle Ext 2	Emalahleni	Emalahleni Expansion	666	A	Approved SPLUMA Application Pegging of Stands	SPLUMA Approval received in **September 2023.**	None	R2 207 124,00	R1 516 939,09	R666 654,69

NAME OF NEW BNG UNDER PLANNING AND OR IMPLEMENTATION	PROJECT LOCATION	PHSHDA	NUMBER OF PLANNED HOUSING OPPORTUNTIES INCLUSIVE OF SUPPORTING URBAN INFRASTRUCTURE	PROJECT BASELINE	PROGRESS REPORT	CHALLENGES
Iraqi (Portion 5, 6 & 7 of the Farm Wildebeesfontein)	Emalahleni Municipality	Emalahleni Expansion	4185 stands	Opening of Township Register & Township Proclamation.	The township register has been opened. The **proclamation of the township is currently underway.**	None
Remainder of the Farm Ruitkuil 559 IS	Emalahleni Municipality	Emalahleni Expansion	7 296 stands	SPLUMA Application Approval	▪ General Plans for Thubelihle Extensions 7, 8, 9, 10 and 12 has been approved. ▪ The conveyancer is currently busy with the paperwork for opening of the township register for Thubelihle Ext's 8, 9 and 12. ▪ The township register for **Thubelihle Extensions 7 and 10** has been opened. **Proclamation is currently underway**.	Unregistered sewer line in Extension 9. The General Plan will need to be withdrawn to register the servitude.

Performance Indicator / Priority Output	Project Location & Scope & Dates and Budget	Actual Progress	Challenges and remarks
Scope: The scope of work entails construction of main water connection line and a new sewer pipeline to convey sewer from Phola areas to the Phola Waste Water Treatment Works.	Site Handover: 15 December 2021 Commencement date: 18 January 2022 Original Completion date : 30 Dec 2022 Revised completion date :30 Oct 2023 Budget (23/24 financial year) – R4 ,263,195,00 Expenditure – R4,263,195.00 Balance – R0,00	Final completion stage	.
Scope: The scope of work entails upgrading of electrical and mechanical components of pumpstation and Phola Waste Water Treatment Works including civil works	Site Handover: 15 August 2023 Commencement date: 15 August 2023 Original Completion date : 30 Aug 2024 Budget (23/24 financial year) – R45 ,124,257,89 Expenditure – R13,670,282.46 Balance – R31,453,975.43	Project progress at 40%	Cable theft /vandalism at the WWTW.Increase security resources on site .

Scope: The scope of work entails upgrading of Raw water line from Point B reservoir to Point B for the entire Empumelelweni Cluster	Commencement date (Planning): 1 April 2022 Site handover: January 2024 Completion date: July 2024 Budget (23/24 financial year) – R23 ,143, 417,36 Expenditure – R2,131,931,95 Balance – R 21,011,485,41	Project progress at tender stage	The 4000 sites developed requires the bulk water supply hence the initiative through DHS. .
Scope: Servicing of 825 sites in Phola/Iraq Implementing Agent:WBHO/Vikinduku/Bigen JV	**Phola-Iraq in Emalahleni Local Municipality** To provide municipal engineering services in 825 sites. The services entail: • Internal water reticulation, • Internal sewer reticulation, • Internal roads (gravel) • Stormwater drainage facilities Budget – R36,492,123,70 Expenditure - R33,376,829.96 Balance – R3,115,293,74	• Practical completion achieved on Q2 at 300 sites • Another 300 sites by Q3	Encroachment: Stakeholder engagement

Performance Indicator / Priority Output	Project Location & Scope & Dates and Budget	Actual Progress	Challenges and/or remarks
Scope: Servicing of 8059 sites in Thubelihle ext 7,8,9,10 Implementing Agent:GIC	Thubelihle ext 7 in Emahleni Local Municipality To provide municipal engineering services in 2024 sites (Phase 1). The services entail: Internal water reticulation, Internal sewer reticulation, Internal roads (gravel) Stormwater drainage facilities Budget – R391,208,550,00 Expenditure - R75,141,653.11 Balance – R316,066,896,89	2124 sites completed to date	Non availability/bulk infrastructure capacity not adequate for the development.To be budgeted under Mining town budget (DHS)
Scope: Servicing of 440 sites in Phola Ext 5 Implementing Agent:GIC	**Phola ext 5 in Emahleni Local Municipality** To provide municipal engineering services The services entail: Internal water reticulation, Internal sewer reticulation, Internal roads (gravel) Stormwater drainage facilities Budget – R29 573 337,73 Expenditure - R19,023,790,14 Balance – R10 549 547,59	440 sites completed to date	None

Performance Indicator / Priority Output	Project Location & Scope & Dates and Budget	Actual Progress	Challenges and/or remarks
Scope: Servicing of 633 sites in Kwa-Guqa x10 Implementing Agent:GIC	**Kwa-guqa x10 in Emahleni Local Municipality** To provide municipal engineering services The services entail: Internal water reticulation, Internal sewer reticulation, Internal roads (gravel) Stormwater drainage facilities Budget – R30,308,173,93 Expenditure - R15,671,300,84 Balance – R14, 636,872,89	608 sites completed to date	None
Scope: Servicing of 266 sites in Kwa-Guqa x11 Implementing Agent:GIC	**Kwa-guqa x11 in Emahleni Local Municipality** To provide municipal engineering services The services entail: Internal water reticulation, Internal sewer reticulation, Internal roads (gravel) Stormwater drainage facilities Budget – R13,454,339,01 Expenditure - R3,433,281,69 Balance – R10, 021,057,32	212 sites completed to date	None
THEMBISILE HANI LOCAL MUNICIPALITY			

Project Description/Programme	Area	Name of Contractor	Number of Housing Units Awarded	Number of Housing Units Completed to Date	Overall Budget vs Expenditure To	% Housing Units Complete
[Integrated Residential Development Programme IRDP-2] Construction of **74 low-cost houses**	Various areas	Donaliour Trading	74	0	Bud: R 8 072 313.54 Exp:(R 0) Bal : R8 072 313.54	**0%**
[Integrated Residential Development Programme IRDP-2] Construction of **50 low-cost houses**	Various areas	Ubuntu Sonke Engineering	50	0	Bud: R9 162 850 Exp:(R 0) Bal : R 9 162 850	**0%**
[Integrated Residential Development Programme IRDP-2] Construction of **50 low-cost houses**	Various areas	Morateng Trading	50	0	Bud: R9 162 850 Exp:(R0) Bal : R9 162 850	**0%**
[Integrated Residential Development Programme IRDP-2] Construction of **1 low-cost houses**	Various areas	Anytime We Come Trading	1	1	Bud: R 209 071 Exp:(R132 734) Bal : R76 337	**100%**

Project Name	Project Location	PHSHDA	No. of Planned Sites	Category	Annual Target 2024/25	Progress Report	Challenges	Expenditure To Date		
								Total Budget	Expenditure to date	Remaining Expenditure 2024/25
Portion 17 of the farm Sybrandskraal 244 – JR - Moloto South	Thembisile Hani	KwaMhlanga Development Area	1162	B1	Approved SPLUMA Township Establishment	A.aiting Nkangala District to Consent to the changes made on layout for re-submission of General Plan for approval,	None	R4 065 125,36	R2 526 475,61	R 1 538 649.75
RE of Portion 7 & the RE of the Farm Enkeldoorn 217 JR and on the RE of the Farm KwaMhlanga 617 JR -Mandela Ext	Thembisile Hani	KwaMhlanga Development Area	1432	B1	Approved SPLUMA Township Establishment	General Plan approved in **December 2022.** Opening of Township Register is hindered by Stateland Release.	Stateland Release Required.	R4 543 715.76	R3 235 410.73	R 1 308 305.03
Portions 2, 22, 25, 27-29, 43, 44 of the farm Enkeldoornoog 219 JR; A Portion of the farm Enkeldoorinoog	Thembisile Hani	KwaMhlanga Development Area	3 672	B1	Approved SPLUMA Township Establishment	Pegging of stands underway.	Stateland Release Required.	R11 634 954,15	R 8 951 355,66	R 2 688 598.49

Project Name	Project Location	PHSHDA	No. of Planned Sites	Category	Annual Target 2024/25	Progress Report	Challenges	Expenditure To Date		
								Total Budget	Expenditure to date	Remaining Expenditure 2024/25
651 JR - Phola Park										
Portions 11 - 13, 15, 16, 18 – 21 of the farm Enkeldoornoog 219 JR - Sun City AA Ext	Thembisile Hani	KwaMhlanga Development Area	2333	B1	Approved SPLUMA Township Establishment	Approved General Plan in November 2023. Opening of Township Register is hindered by Stateland Release	Stateland Release Required.	R7 454 843,99	R5 521 494,98	R 1 933 349.01

Project Name	Project Location	PHSHDA	No. of Planned Sites	Category	Annual Target 2024/25	Progress Report	Challenges	Expenditure To Date		
								Total Budget	Expenditure to date	Remaining Expenditure 2024/25
The farm Tweefontein 675 JR - Sakhile	Thembisile Hani	KwaMhlanga Development Area	2 218	B1	Approved SPLUMA Township Establishment	The SPLUMA application has been submitted to Nkangala in **June 2023**. Awaiting SPLUMA approval.	Stateland Release Required.	R 6 971 165,13	R 2 422 035,06	R4 549 130,07

Project Name	Project Location	PHSHDA	No. of Planned Sites	Category	Annual Target 2024/25	Progress Report	Challenges	Expenditure To Date		
								Total Budget	Expenditure to date	Remaining Expenditure 2024/25
The farm Tweefontein 675 JR and Portion 54 of the Farm Tweefontein 220 JR -Miliva	Thembisile Hani	KwaMhlanga Development Area	3 741	B1	Approved SPLUMA Township Establishment	Pegging of Stands completed in **Noember 2023.** Submission of GP underway.	Stateland Release Required.	R11 853 584.83	R5 576 075,94	R 6 277 508.89
The farm Tweefontein 675 JR- Chris Hani	Thembisile Hani	KwaMhlanga Development Area	902	B1	Approved SPLUMA Township Establishment	The SPLUMA application has been submitted to Nkangala in **September 2023.** Awaiting SPLUMA approval.	Stateland Release Required.	R 2 834 982,39	R 1 848 638,16	R 986 344,24
Portions 169 and 182 of the farm Goederede, 60 – JR - Geoderede C	Thembisile Hani	KwaMhlanga Development Area	1 063	B1	Approved SPLUMA Township Establishment	Pegging of Stands completed in **November 2023.** Submission of GP underway.	Stateland Release Required.	R5 002 975.44	R 1 965 533,71	R3 037 441,73

Project Name	Project Location	PHSHDA	No. of Planned Sites	Category	Annual Target 2024/25	Progress Report	Challenges	Expenditure To Date		
								Total Budget	Expenditure to date	Remaining Expenditure 2024/25
RE of the Farm Kwaggafontein 216 JR -Dhobhabantu	Thembisile Hani	KwaMhlanga Development Area	606	B1	Approved SPLUMA Township Establishment	Land Surveying underway.	Stateland Release Required.	R3 846 492.84	R2 103 915,46	R1 742 577,38
Remainder of Portion 34 and Portion 18 of the Farm Bulfontein 94-JS, Remainder of Portion 13 of the Farm Buffeshoek 91-JS and the Farm Hartbeesfontein 93-JS-Verena D	Thembisile Hani	Verena Node	1 800	B1	Approved SPLUMA Township Establishment	Deferred application	Consent from the CPA is required to proceed with the application.	R 9 917 234.42	R4 094 495,7	R 5 822 738,72
Empumelelweni Settlement: The Remainder of The Farm Enkeldooringoog 651- JR, Portion 22, 23, 24 And 45 Of	Thembisile Hani	KwaMhlanga PDA	11 126	Not categorised	SPLUMA Township Establishment Opening of Township Register Proclamation	SPLUMA Application submitted for approval in **October 2023**	Stateland Release Required.	R34 968 973,50	R19 137 348,62	R15 831 624,88

Project Name	Project Location	PHSHDA	No. of Planned Sites	Category	Annual Target 2024/25	Progress Report	Challenges	Expenditure To Date		
								Total Budget	Expenditure to date	Remaining Expenditure 2024/25
Enkeldoornoog 219-JR, Portion 3, 4, 5, 6 And 8 of Zusterhoek 246 – JR, Portion 2 of Leeufontein 248-JR										

2023/2024-2024/2025 FINANCIAL YEAR MULTI PROJECTS AND/ OR PROGRAMMES

MUNICIPALITY: THEMBISILE HANI LM

Item No.	Project Description	Financial Year	Benefitting wards and households	Project Status	Budget	Expenditure	Name of Service Provider	No. of people employed	Subcontractors appointed	Value of subcontracting work
1	Community Hall and Child Care Centre E21110017	2023/2024 and 2024/2025	Ward 5 and Ward 9	Both amenities are at roof level	R23 448 670-28	R7 772 113-36	Reikemetse Projects	75	Bonani TRD	R 160 472-00
									Mathathakusa Construction	R 26 000-00
									David Masanabo	R 20 000-00

EMAKHAZENI LOCAL MUNICIPALITY						
Project Description/Programme	**Area**	**Name of Contractor**	**Number of Housing Units Awarded**	**Number of Housing Units Completed to Date**	**Overall Budget vs Expenditure To**	**% Housing Units Complete**
[Integrated Residential Development Programme IRDP-2] Construction of **240 low-cost houses**	Madala & Sakhelwe Ward 8, 4	KJM Business Enterprise	240	240	Bud: R 20 907 499 Exp:(R 20 805 985) Bal : R 101 514	**100%**
[Integrated Residential Development Programme IRDP-2] Construction of **1 low-cost house**	Machadodorp Ward 5	Anytime	1	1	Bud: R209 071 Exp:(R 26 547) Bal : R 182 524	**100%**
[Integrated Residential Development Programme IRDP-2] Construction of **7 incomplete low-cost houses**	Sakhelwe Ward 8	Amaphikankani C0-operative	7	6	Bud: R919 399 Exp:(R730 366) Bal : R 189 033	**86%**
[Integrated Residential Development Programme IRDP-2] Construction of **300 low-cost houses**	Madala, Sakhelwe & Gugulethu Ward 8, 4	T & Z Construction	300	50	Bud: R54 977 100 Exp:(R 4 352 354) Bal : R 50 624 746	**17%**

Informal Settlements Upgrading Projects (UISP)										
Project Name	**Project Location**	**PHSHDA**	**No. of Planned Sites**	**Category**	**Annual Target 2024/25**	**Progress Report**	**Challenges**	**Expenditure To Date**		
								Total Budget	**Expenditure to date**	**Remaining Expenditure 2024/25**
Portion 88-89 of the farm Doornhoek 344-JT (Emgwenya)	Emakhazeni LM	None	560	B1	SPLUMA Township Establishment Opening of Township Register Proclamation	SPLUMA Application submitted for approval in **August 2023**	None	R 1 760 080.00	R1 021 221,60	R 738 858,40
PTN 61 of the Farm Geluk 348 –JT (Watervan Bovel)	Emakhazeni LM	None	TBC	Upgrading Plan to be done	Upgrading Plan SPLUMA Township Establishment Opening of Township Register Proclamation	**New appointment**	None	TBC	TBC	TBC

SERVICING OF SITES AT EMAKHAZENI LOCAL MUNICIPALITY					
Performance Indicator / Priority Output	**Project Location & Scope & Dates and Budget**	**Budget**	**Expenditure to date**	**Actual Progress**	**Challenges and/or remarks**
Scope: Servicing of 250 sites in Madala Counsultants:Lubisi Consulting Engineers	**Madala township in Emakhazeni Local Municipality** To provide municipal engineering services The services entail: • Internal water reticulation, • Internal sewer reticulation, • Internal roads (gravel) • Stormwater drainage facilities	R16 670 000	R0	Tender stage	Scope finalization for Madala. Engagement with the Municipality.
Scope: Rectification of 240 serviced sites in Siyathuthuka ext 7 Counsultants:Lumar Consulting Engineers	**Siyathuthuka Ext 7 township in Emakhazeni Local Municipality** To provide municipal engineering services The services entail rectification of : • Internal water reticulation, • Internal sewer reticulation, • Internal roads (gravel) • Stormwater drainage facilities • Installation of control valve	To be confirmed	-	Assessment done and presentation by the end of Feb 24 for implementation in April 2024 in the new financial year.	

MULTI YEAR PROJECTS OVERLAPPING INTO 2024/25 FINANCIAL YEAR

STEVE TSHWETE LOCAL MUNICIPALITY

Item No.	Project Description	Benefitting wards and households	Project Status	Budget	Expenditure	2024/25 Target	2024/25 Budget	Name of Service Provider	No. of people employed	Subcontractors appointed	Value of subcontracting work
1	Integrated Residential Development Programme IRDP-2 Construction of low-cost houses	Rondebosch	Construction of housing units have not yet started-	R 93 192 197	R0	568 units	R 93 192 197	Masibuyisane Trading Elezulu Construction Qinyane Construction Dudu & Sibusiso Lombathe Trading Leolisa Trading Rospa Trading Mashi-Mollo Agriculturists Arefane Trading Bravoscan Construction	-	-	-
2.		Kwazamokuhle				251 Units	R 29 487 707	Deep Space	-	-	-

MULTI YEAR PROJECTS OVERLAPPING INTO 2024/25 FINANCIAL YEAR

STEVE TSHWETE LOCAL MUNICIPALITY

Item No.	Project Description	Benefitting wards and households	Project Status	Budget	Expenditure	2024/25 Target	2024/25 Budget	Name of Service Provider	No. of people employed	Subcontractors appointed	Value of subcontracting work
	Integrated Residential Development Programme IRDP-2 Construction		Construction of a total of 69 units – 22% Construction	R41 919 310	R 12 431 603			Mbhene Trading Asishiyelane Projects			

Project Name	Project Location	PHSHDA	No. of Planned Sites	Category	Annual Target 2023/24	Progress Report	Challenges	Expenditure To Date		
								Total Budget	Expenditure to date	Remaining Expenditure
Erven 6 & 16 Hlalanikahle Ext 3, Section C	Emalahleni	Emalahleni Expansion	220	B1	Pegging of Sites, General Plan and Proclamation Notices	Opening of Township Register.	Opening of the Hlalanikahle Parent Farm Township Register before the registration of Erven 6 & 16 Hlalanikahle.	R4 716 645,90	R2 558 073,05	R 2 158 572.90
Erven 4096 & 4098 Hlalanikahle Ext 1; 6, 258, 290 & 1443 Hlalanikahle Ext 3, Section L	Emalahleni	Emalahleni Expansion	381	B1	Pegging of Sites, General Plan and Proclamation Notices	Opening of Township Register.	None			
Erven 10025 and 10026 , KwaGuqa Ext 16	Emalahleni	Emalahleni Expansion	28	B1	Pegging of Sites, General Plan and Proclamation Notices	Ssubmitted a GP for approval in **January 2024**.	None			
President Mandela Street Road Reserve, KwaGuqa Ext 17	Emalahleni	Emalahleni Expansion	76	B1	Pegging of Sites, General Plan and Proclamation Notices	Amendment of SPLUMA underway due to encroachments.	Non-Managed encroachments by the Municipality.			
Erven 1041 and 1057 Phola; RE of Portion 2 of the Farm Prinshof 2 – IS, Siyabonga Phola	Emalahleni	Phola & Ogies	293	B1	Pegging of Sites, General Plan and Proclamation Notices.	General Plan **rejected** due to the Parent Farm (Phola Farm) not registered/ Finalised.	None			

ANNEXURES



LED TIME BOUND INTERVENTIONS

LED TIME BOUND INTERVENTIONS

STRATEGIC CLUSTERS	PROGRAMMES	PROJECTS	RATIONALE FOR THE PROJECTS	ESTIMATED BUDGET	ESTIMATED NO. OF FULL TIME JOBS TO BE CREATED	MAIN STAKEHOLDERS	TIMELINE				
							2021	2022	2023	2024	2025
Strategic Cluster One: Economic Diversification	Mixed Use Nodal centres	Establish steel and metal fabrication hub	To improve the performance of the steel manufacturing industry through developing a centre of excellence and training for steel beneficiation.	R87 000 000	140	NDM; DEDT, LMs				✓	✓
		Develop Fly Ash Beneficiation Plant	To develop a fly-ash beneficiation incubator using the ash from Eskom power stations to manufacture value added products.	R105 000 000	120	DTI;DEDT, NDM, LMs			✓	✓	✓
		Include retail and transport nodes in all future township Layouts and development nodes	For easy access to shopping and markets therefore stimulating the economy	In house	Nil	DM; LMs			✓	✓	✓
		Develop strategy for procurement of land close to existing economic development zones	Ensure Integrated Human settlement	R800,000 in each local municipality	Nil	NDM; LMs		✓	✓	✓	✓
	Nodal Marketing	Place a detailed description of nodal zones on the municipal website	For municipal nodal marketing purpose	Nil	Nil	NDM		✓	✓	✓	✓

STRATEGIC CLUSTERS	PROGRAMMES	PROJECTS	RATIONALE FOR THE PROJECTS	ESTIMATED BUDGET	ESTIMATED NO. OF FULL TIME JOBS TO BE CREATED	MAIN STAKEHOLDERS	TIMELINE				
							2021	2022	2023	2024	2025
		Advertise identified nodal areas in local radios	Place marketing is likely to attract investment	R 200.000 annually	16	NDM; LMs			✓	✓	✓
		Roll out Moloto Railway awareness campaigns through community organizations and Business Chambers	To ensure public participation in the process of establishing the Moloto Railway	Nil	Nil	NDM; LMs				✓	✓
	Infrastructure development	Implement Highland Gates and Estate Development	Promote housing development	R 850 Million	100	PPP				✓	✓
		The Moloto Rail Corridor Development	To provide an integrated transport link between Gauteng and Mpumalanga	R2.4 Billion	TBA	Mpumalanga and Gauteng Departments of Transport, PRASA, NDM, LMs				✓	✓
		Establish a PPP working group for the Moloto Rail Corridor and set up project management in each participating LM	Monitor and guide the process of the Moloto Rail Programme	In house	Nil	PPP				✓	✓
		Development of High Altitude Sports Centre	To promote health, fitness, sports and recreation for youth and employment creation	R5.3 Billion	TBA	Department of Sports A&C, NDM, EMKLM		✓	✓	✓	✓
		Development of Rust De Venter Bulk Water Scheme	To supply bulk water in Dr JS Moroka Local Municipality	R611 000 000	TBA	NDM, DRJSMLM	✓	✓	✓		

STRATEGIC CLUSTERS	PROGRAMMES	PROJECTS	RATIONALE FOR THE PROJECTS	ESTIMATED BUDGET	ESTIMATED NO. OF FULL TIME JOBS TO BE CREATED	MAIN STAKEHOLDERS	TIMELINE				
							2021	2022	2023	2024	2025
		Loskop Regional Bulk Water Supply Scheme	To supply water to Thembisile Hani and Dr JS Moroka Local Municipalities due to shortage of water.		TBA	DWS, NDM, THLM, DRJSMLM	✓	✓	✓		
		Construction of Clinic at Botleng	To provide health services	R32 000 000	12	General Electric, Department of Health, VKLM		✓	✓		
	Foreign Direct Investment	Establish a soft landing forum for foreign businesses	To integrate foreign investors into the local economy smoothly	In house		DTIC; NEDA, MEGA		✓	✓	✓	✓
		Initiate and participate in the inbound and outbound trade missions	To market the district and build networks with potential investors	R2 000 000	Nil	DTIC; NEDA, MEGA		✓	✓	✓	✓
		Renovate and renew unused buildings and use them as incentives for foreign businesses	To provide incentives for the purpose of ensuring preference of the District over many other possible business locations	R 7 million	5	DPW;NEDA; MEGA,LMs		✓	✓	✓	✓
		Facilitate partnerships between local and foreign businesses	Improve competition and expand opportunities for local businesses	In house	Nil	NEDA		✓	✓	✓	✓

STRATEGIC CLUSTERS	PROGRAMMES	PROJECTS	RATIONALE FOR THE PROJECTS	ESTIMATED BUDGET	ESTIMATED NO. OF FULL TIME JOBS TO BE CREATED	MAIN STAKEHOLDERS	TIMELINE				
							2021	2022	2023	2024	2025
		Develop Web portals which can offer a range of guidelines, assistance sources, information sources, and case examples for companies looking to engage in FDI	Provide information as a business attraction activity	R 500,000	2	NEDA		✓	✓	✓	✓
	Agro-Processing	Commission and implement Agro-processing value Chain development strategy	To enhance the agricultural sector and increase employment	R 500,000	Nil	NDM; CoGTA; Department of Rural Development, Agriculture, and Land Reform, LMs		✓	✓	✓	✓
		Develop Agro-processing plant	To further process raw material and intermediate products derived from agricultural sector into finished products.	R73 000 000	17	DTIC; NDM; Department of Rural Development, Agriculture, and Land Reform, LMs			✓	✓	✓
		Provide milling mentorship for downstream value chain participants	Address poverty through skills development and ultimately employment creation	R5 000 000		DTIC; NDM; Department of Rural Development, Agriculture, and Land Reform, LMs		✓	✓	✓	✓
		Establish at least 2 saw milling factories	To diversify the economy	R 10 000 000	12	DTIC; NDM; Department of Rural				✓	✓

STRATEGIC CLUSTERS	PROGRAMMES	PROJECTS	RATIONALE FOR THE PROJECTS	ESTIMATED BUDGET	ESTIMATED NO. OF FULL TIME JOBS TO BE CREATED	MAIN STAKEHOLDERS	TIMELINE				
							2021	2022	2023	2024	2025
						Development, Agriculture, and Land Reform, LMs					
		Set up at least 2 fruit processing industries	To optimise the climatic conditions in the District through developing the fruit value chain	R4 000 000	26	DTI; DoA;			✓	✓	✓
	Value addition in Mining	Develop Mining Value Chain development strategy	To identify and unlock the socio-economic bottlenecks in the mining industry	R800 000		DMR; NDM; DTIC; LMs			✓	✓	✓
		Establish smelting and refinery factory	To provide value addition/beneficiation to current mining activities	R20 000 000	23	DMR; NDM; DTIC;			✓	✓	✓
		Establish of a Jewellery manufacturing factory	To enhance mining beneficiation as a job creation initiative	R10 000 000	12	DMR; NDM; DTIC			✓	✓	✓
		Monitor the rehabilitation of mines	To ensure environmental conservation and optimal use of land for livelihoods	In house		NDM	✓	✓	✓	✓	✓
		Establishment of a milk processing factory	To process milk into various forms for further consumption	R3 000 000	14	NDM,EMKLM, Department of Rural Development,			✓	✓	✓

STRATEGIC CLUSTERS	PROGRAMMES	PROJECTS	RATIONALE FOR THE PROJECTS	ESTIMATED BUDGET	ESTIMATED NO. OF FULL TIME JOBS TO BE CREATED	MAIN STAKEHOLDERS	TIMELINE				
							2021	2022	2023	2024	2025
						Agriculture, and Land Reform					
	Manufacturing and Agriculture SMME support	Create a database for all manufacturing and Agriculture SMMES	Coordinate SME interventions in the agriculture and manufacturing sectors	In house	1	NDM; LMs	✓	✓	✓	✓	✓
		Simplify registration procedures for SMMES	To reduce barriers to entry for SMEs	In house	1	NDM; LMs	✓	✓	✓	✓	✓
		Establish Business Incubators for manufacturing (1) and agriculture (1) SMMEs	For mentorship and development of SMEs in the District	R 10 000 000	12	DEDET;		✓	✓	✓	✓
		Establishment of Manufacturing and Agriculture Cooperatives	Organize manufacturing traders and small scale farmers for more effective collective bargaining	In house		DoA; NDM		✓	✓	✓	✓
Strategic Cluster Two: Marketing and Market Research	LED Research	Conduct annual customer satisfaction surveys	To gauge service delivery satisfaction levels as far as the community is concerned.	R800 000		NDM; CoGTA		✓	✓	✓	✓
		Conduct Bi-annual Business Confidence Index surveys	To assess on-going confidence levels of businesses located in the District	R600 000		NDM; CoGTA; DEDT		✓	✓	✓	✓

STRATEGIC CLUSTERS	PROGRAMMES	PROJECTS	RATIONALE FOR THE PROJECTS	ESTIMATED BUDGET	ESTIMATED NO. OF FULL TIME JOBS TO BE CREATED	MAIN STAKEHOLDERS	TIMELINE				
							2021	2022	2023	2024	2025
		Establishment and maintenance of a business inventory and database, including skills base, public owned land, commercial sites and rental rates	To coordinate business development efforts rather than approach these from an adhoc view	In-house		NDM		✓	✓	✓	✓
		Conduct annual impact study on LED projects	To ensure ongoing understanding on what needs to be done differently as far as LED projects are concerned	R800 000		NDM		✓	✓	✓	✓
		Conduct an annual socio-economic impact assessment on all Social Labour Plans	To ensure accountability on the part of the mines in regards to Social investment	R 300,000		NDM, LMs, NEDA	✓	✓	✓	✓	✓
		Conduct a feasibility study on the establishment of industrial hubs	To provide information on economic potential of specific areas	R1.2 000 000		NEDA; MEGA; LMs				✓	✓
		Conduct a Value Chain assessment on stainless steel production and implement recommendations	Exploit the potential for stainless steel production in the District	R700,000	15	NEDA, DBSD, NDM; LMs		✓	✓	✓	✓
	Critical sectors research	Formulate Mining Sector Development Strategy	To address any challenges which constrain optimal	R1 000 000		DMR; NEDA			✓	✓	✓

STRATEGIC CLUSTERS	PROGRAMMES	PROJECTS	RATIONALE FOR THE PROJECTS	ESTIMATED BUDGET	ESTIMATED NO. OF FULL TIME JOBS TO BE CREATED	MAIN STAKEHOLDERS	TIMELINE				
							2021	2022	2023	2024	2025
			performance of the mining industry								
		Formulate Agricultural sector Development Strategy	Create a focus based approach to agriculture	R800 000		NDM; DoA				✓	✓
	Local Area marketing	Development a Marketing strategy for the District	Have a focused based approach to marketing	R800 000		DEDET; NDM				✓	✓
		Create a Marketing portfolio within the municipal organogram	Ensure effective implementation of the marketing strategy	In house	1	NDM				✓	✓
		Initiate and advance a Brand Identity for the District	Market the District as an investment destination	R 5 Million	2	NEDA		✓	✓	✓	✓
	Tourism Development										
		Steve Tshwete Hotel Convention centre	Attract businesses and tourists and therefore stimulate the local economy	R350 000 000	188	STLM, NDM		✓	✓		
		Put up signage to all tourism sites	Ensure visibility of tourism sites for easy visits	R600 000		NDM; MTPA		✓	✓	✓	✓
		Develop an interactive tourism website	To provide an online information access for tourists	R300 000	Nil	NDM; LMs	✓	✓	✓	✓	✓
		Develop a database for tourists' attractions and establishment within NDM	Increase both domestic and	R 300 000	Nil	MTPA; NDM;	✓	✓	✓	✓	✓

STRATEGIC CLUSTERS	PROGRAMMES	PROJECTS	RATIONALE FOR THE PROJECTS	ESTIMATED BUDGET	ESTIMATED NO. OF FULL TIME JOBS TO BE CREATED	MAIN STAKEHOLDERS	TIMELINE				
							2021	2022	2023	2024	2025
			international tourism in the District								
		Establish an outdoor Gym and Children Play park in each Local municipality	To provide recreational facilities for balanced and healthy lifestyle	R2 000 000	36	NDM, LMs			✓	✓	✓
		Revive Local Tourism and Regional Tourism Associations	To monitor and develop tourism programmes in the District	In house		NDM; LMs	✓	✓	✓	✓	✓
Strategic Cluster Three: Institutional Development	Capacity Building	Provide on-going Training on business development among the LED staff	To provide skills among LED officials on how to engage the private sector in formulating and implementing business development initiatives	R1 500 000		SEDA; NDM, LMs		✓	✓	✓	✓
		Mobilise sponsorship for LED staff to local as well as international skills development courses	Improve the staff skills and therefore capacity of the municipality in guiding LED	In house		NDM; DEDET; MEGA, COGTA			✓	✓	✓
	Resource Mobilization	Mobilise resources for LED	To address the current challenge of limited resources on LED projects	In house	1	NEDA		✓	✓	✓	✓

STRATEGIC CLUSTERS	PROGRAMMES	PROJECTS	RATIONALE FOR THE PROJECTS	ESTIMATED BUDGET	ESTIMATED NO. OF FULL TIME JOBS TO BE CREATED	MAIN STAKEHOLDERS	TIMELINE				
							2021	2022	2023	2024	2025
Strategic Cluster Four: Green Economy Mainstreaming	Land Greening	Roll out an afforestation awareness initiative in the District	To educate the community on environmental conservation	R2 500 000		NDM		✓	✓	✓	✓
		Establish an annual Tree Planting day for the District	To enhance environmental conservation	R 300,000		NDM		✓	✓	✓	✓
		Facilitate establishment of cooperatives based greenhouse tunnels	To improve food security	R600 000		NDM; DRDLR; LMs			✓	✓	✓
	Renewable Energy	Roll out Solar Geysers across the District (This includes facilitating training and linkages of SMEs)	To offload the current power grid, and achieve energy sustainability	R50 000 000	13	DMR & E; NDM;			✓	✓	✓
		Establish waste collection and separation initiatives in each of the six municipalities	To address environmental conservation and create jobs in the process	R3 000 000	24	DTIC; NDM; CoGTA; LMs			✓	✓	✓
	Land management	Develop a commonage farms policy	To regulate the use of common farms	R1000 000		DoA; NDM; LMs			✓	✓	✓
		Implement the Land Use Management MoU	Ensure sustainable use of land	In house		DM's; LMs			✓	✓	✓
		Implement the District Land Tenure Strategy	Regulate sustainable use of land	In house		NDM's; LMs		✓	✓	✓	✓

STRATEGIC CLUSTERS	PROGRAMMES	PROJECTS	RATIONALE FOR THE PROJECTS	ESTIMATED BUDGET	ESTIMATED NO. OF FULL TIME JOBS TO BE CREATED	MAIN STAKEHOLDERS	TIMELINE				
							2021	2022	2023	2024	2025
		Compile and review an annual database of land claims	Assess the progress of land claims	In house		NDM; DRDLR; LMs	✓	✓	✓	✓	✓
Strategic Cluster Five: Business Retention, Attraction and Development	Credit Access	Create a database of all micro-credit bodies in the province and in the District	Coordinate credit finance for easy access by SMEs	In house		NDM, LMs		✓	✓	✓	✓
		Facilitate bi-annual forums where SMMES interact with Micro-finance stakeholders	Facilitate access to credit by SMMES	R200,000		SEDA; NDM, LMs		✓	✓	✓	✓
	Mentorship and Skills Training	Conduct skills audit across the District for both formal and informal businesses	To understand the skills gap in the District economy	R700,000		NDM; LMs; CoGTA; SEDA			✓	✓	✓
		Establish mentorship forums	Provide skills development and business networks	R200,000		SEDA; NDM;		✓	✓	✓	✓
		Organize SMMEs and train them on business management skills and innovations	Ensure coordinated efforts for SME development	R2 000 000		SEDA; NDM		✓	✓	✓	✓
	Provision of Incentives	Review property rates in favour of business growth	To provide incentives for business attraction and growth	In house		NDM; LMs		✓	✓	✓	✓
		Host annual awards for most innovative as well as managed SMMEs	Motivate and equip SMEs for job creation	R200,000		NDM; SEDA, LMs, NEDA		✓	✓	✓	✓
		Liaise with local municipalities to provide	To provide incentives for locational preference	In house		NDM; LMs	✓	✓	✓	✓	✓

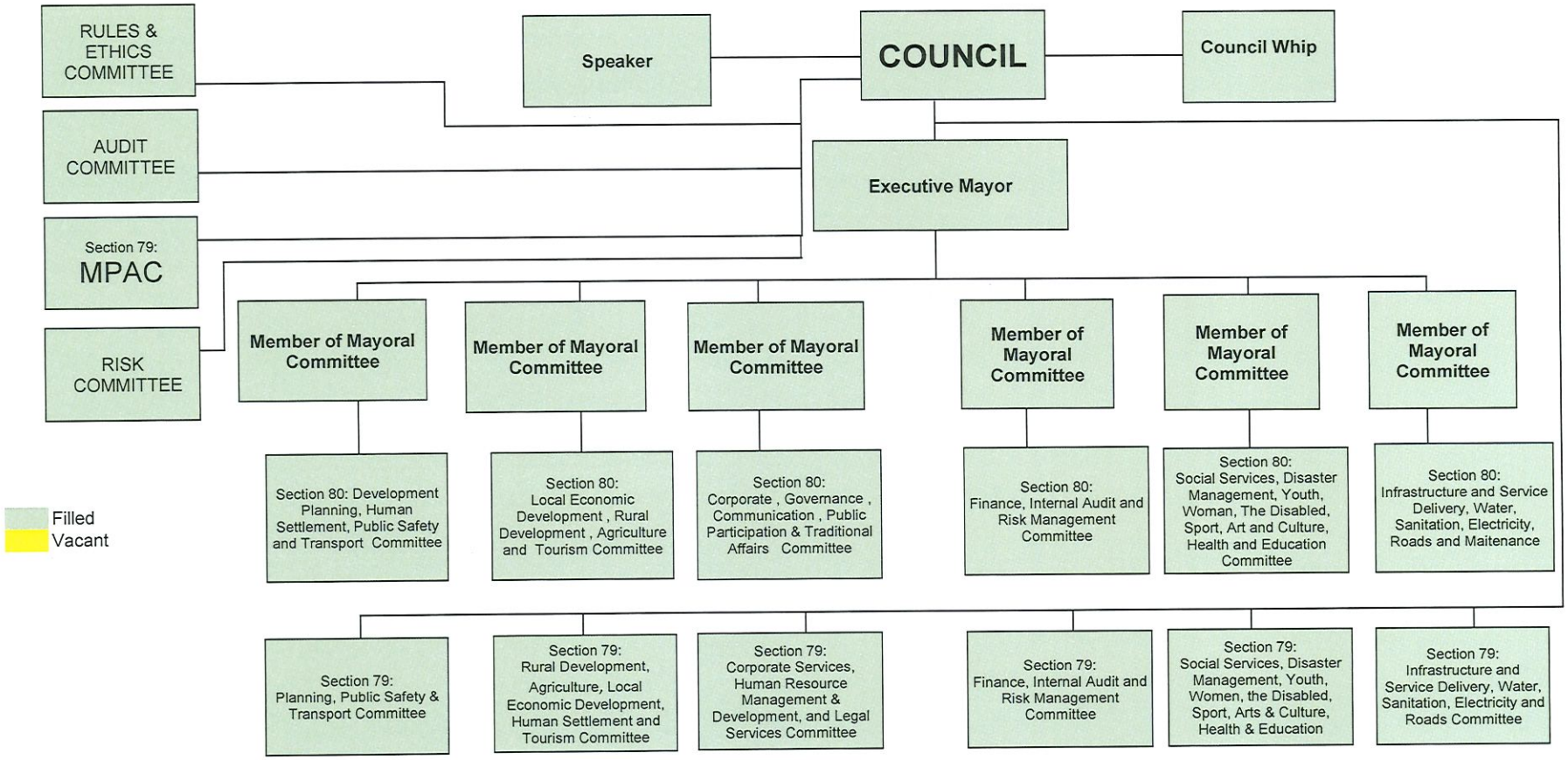
STRATEGIC CLUSTERS	PROGRAMMES	PROJECTS	RATIONALE FOR THE PROJECTS	ESTIMATED BUDGET	ESTIMATED NO. OF FULL TIME JOBS TO BE CREATED	MAIN STAKEHOLDERS	TIMELINE				
							2021	2022	2023	2024	2025
		reasonable rebates for businesses annually									
		Provide long term land leases for investors	To provide sustainable and developmental use of land	In house		DRDLR; LMs	✓	✓	✓	✓	✓
	Facilitating ease of doing business	Assess red tapes and impact on businesses	For the purpose of addressing red tape challenges	In house		NDM; LMs, DEDT, NEDA	✓	✓	✓	✓	✓
		Establish a one stop shop for business information and registration	To reduce red tape for business registration	In house		NDM; LMs, SEDA, NEDA					
	Facilitate business creation and expansion	Supoort at least two Car wash businesses in each Local Municipality	Enhance the motor vehicle value chain development	R300,000		NDM; LMs; Private Sector			✓	✓	✓
		5.5.2. Support at least two Shisa Nyama businesses in each Local Municipality	To ensure community cohesiveness and create livelihoods in the process	R300,000		NDM; LMs; Private Sector			✓	✓	✓
Strategic Cluster Six: Digital Economy and transformation	Facilitate the transition of businesses through the use of digital technologies, products and services	Identify areas of transformation using digital technology platforms	Facilitate digitalisation of five existing sectors of economy	R200 000		NDM, NEDA, Private Sector	✓	✓	✓	✓	✓

STRATEGIC CLUSTERS	PROGRAMMES	PROJECTS	RATIONALE FOR THE PROJECTS	ESTIMATED BUDGET	ESTIMATED NO. OF FULL TIME JOBS TO BE CREATED	MAIN STAKEHOLDERS	TIMELINE				
							2021	2022	2023	2024	2025
Strategic Cluster Seven: EPWP	Facilitate employment and skills development	EPWP Job Creation Safety and Security SETA (SASSETA) Learnership Programme	Implement government policy instrument to create work opportunities and alleviate unemployment.	R11 500 000.00 (Excluding VAT)	87	NDM, Collins Sebola Financial Services Pty (Ltd) and Bidvest Protea Coin.	✓	✓	✓		
Strategic Cluster Eight: Small Business Support Programme	Facilitate support programme for SMMEs, Cooperatives and Informal Traders	Facilitation of SMMEs, Cooperatives and Informal Traders growth through provision of tools and equipment	Facilitate provision of tools and equipment to at least 40 businesses per annum	R20 000 000	TBA	NDM/ NEDA	✓	✓	✓	✓	✓

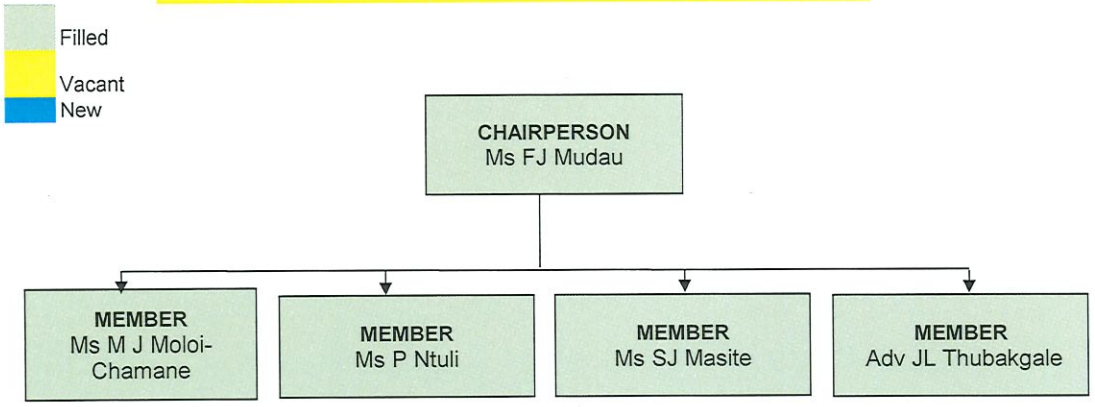
ORGANOGRAM

NKANGALA DISTRICT MUNICIPALITY ORGANOGRAM : 2023-2026

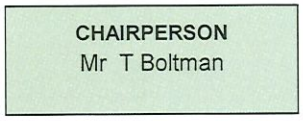
SIGNED BY THE MUNICIPAL MANAGER _____ **1ST JULY 2023**


RULES & ETHICS COMMITTEE
AUDIT COMMITTEE
Section 79: MPAC
RISK COMMITTEE
Speaker
COUNCIL
Council Whip
Executive Mayor
Member of Mayoral Committee
Member of Mayoral Committee
Member of Mayoral Committee
Member of Mayoral Committee
Member of Mayoral Committee
Member of Mayoral Committee
Section 80: Development Planning, Human Settlement, Public Safety and Transport Committee
Section 80: Local Economic Development , Rural Development , Agriculture and Tourism Committee
Section 80: Corporate , Governance , Communication , Public Participation & Traditional Affairs Committee
Section 80: Finance, Internal Audit and Risk Management Committee
Section 80: Social Services, Disaster Management, Youth, Woman, The Disabled, Sport, Art and Culture, Health and Education Committee
Section 80: Infrastructure and Service Delivery, Water, Sanitation, Electricity, Roads and Maitenance
Section 79: Planning, Public Safety & Transport Committee
Section 79: Rural Development, Agriculture, Local Economic Development, Human Settlement and Tourism Committee
Section 79: Corporate Services, Human Resource Management & Development, and Legal Services Committee
Section 79: Finance, Internal Audit and Risk Management Committee
Section 79: Social Services, Disaster Management, Youth, Women, the Disabled, Sport, Arts & Culture, Health & Education
Section 79: Infrastructure and Service Delivery, Water, Sanitation, Electricity and Roads Committee
Filled
Vacant

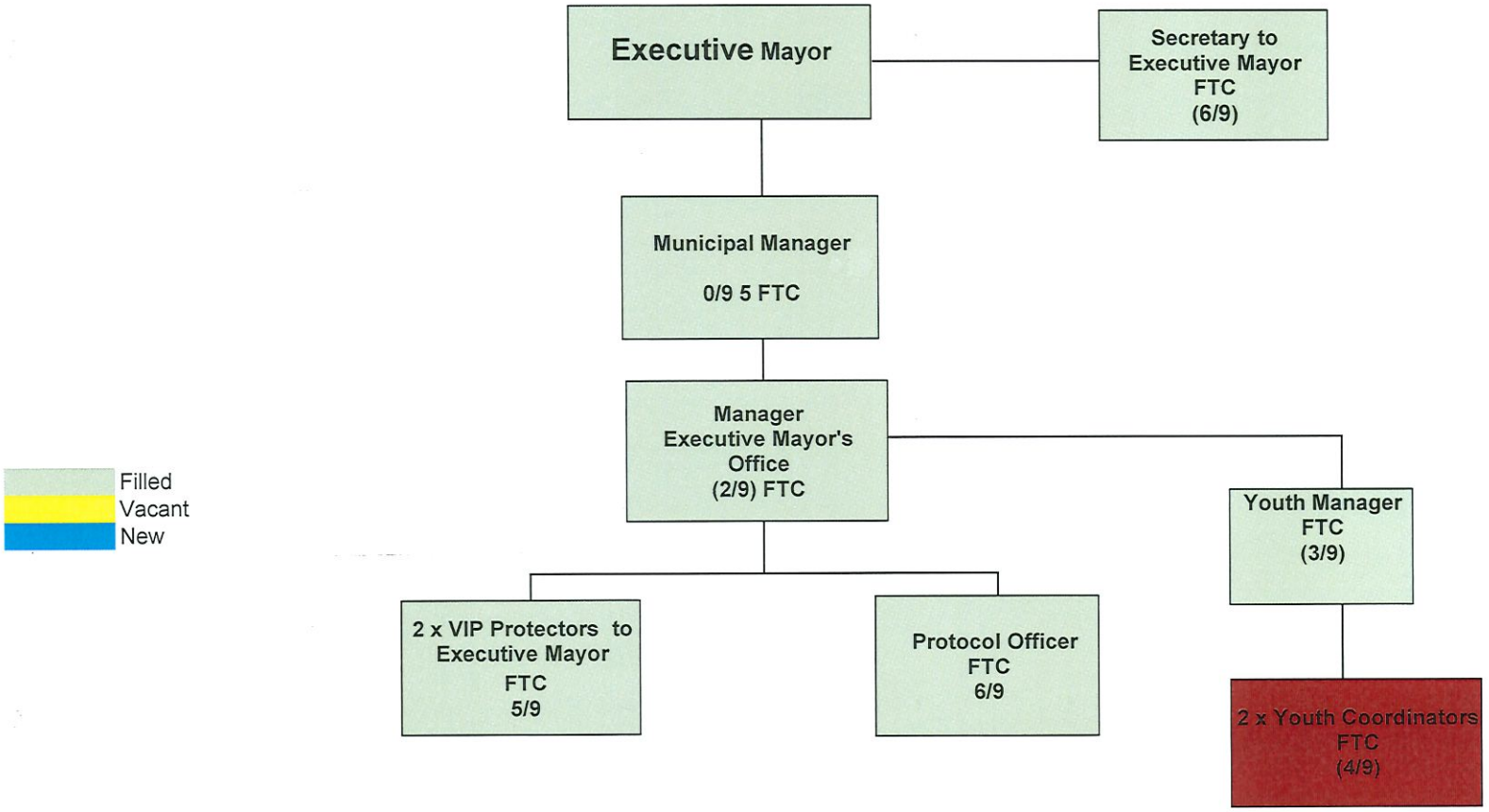
ORGANOGRAM: AUDIT COMMITTEE



ORGANOGRAM: RISK COMMITTEE

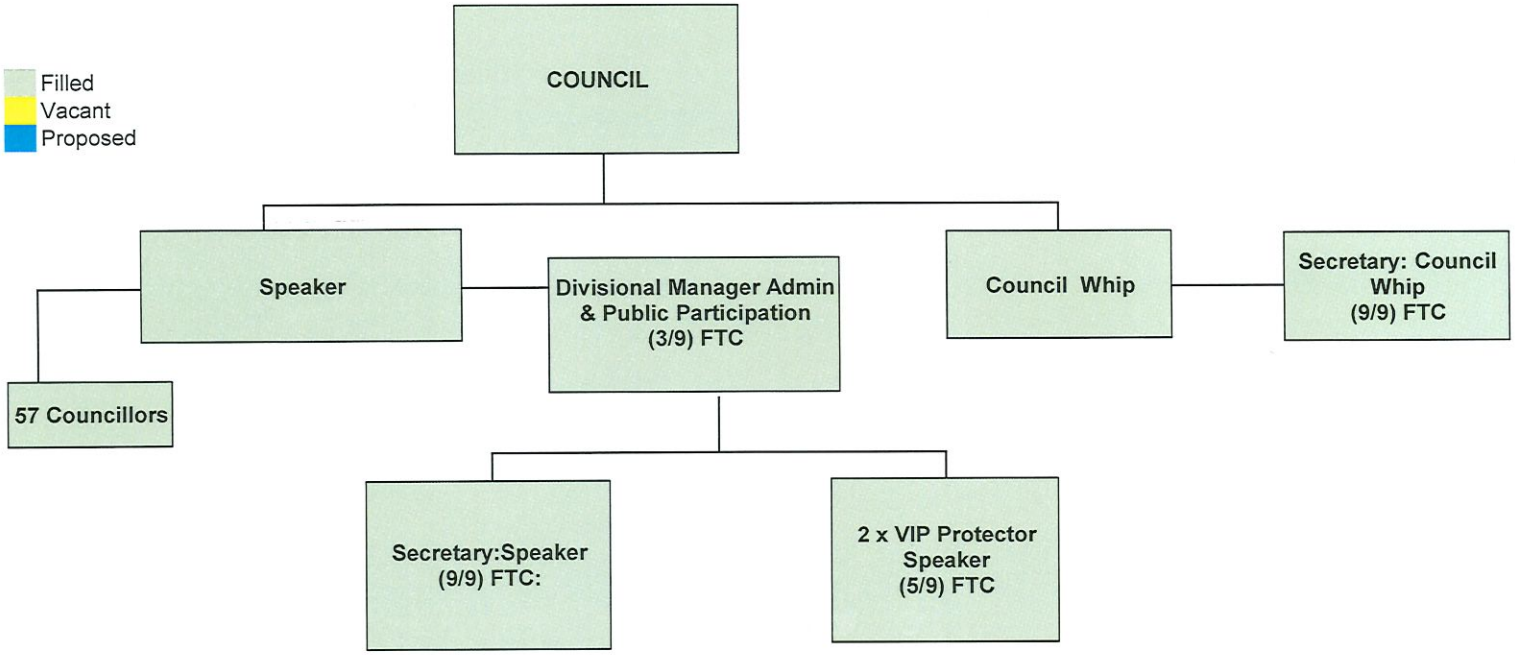


OFFICE OF THE EXECUTIVE MAYOR



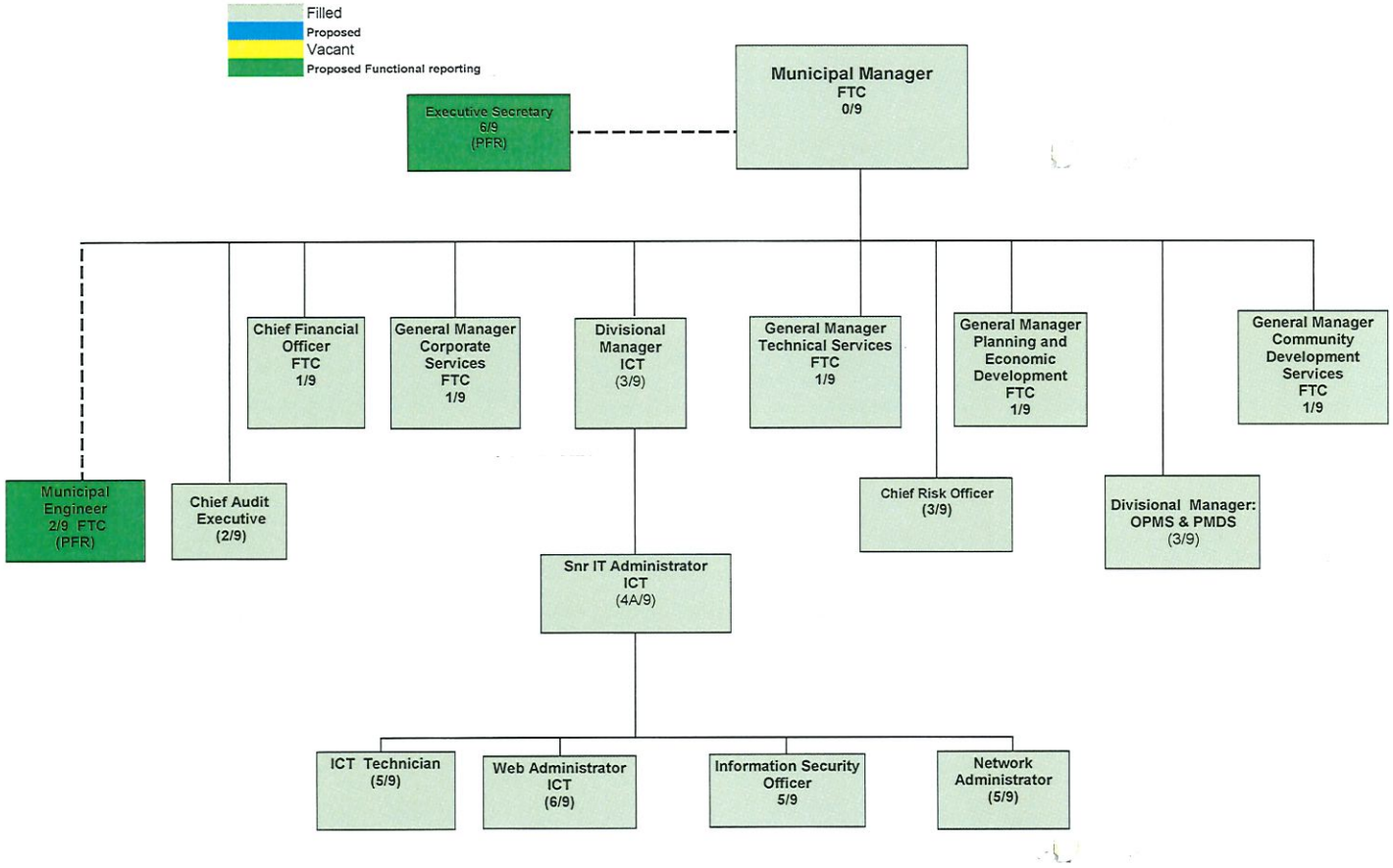
FTC = Fixed Term Contract Linked to the Term of Office of the Executive Mayor

OFFICE OF THE SPEAKER AND COUNCIL WHIP

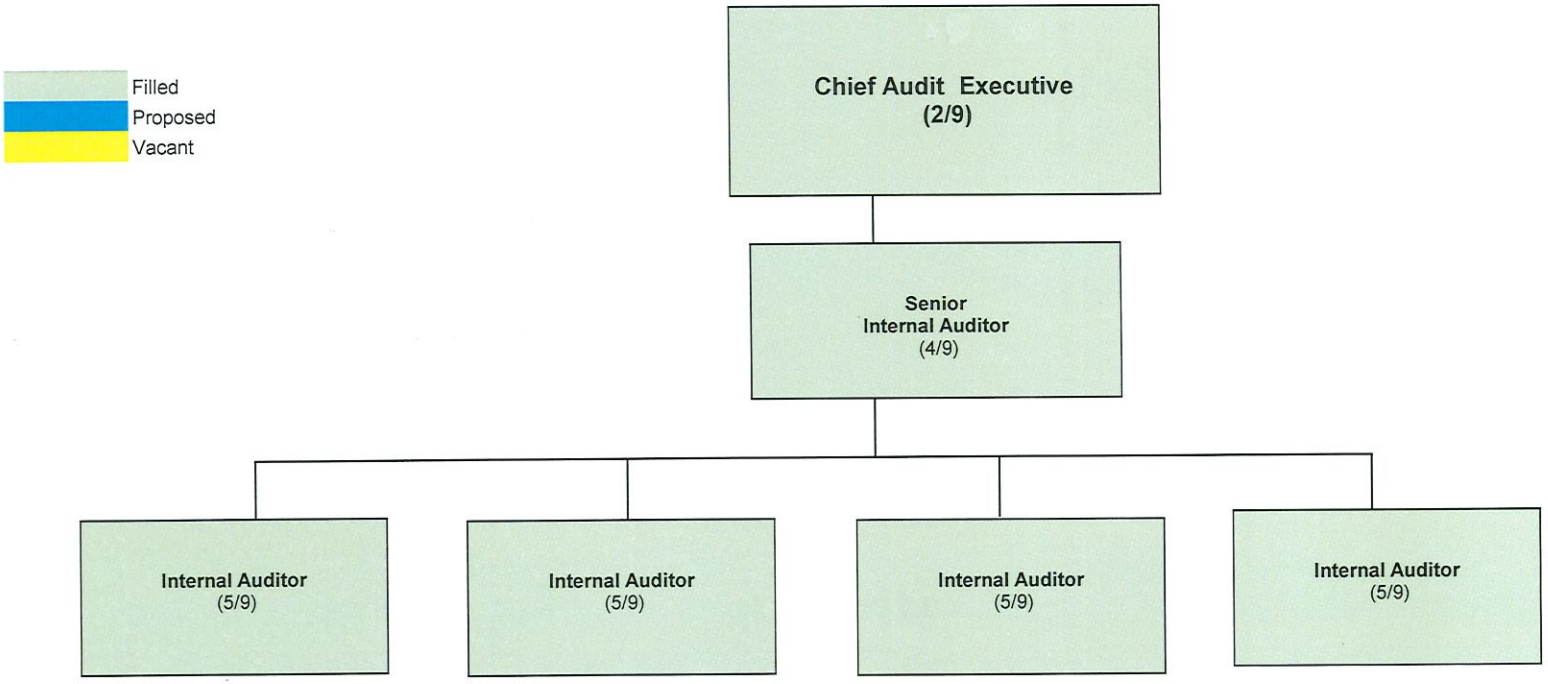


FTC = Fixed Term Contract Linked to the Term of Office of the Speaker and Council Whip

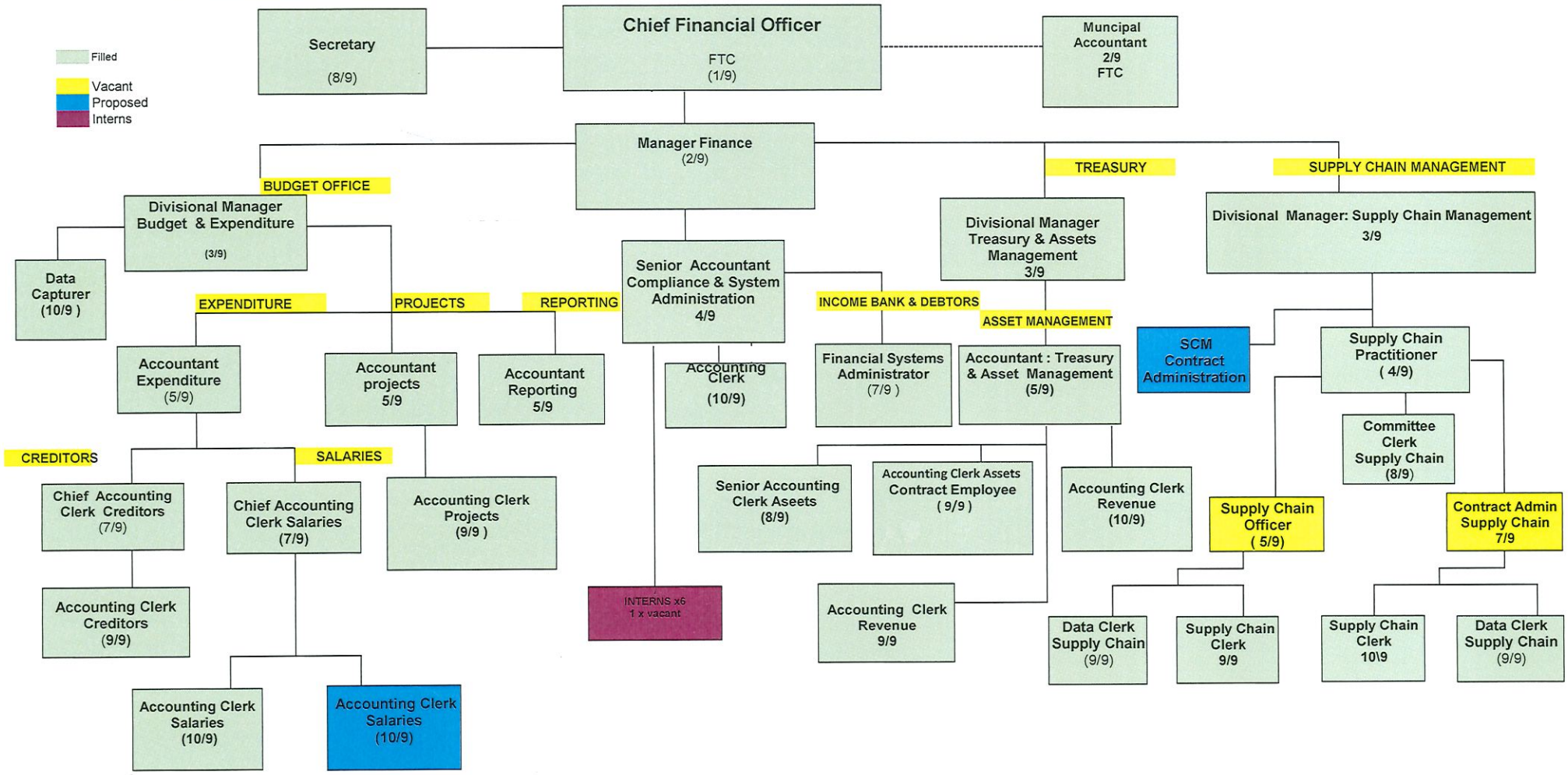
ORGANOGRAM: MUNICIPAL MANAGER



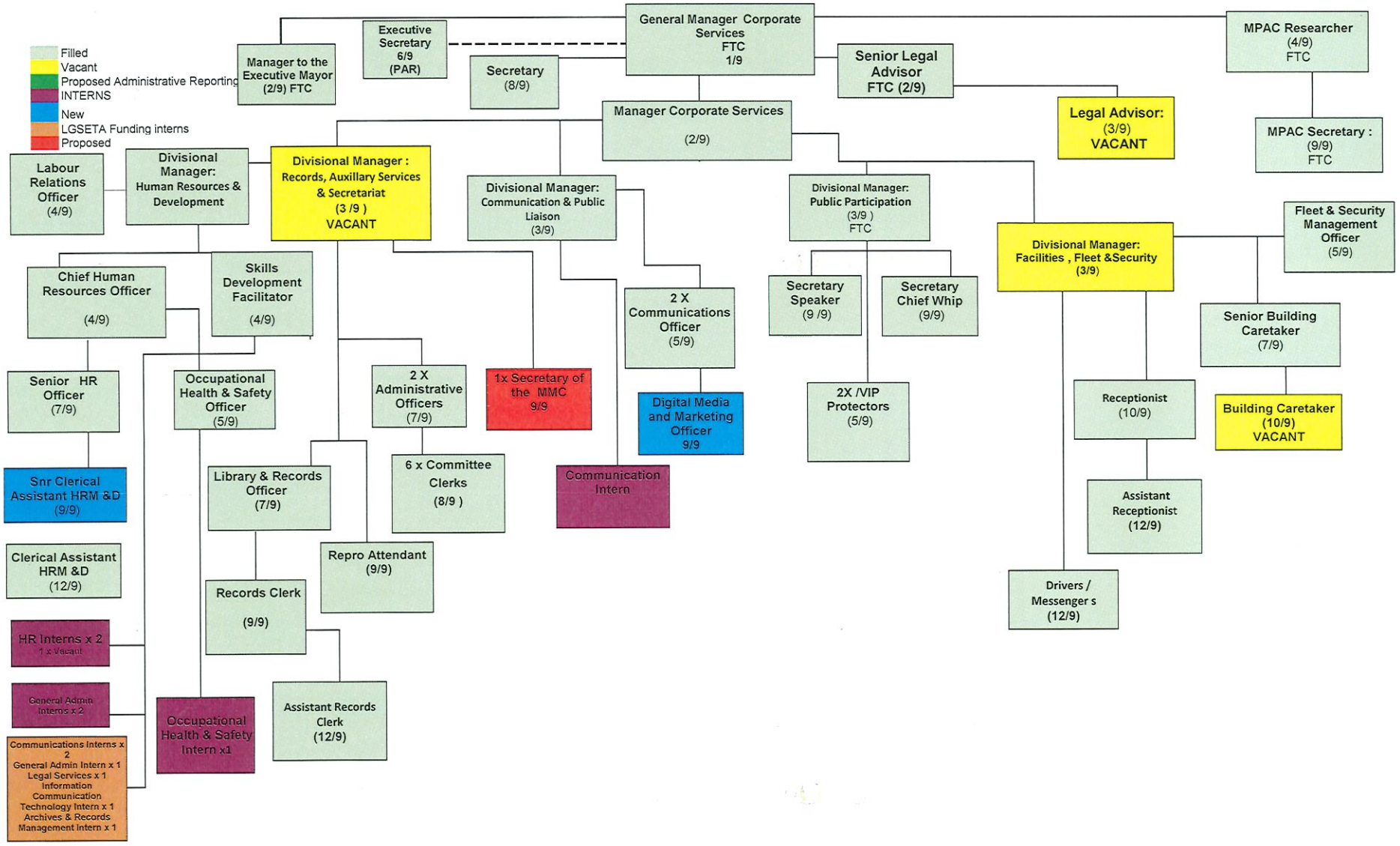
ORGANOGRAM: INTERNAL AUDIT UNIT



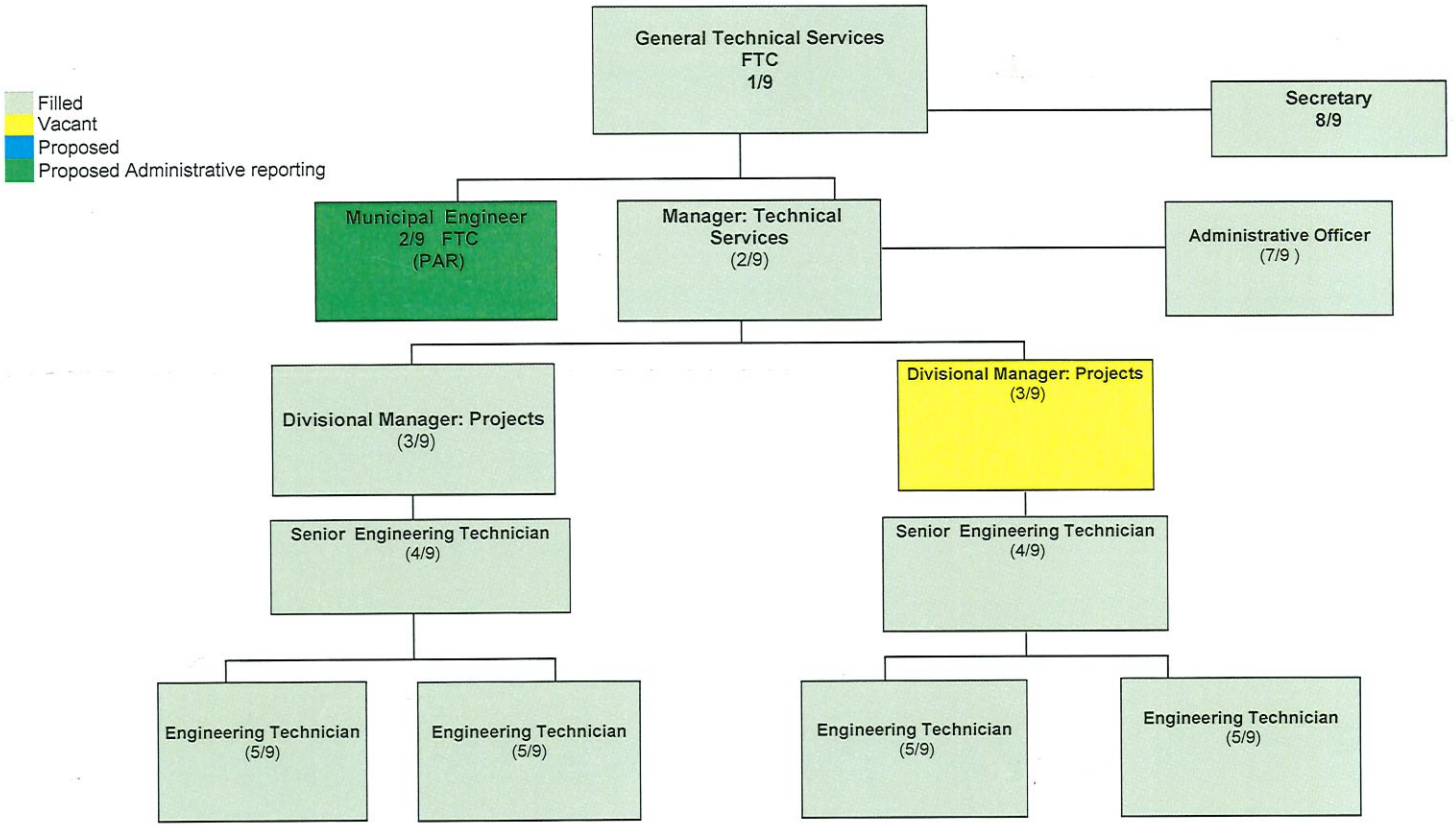
ORGANOGRAM: FINANCE DEPARTMENT



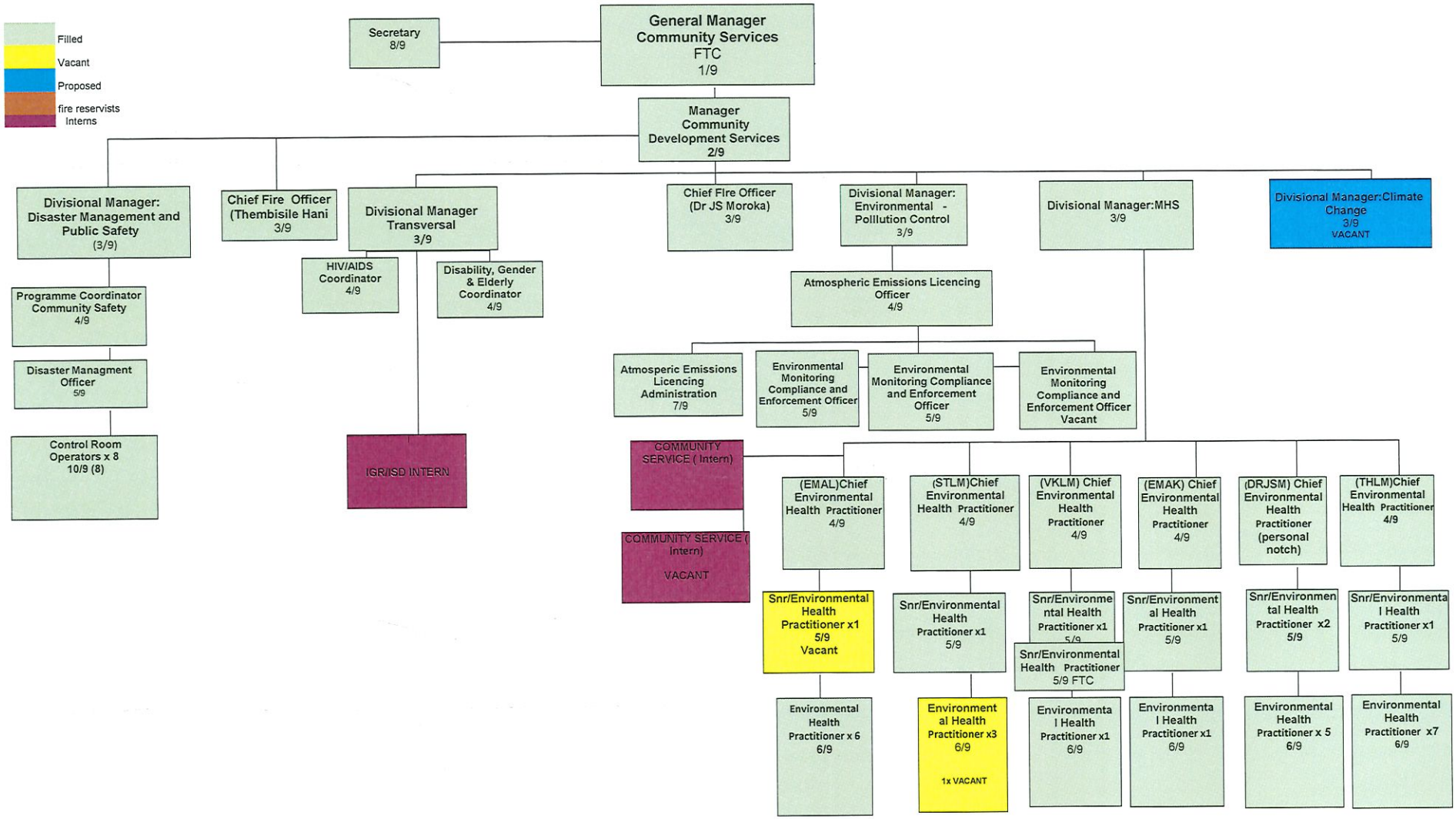
DEPARTMENT: CORPORATE SERVICES



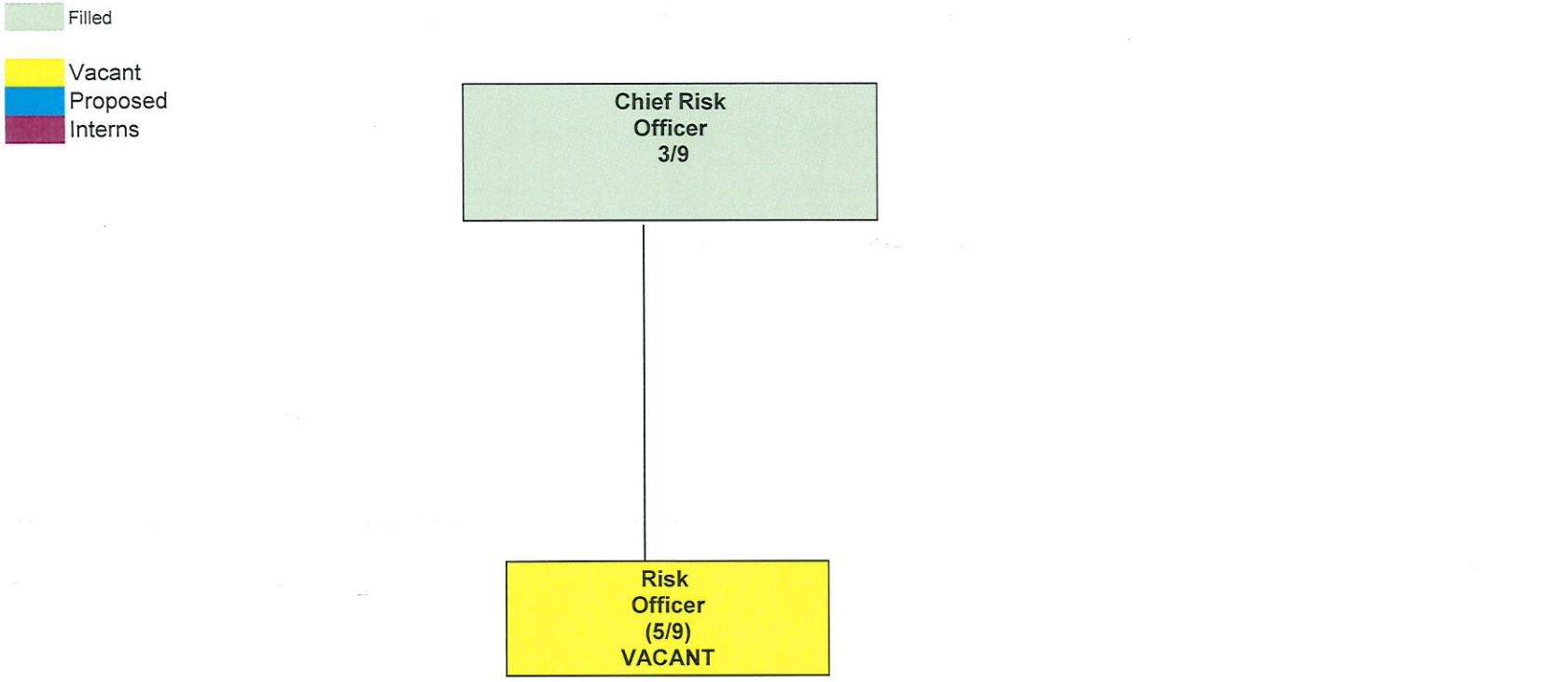
ORGANOGRAM: TECHNICAL SERVICES DEPARTMENT



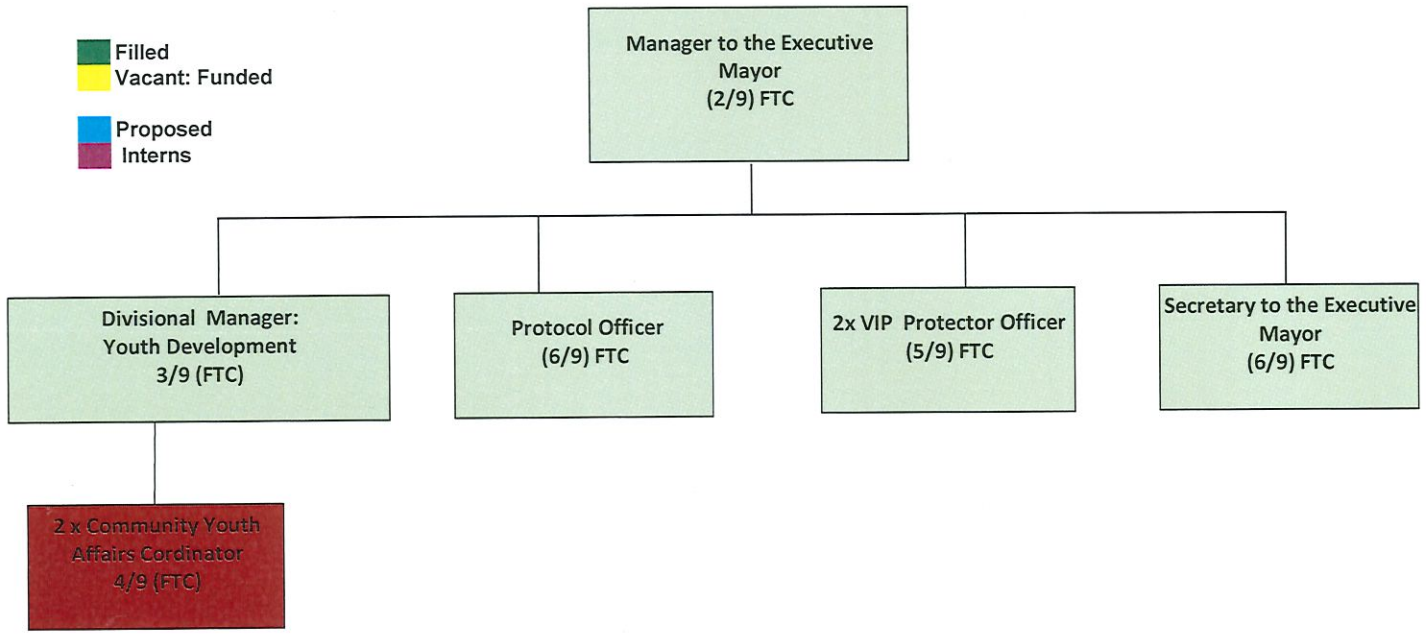
ORGANOGRAM: Community Development Services



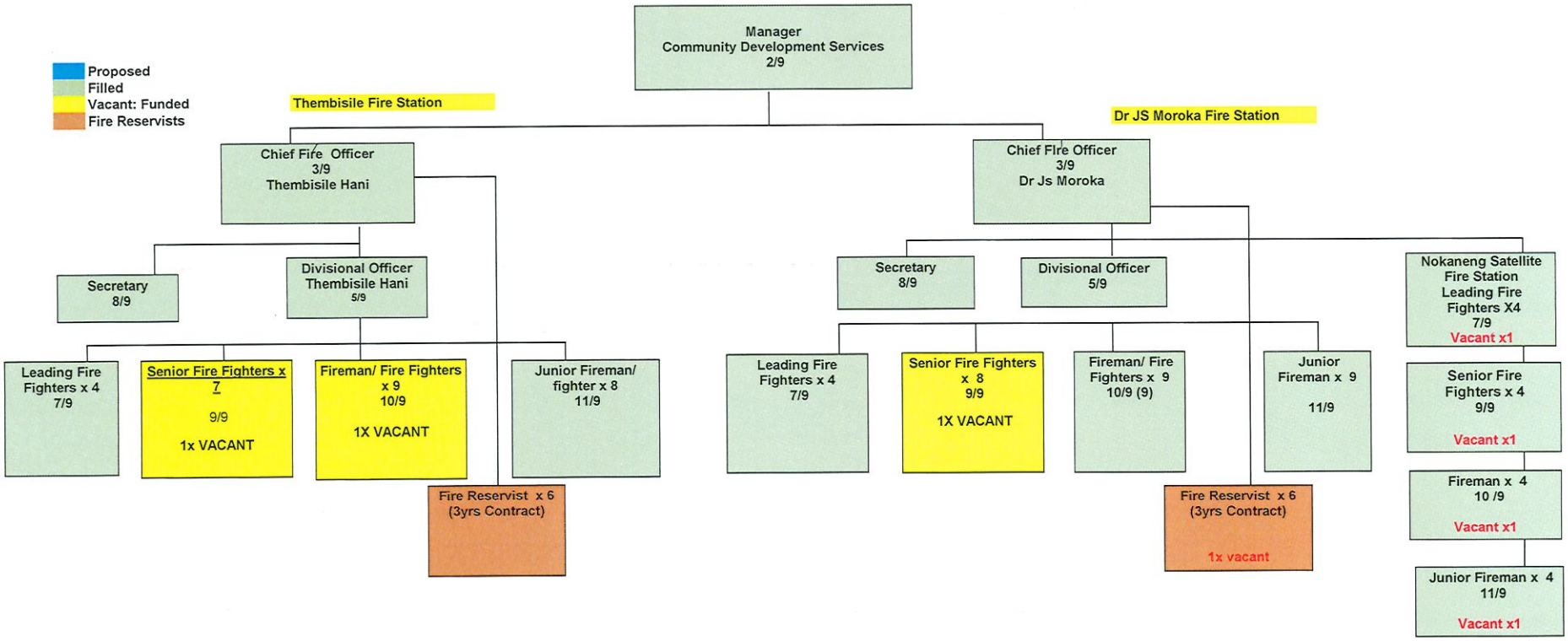
ORGANOGRAM: RISK UNIT



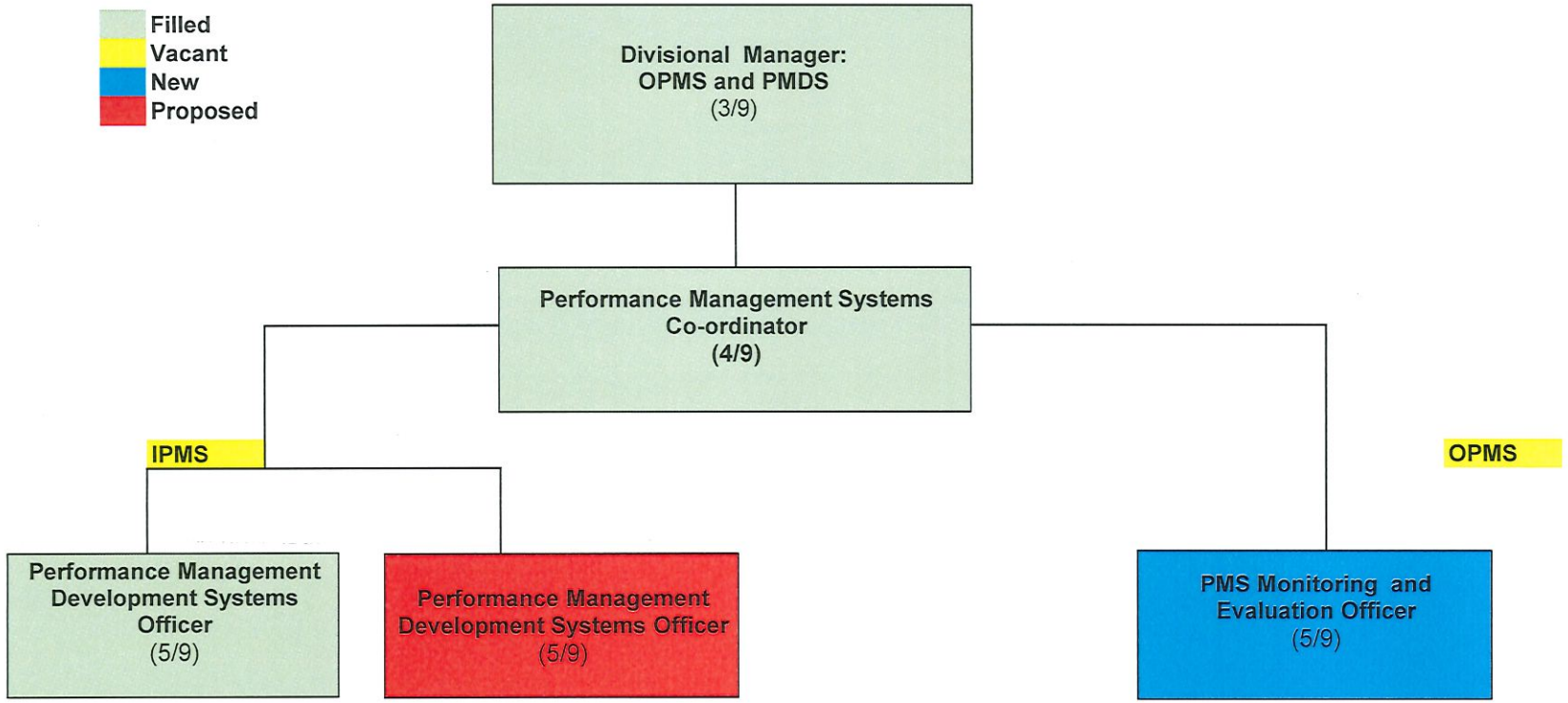
ORGANOGRAM: MANAGER IN THE EXECUTIVE MAYOR'S OFFICE



ORGANOGRAM: FIRE SERVICES



ORGANOGRAM: PMS UNIT



ORGANOGRAM: PED UNIT

