



DRAFT BUSINESS PLAN

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Bushbuckridge Local Municipality, Mpumalanga Province
Reference Number

Author

Procurement Dynamics (Pty) Ltd, 012 460 9243, sydneym@pdconsulting.co.za
Bushbuckridge Local Municipality, 013 7991851, senongp@gmail.com



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LIST OF ACRONYMS

ATH	Acorhoek, Thulamahashe and Hluvukani Corridor
B-BBEE	Broad Based Black Economic Empowerment
BLM	Bushbuckridge Local Municipality
CBD	Central Business District
COGTA	Department of Cooperative Governance and Traditional Affairs
DEA	Department of Environmental Affairs
DEDET	Department of Economic Development Environment and Tourism
DHS	Department of Human Settlement
DOE	Department of Energy
DORA	Division of Revenue Act
DPWRT	Department of Public Works Roads and Transport
DRDLR	Department of rural development and land reform
DSD	Department of Social Development
Dti	Department of Trade and Industry
DWAE	Department of Water Affairs and Environment
FET	Further Education & Training
GGP	Gross Geographical Product
GLA	Gross Lettable Area
GNT	Great North Transport
GVA	Gross Value Added
IDP	Integrated Development Plan
IEP	Independent Energy Producer
IPAP2	Industrial Policy Action Plan 2
ISRDP	Integrated Sustainable Rural Development Programme
KNP	Kruger National Park
KNP	Kruger National Park
LED	Local Economic Development
LEDA	Limpopo Economic Development Agency
LM	Local Municipality
MEGA	Mpumalanga Economic Growth Agency
MIG	Municipal Infrastructure Grant
MLM	Mbombela Local Municipality
MML	Marite, Mkhuhlu and Lillydale Corridor
MPGDS	Mpumalanga Provincial Growth and Development Strategy
MPISF	Mpumalanga Provincial Integrated Spatial Framework

MSD	Maviljan, Shatale and Dwarsloop Corridor
MTGS	Mpumalanga Tourism Growth Strategy
NDP	Neighbourhood Development Plan
NDPG	Neighbourhood Development Partnership Grant
NDT	National Department of Tourism
NIPF	National Industrial Policy Framework
NSDP	National Spatial Development Perspective
RDP	Reconstruction and Development Plan
SA	South Africa
SABS	South African Bureau of Standards
SADC	Southern African Development Community
SANPARK	South African National Parks
SANRAL	South African National Road Agency
SASSA	South Africa Social Security Agency
SDF	Spatial Development Framework
SDI	Strategic Development Initiative
SOE	State Owned Enterprise
STATS SA	Statistics South Africa
SWOT	Strength Weakness Opportunities and Threats
TLM	Thaba Chweu Local Municipality
TRS	Township Regeneration Strategy
ULM	Umjindi Local Municipality
VIP	Ventilated Improved Pit Latrine

1 Programme Description

1.1 Introduction

The Minister of Finance announced the Neighbourhood Development Partnership Grant (NDPG) on the 15th of February 2006. The primary focus of the programme and its associated grant is to stimulate and accelerate private sector investment in poor and underdeveloped neighbourhoods – with a major spotlight to be mainly on township areas. The funds are disbursed to municipalities in the form of a conditional grant through the Division of Revenue Act (DORA).

The NDPG is driven by the notion that public investment and funding can be used creatively to attract private and community investment to unlock the social and economic potential within neglected townships and neighbourhoods and that this in turn will contribute to South Africa's better economic growth performance and cumulatively improve quality of life such as access to education, health, social services, employment and food among its citizens.

Put simply, the programme is founded on the principle that economic growth is a fundamental precondition for achieving other development based policy objectives including employment creation, poverty alleviation, addressing inequalities and quality of life improvement in the townships.

With the objective of taking opportunity to address these challenges, the Bushbuckridge Local Municipality made an application to the National Treasury, NDP unit.

1.2 NDPG Rationale and Programme Objective

1.2.1 Reason for Proposed Programme

Bushbuckridge Local Municipality (BLM) is mainly rural with a number of R293 towns which have potential to unlock economic development for the benefit of local communities. Since the advent of democracy the area has seen substantial growth with the number of new shopping centres being built in and around the municipality. This growth has in most instances been driven by private sector with little or no coordinated and participation of the public sector or government. This to a large degree has resulted in poor planning especially with regard to the formalisation and development of proper town planning elements which impact on the development of the townships. Furthermore, the land in the BLM townships has not been formalised leading to negative impact such as uncoordinated development of the townships. This has led to the banks not participating in the property market through lending and thus has not inspired growth of the property market in the townships and municipality in general.

Essentially, it has become clear in most of the townships that land regularisation will be critical to unlock economic potential of the municipality in almost all economic development nodes. It is understood that the land regularisation will ignite and spur growth in the local property market with the potential to expand the economy of the nodes and also become more viable.

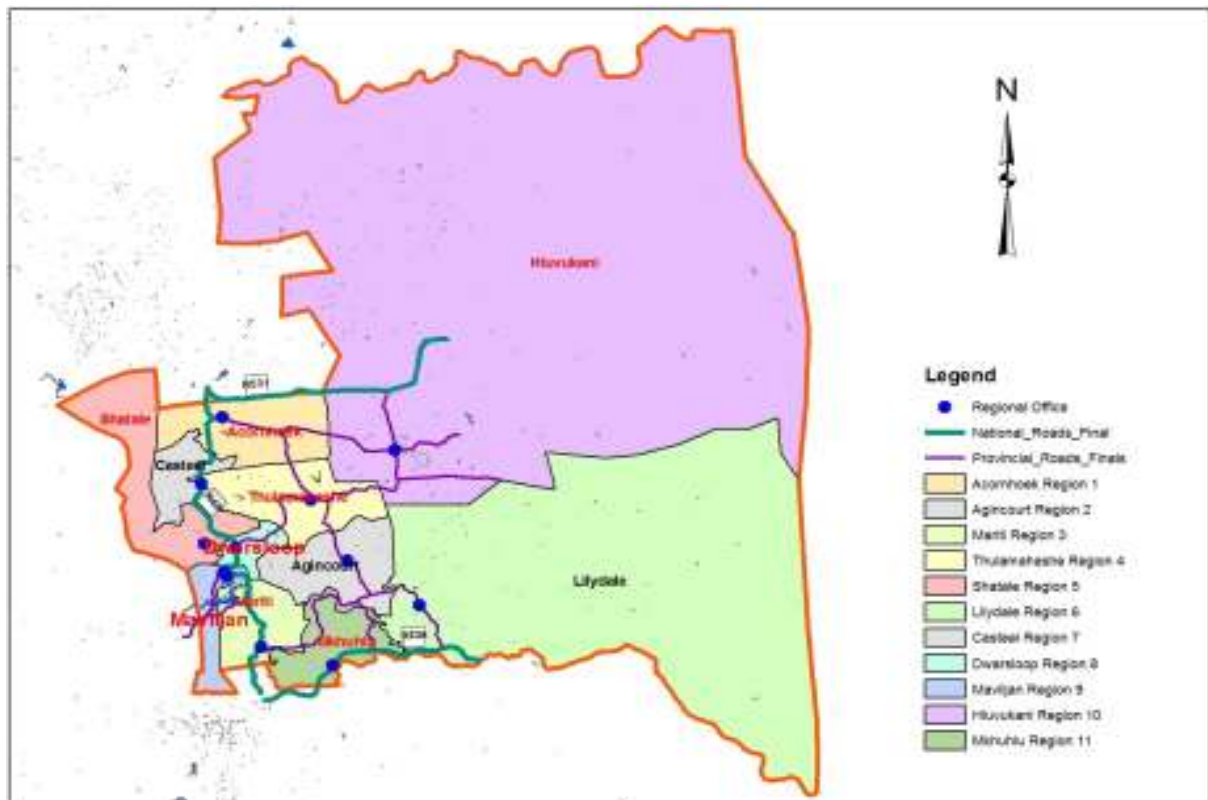
1.2.2 Townships Targeted for Regeneration

Bushbuckridge Local Municipality has developed township regeneration strategy (TRS) which identifies six development nodes ideal to implementing

specific catalytic projects which can stimulate the economy of the municipality and unlock economic potential for the area. These nodes include

- Acornhoek
- Thulamahashe
- Mkhuhlu
- Maviljan
- Dwarsloop, and
- Shatale

Figure 1: Spatial Location of Economic Development Node in BLM



The regeneration of BLM is mainly centred on exploiting the strength of the economy of the municipality which mainly rely on the concentration of people within certain geographical space. This is in line with the economic analysis of the municipality which shows the two dominant service sectors (Finance and

business services as well as Wholesale and Retail) which contributed more than 50% of the municipal economy over a period of ten years (2001-2011). In line with principle 5 of NSDP (2006) in order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

Proximity of the area to various economic nodes which provide employment, such as Phalaborwa, Hazyview and Nelspruit seem to be the major source for employment of local people. In an attempt to strengthen local spend the TRS highlight the demand for local retail centres in all the six nodes. However, this is complemented and supported by demand for office space within the municipality.

1.2.3 Improved quality of life of municipal inhabitants

The implementation of the programme and its envisaged projects within the nodes is expected to have massive economic benefits to the local people. Essentially, programme will have major spinoffs in various phases, that is, during the construction of the projects through employing and developing various construction skills in the municipality. And also once the projects have been completed a number of permanent jobs will be created through employing people in offices and shopping centres. Most importantly, the increasing economic activities within Maviljan, Dwarsloop and Shatale nodes as one major programme (Corridor) which is economically and spatially link will increase the prospect of economic development which could lead to increased quality of life and the well being of the people.

1.2.4 Alignment with other plans

1.2.4.1 National Policies and plans

National Development Plan

The National Development Plan is national policy framework which intended to eliminate poverty and sharply reduce inequalities by growing an inclusive economy, promote leadership and partnerships, enhancing the capacity of the state to fulfil its strategic role of transformation of the society in general and deliver basic services in particular.

National Industrial Policy Framework (NIPF)- It was adopted by the Cabinet in January 2007. It was developed to align public and private sector efforts and initiatives in enhancing and enabling the industrialisation of the country through better growth and employment opportunities. The primary targets are low skills intensity industries that have high labour absorbing capacity especially those industries with particular consideration of the majority of the historically disadvantaged population. The automotive sector is one such industry as envisioned in the development of the automotive industrial cluster.

Industrial Policy Action Plan 2- IPAP2, as it has become known, builds on the National Industrial Policy Framework (NIPF) and the 2007/8 IPAP. It was presented to parliament in February 2010. It represents a significant step forward in scaling up efforts to promote long term industrialisation and industrial diversification beyond current reliance on traditional commodities and non-tradable services. Its purpose is to expand production in value-added sectors with high employment and growth multipliers that compete in export markets as well as the domestic market against imports. In so doing, the Action Plan also places emphasis on more labour absorbing production and services sectors, the

increased participation of historically disadvantaged people and regions in our economy and will facilitate, in the medium term, SA's contribution to industrial development in the African region. The government through this policy aims to revise procurement legislation, regulations and practices to enable the designation of large, strategic and repeat or 'fleet' procurements in a range of sectors. This will aim to sequentially increase competitive local procurement and supplier development opportunities, minimise 'leakages' from the domestic economy, and support meaningful Broad Based Black Economic Empowerment (B-BBEE) in all three spheres of government and in state owned enterprises (SOE's). It is within the revision of procurement legislation where Bambanani has strong elements of harnessing some of the benefits and encouraging industrial activities within the node.

New Growth Path: This is a fairly new policy that was introduced by national government through the Ministry of Economic Development in November, 2010. It advocates for a more labour absorbing economic growth plan that sought to mitigate the inadequacy of the economy of the country in reducing unemployment and inequality. Core to this policy is the creation of 5 million new jobs that are sustainable by 2020, while building on other interventions such as AsgiSA and the National Industrial Policy Framework (NIPF) in achieving inclusive and sustainable growth. It highlights the following three areas as the steps that can be taken over time to achieve vibrant and viable economy. In the very short run, the state can accelerate employment creation primarily through direct employment schemes, targeted subsidies and/or a more expansionary macroeconomic package.

Over the short to medium term, it can support labour-absorbing activities, especially in the agricultural value chain, light manufacturing and services, to

generate large scale employment. Government can provide effective inducements to private investment in targeted sectors principally by prioritising labour-absorbing activities for the provision of appropriate and cost-effective infrastructure, regulatory interventions that effectively address market and state failures, measures to improve skills systems, and in some cases subsidies to production and innovation. In the longer run, as full employment is achieved, the state must increasingly support knowledge- and capital-intensive sectors in order to remain competitive.

National Spatial Development Perspective (NSDP)

The NSDP of South Africa broadly embraces the principle of identifying priority areas around which to concentrate investment and service delivery in order to maximise the economic and social impact/ benefit of investment. The NSDP puts forward the following five principles to spatially guide development decisions and investment priorities throughout the country:

- **Principle 1:** Economic growth is the prerequisite for the achievement of other policy objectives such as poverty eradication and equitable development.
- **Principle 2:** Government infrastructure investment – beyond basic service delivery – will be in areas of high development potential or economic growth.
 - Focusing future settlement and economic development opportunities into activity corridors and nodes adjacent to, or linked to main growth centres.
 - Rather increase the footprint of existing urban areas through incremental development and densification than to initiate new Greenfield developments far removed from all existing infrastructure and economic activity.

- **Principle 3:** Efforts to address inequalities should focus on people and not places.
- **Principle 4:** Areas with high levels of poverty and high development potential should receive investment beyond basic services to exploit this potential.
- **Principle 5:** Areas with high levels of poverty and low development potential should receive investment to provide basic services as well as social transfers, HRD, and labour market information.

Integrated Sustainable Rural Development Strategy (ISRDS)

Supplementary to the principles contained in the NSDP, national government launched the ISRDS which is designed to realise a vision for the rural areas in South Africa to 'attain socially cohesive and stable rural communities with viable institutions, sustainable economies, and universal access to social amenities, able to attract and retain skilled and knowledgeable people, who are well equipped with sufficient and necessary knowledge, relevant skills and appropriate values to contribute to growth and development'. Translated, the strategy simply presents an opportunity for South Africa's rural people to realise their own potential and more fully contribute to their local upliftment and the economy. The BLM is one of the municipalities which should be targeted for the implementation of this programme.

1.2.4.2 Provincial Policies

Mpumalanga Provincial Growth and Development Strategy (MPGDS)

Another important government initiative implemented during the past few years is the Provincial Growth and Development Strategy programme. The Provincial Growth and Development Strategies were compiled within the parameters set by the National Spatial Development Perspective (NSDP), as well as the

Integrated Sustainable Rural Development Strategy (ISRDS) as defined by national government.

A Provincial Growth and Development Strategy (PGDS) is a 'strategic and integrated provincial development plan that provides direction and scope for province-wide development programmes and projects, within the context of a long-term perspective and taking into consideration resources available and constraints'. Furthermore, a PGDS provides 'a spatially referenced framework for both public and private sector investment, indicating areas of opportunity and development priorities and enabling intergovernmental alignment'. It is thus essential that this SDF be compatible with the issues and directives emanating from the MPGDS.

Mpumalanga Provincial Integrated Spatial Framework (MPISF)

A provincial-wide perspective on social, environmental, economic, transport, settlement and land-use factors, and other development trends and impacts in Mpumalanga. It also strives to develop a spatial rationale of the scope and location of areas with economic (e.g. tourism, agriculture, petro-chemical) development potential, as well as the areas with the major challenges in terms of addressing poverty, service backlogs, etc. in the Province and for the various municipal areas. It identifies Acornhoek, Bushbuckridge and Thulamahashe as human settlements with a business function index of less than 1. These are the nodes which have low levels of formal local economic activity; higher dependence of higher order settlements for specialised goods and services; and high level of public sector investment.

Mpumalanga Tourism Growth Strategy (MTGS)

Provides an indicative tool of what the market wants and what the province can realistically provide in terms of tourism product development. The MTGS indicates that the Mpumalanga tourism product can be diversified and

expanded to cover a wide range of product market segment. This includes nature tourism; activity tourism; residential, sport, adventure, eco-tourism among others. Tourism attractions being planned as part of the product rejuvenation and innovation strategy of the Mpumalanga Tourism Growth strategy, and that relate to Bushbuckridge LM, include the development of the northern leg of the Mpumalanga Route past Bushbuckridge towards Graskop and which includes the Bushbuckridge Nature Reserve.

1.2.4.3 Local Government Policies

Bushbuckridge LM SDF

Put emphasis on proclamation of R293 towns with the aim of enhancing individual private ownership of properties. It also aim to create a spatially based policy framework whereby change, needs and growth in the Bushbuckridge Local Municipal area are to be managed positively to the benefit of everyone. It should focus on how land should be used within the broader context of protecting the existing values of the Bushbuckridge Local Municipal area i.e. tourism destination, rich historical and cultural area, to improve the functionality of the local areas, both urban and rural, as well as the natural environmental systems. Identification of local opportunities for future urban/ rural development, natural environmental conservation and make recommendations as to where and how development of the open space system should be managed. To establish strategies and policies to achieve the desired spatial form i.e. movement and linkage systems, open space system, activity system, overall land use pattern etc.

Ehlanzeni District Municipality SDF

It indicates that the land use patterns of urban or rural areas in the District are mostly influenced by a diverse set of factors, which include climate, topography, and resource base in the area such as minerals, soil types, water

availability, and biodiversity. Forestry, agriculture and other activities such as tourism are the result of the moderate climatic conditions while the high biodiversity levels also play a significant role in boosting the tourism industry with the Kruger National Park being one of the major destinations for international and domestic tourism. The Ehlanzeni area is dominated by agriculture, forestry and tourism as the main economic activities characterising the land use pattern of the area.

There is a declared Strategic Development Initiative (SDI) in the area comprising the main road link running from Phalaborwa in Limpopo Province to Nelspruit in Mpumalanga Province, where the SDI joins the Maputo Development Corridor. The corridor aims to improve the connection and access between the port of Maputo and the mining potential around Phalaborwa in Limpopo Province. The following initiatives also support this SDI:

- The Bushbuckridge Local Municipality which has been declared as an ISRDP (Integrated Sustainable Rural Development Programme) Node, which prioritises the area for special development incentives and funding for National Government, is located along this corridor; and
- The Kruger to Canyons Biosphere, which links the Blyde River Canyon with the Kruger National Park, is located around the SDI corridor, and includes portions of Bushbuckridge.

The SDF identifies the following as key priorities which have impact on the development of Bushbuckridge

- **Establishment of an integrated functional urban and rural system** focusing on the following:
 - Provision of investment opportunities and accessibility to development corridors.
 - Provision of housing within reasonable distance to enhance accessibility to economic and employment opportunities, and social facilities.

- Integration of the natural environment into urban areas.
 - Provision of a range of social, economic and recreational opportunities in nodes or along development corridors.
 - Promoting local economic development initiatives, attracting economic development to existing impoverished areas.
-
- **Development of areas with a high development need and low levels of economic and livelihoods potential**
 - **The development of sustainable settlements in rural areas**
 - **Human Resource Development** by recognising that spatial restructuring will not occur if development of the people does not happen

2 Situational Analysis

2.1 Spatial Description

The Bushbuckridge Local Municipality (BLM) is located in the Mpumalanga Province and forms the north-eastern extents of the Ehlanzeni District. Is the second most populated municipality within Ehlanzeni District Municipality with the population and household of 541249 and 134197 respectively¹.

To the east the area is bordered by the Kruger National Park (KNP), to the south by Mbombela Local Municipality; to the west by Thaba Chweu Local Municipality; and to the north by Maruleng Local Municipality located in the Limpopo Province. See the map below

Some of the most salient features of BLM are

- Its proximity to Kruger National Park, one of the most popular tourist attraction in the country;
- It is bordered by both provincial and international boundaries (South-Mpumalanga and East Mozambique)
- The municipality is located within Maputo sub-corridor .i.e Nelspruit to Phalaborwa via Hoedspruit

The BLM is renowned for its agricultural and tourism attractions. In essence, BLM is a gateway to the major tourism attractions in Mpumalanga and the south eastern part of Limpopo Province. Specifically, the area provides a link to economically viable centres in the Lowveld like Hazyview, Hoedspruit, Pilgrims Rest and Graskop².

¹ Statistic South Africa, Census 2011

² BLM- Spatial Development Framework

Only about 9% of the municipality's population lives in urban centres. Small rural villages comprise 29% of the population, while dense rural villages represent the remaining 61%. Two of the four largest centres, Acornhoek and Bushbuckridge, are located along the R40 that traverses the western extents of the municipal area from north to south. The majority of settlements are located along this north-south axis, apart from a second cluster of settlements that can be found along a loop road formed by local roads through the eastern parts of the municipal area. Thulamahashe and Mkhuhlu, also two large centres, are located along this loop. Finally, the far-eastern extents of the municipal area are dotted with small rural settlements³.

2.2 Community/Township Profiles

2.2.1 Demographics

As can be observed from the table and the figure below Bushbuckridge Local Municipality is the second most populous municipality in the Ehlanzeni District Municipality with the total population and household of 541428 (30%) and 134197 (33%) respectively.

Though the BLM seems to have the same number of people in comparison to Mbombela Local Municipality (MLM) of interestingly there is marked difference in terms of the household sizes between the two municipalities, with BLM having lower number of households. This could be explained largely by the fact that BLM has one of the biggest households size in the District at 4.0 per household. Also interesting to note is that although BLM is one of the most populous municipalities, it has also the highest density per square kilometre, as compared to any other adjacent municipalities, which could to be attributed to occupying the largest space (spatial) in the District.

³ Ibid

This should not be misconstrued as the municipality having low population and households but rather as an area which occupies a large part of the province which has a number of tourism attraction areas such as parks. Added to this, the South Western Parts of the municipality is also highly concentrated with the economy activities such as forestry plantation.

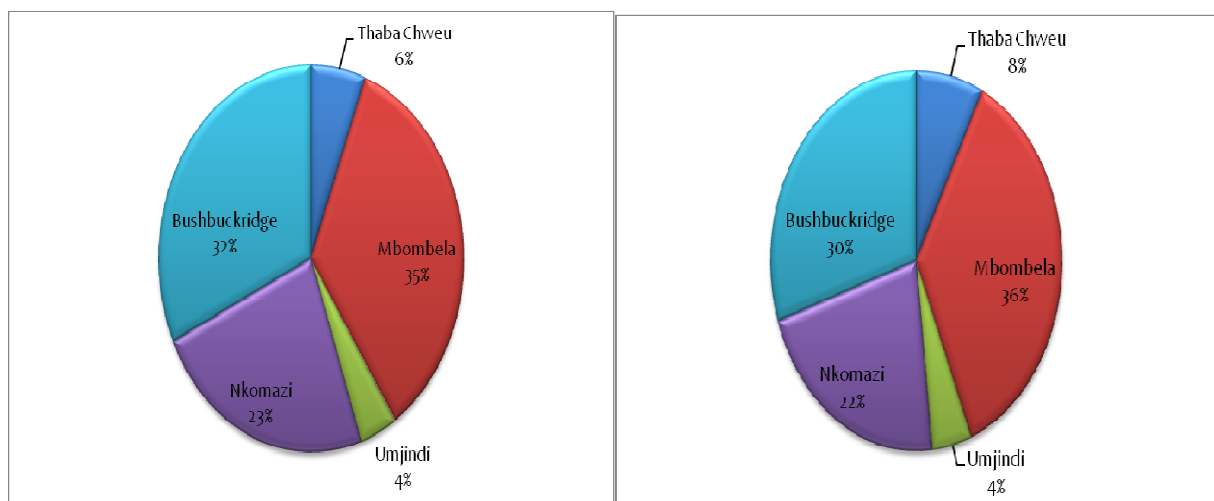
Table 1: Key Demographic Data in Ehlanzeni District Municipality, 2011

Geography	Thaba Chweu	Mbombela	Umjindi	Nkomazi	Bushbuckridge
Population Total	98,387	588,797	67,156	393,030	541,248
Households Total	33,352	161,773	19,563	96,202	134,197
Population household size	2.8	3.5	3.4	4.1	4.0
Population density (Ppl per Sqr Km)	15.0	154.2	35.2	106.1	199.7

Source: Stats SA, Census 2011 and Quantec 2011

The figures below depict the proportion of BLM population and household distribution in comparison with other Local Municipalities within the jurisdiction of Ehlanzeni District Municipality. As can be observed the BLM is one of the biggest LM's in Ehlanzeni District Municipality with the population proportion 32%. It is also with the second biggest households proportion at 33%.

Figure 2: Proportion of Population and Household Distribution in Ehlanzeni



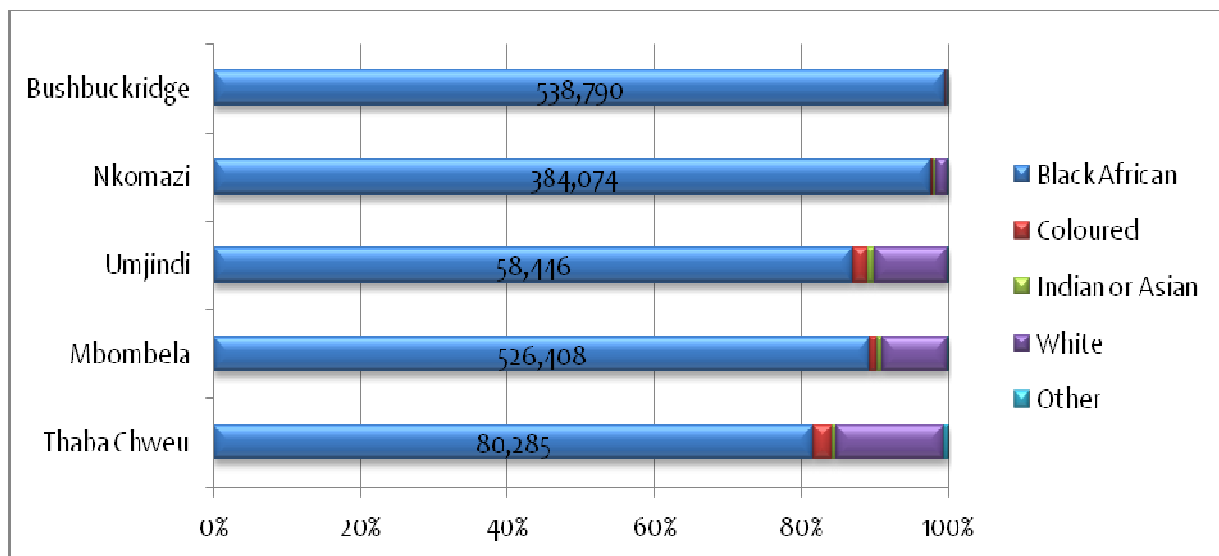
Source: Stats SA, Census 2011

Though the BLM is one of the LM's with the highest proportion of population within the district, with respect to contribution to the economy, BLM is contributing far much less as compared to the municipalities of similar size (in terms of population and households).

2.2.2 Population by Race

In comparison to other municipalities in the district as can be observed from the figure below BLM has the highest number of black population 538790 (more than 99.5% see table below) while the other races only share less than 0.5% of the population.

Figure 3: Population by race in Ehlanzeni District Municipality



Source: Stats SA, Census 2011

The table below depicts race per local municipality and also the dominating race within a particular geographical space.

Table 2: Proportion of population per Municipality in Ehlanzeni DM

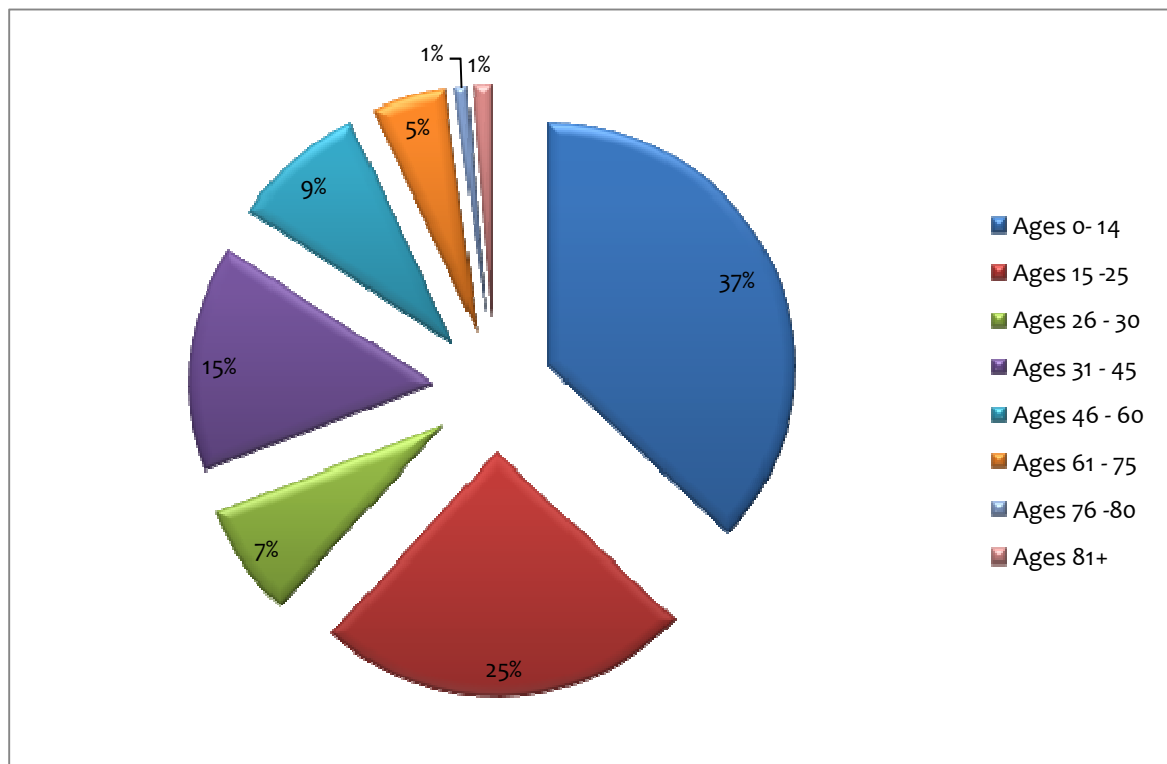
Municipality	Black African		Coloured		Indian or Asian		White		Other	
	Nominal	%	Nominal	%	Nominal	%	Nominal	%	Nominal	%
Thaba Chweu	80285	81.6%	2592	2.6%	595	0.6%	14299	14.5%	616	0.6%
Mbombela	526408	89.4%	5592	0.9%	4223	0.7%	51451	8.7%	1120	0.2%
Umjindi	58446	87.0%	1340	2.0%	689	1.0%	6555	9.8%	127	0.2%
Nkomazi	384074	97.7%	889	0.2%	1316	0.3%	6301	1.6%	450	0.1%
Bushbuckridge	538790	99.5%	561	0.1%	544	0.1%	1053	0.2%	300	0.1%
Ehlanzeni DM	1,588,002	94.0%	10974	0.6%	7,366	0.4%	79,659	4.7%	2,613	0.2%

Source: Stats SA, Census 2011

2.2.3 Age Distribution

With respect to age distribution, as can be observed from the figure below, there seems to be younger population within the municipality with 37% of the population within the age of 0-14 years. The age cohort between 15-25 years remains the second highest age cohort in the municipality with the total contribution of 25% of the population. As can be observed from the figure below other age cohorts that have recorded a significant proportion of the population in the municipality include 26-20 years and 31-45 years which have recorded 7% and 15% respectively. Essentially, 69% of the population of the district is within the age bracket of 0-30 years.

Figure 4: Age Distribution in the BLM



Source: Stats SA, Census 2011

2.2.4 Housing

Though BLM is predominately rural provision of shelter seems not to be a major problem with the number of households with access to house or brick structure on a separate stand or yard increasing from 78.4% (86586) in 2001 to 90.5%(113653) in 2011. As can be observed from the table below, other categories especially houses that are below standard have also decreased substantially. These include categories such as traditional dwelling which have decreased from 13.7% (15104) in 2001 to 5.7% (7154) in 2011. Essentially, all houses which of low standard in the municipality have decreased substantially in the last ten years (2001-2011).

Table 3: Housing

Type of Dwelling	2001		2007		2010	
	Number	%	Number	%	Number	%
House or brick structure on a separate stand or yard	86582	78.4%	104518	87.6%	113653	90.5%
Traditional dwelling/hut/structure made of traditional materials	15104	13.7%	9262	7.8%	7154	5.7%
Flat in a block of flats	1291	1.2%	481	0.4%	329	0.3%
Town/cluster/semi-detached house (simplex, duplex or triplex)	640	0.6%	292	0.2%	231	0.2%
House/flat/room, in backyard	1102	1.0%	1048	0.9%	1019	0.8%
Informal dwelling/shack, in backyard	1347	1.2%	937	0.8%	803	0.6%
Informal dwelling/shack, NOT in backyard, e.g. in an informal/squatter settlement	1870	1.7%	1394	1.2%	1208	1.0%
Room/flatlet not in backyard but on a shared property	383	0.3%	485	0.4%	548	0.4%
Other/unspecified/NA	2049	1.9%	924	0.8%	704	0.6%
Total	110369	100%	119341	100%	125650	100%

Source: Quantec 2012

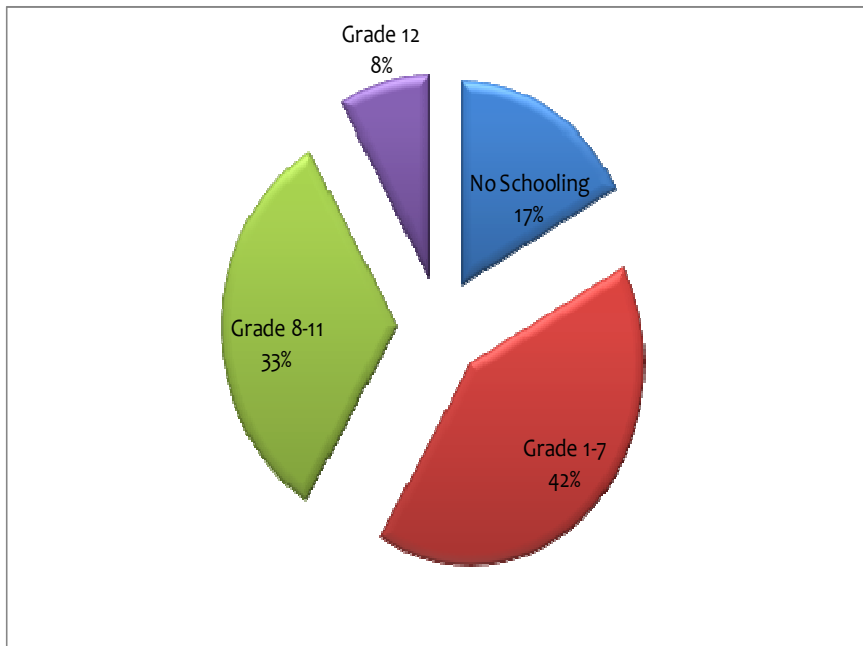
2.2.5 Education Level

The education has major impact on the economy of the municipality in many facets. Most importantly innovation and ability to seize the opportunities could to a large degree be attributable to the education level of the residents of that particular area. That is the higher the education level of the residents of the area the higher the ability to get employment opportunity and also higher the chances of innovation from the local people.

As can be observed from the figure below, the larger proportion of the residence of the municipality are in grade 1-7 (42%), followed by grade 8-11 (33%). What is of concern is that there seems to be decrease in the proportion of the population with higher education, with the number of Grade 12 only recording 8% of the population. The proportion of no schooling (17%) is also concerning given that the opportunities for people without schooling are also limited and also the ability to trade their skills beyond the borders of the municipality also become constrained. However, for BLM this category may to

some degree have the opportunity for trades which needs lower skills such as agriculture (which has seen some growth in recent years), and manufacturing especially with regard to the forestry industry. Despite that the level of income generated in this sector especially for individuals is miniature.

Figure 5: Education Level for basic education

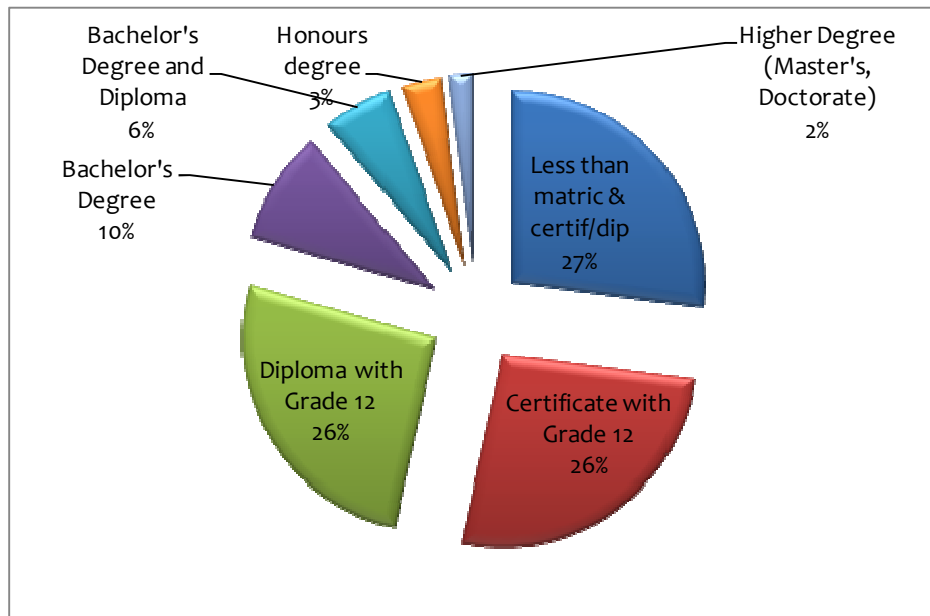


Source: Quantec 2011

Within higher education category, of interest to note is that a large proportion of the population (26%) has Diploma with Grade 12, and also those who have certificate with grade 12 making 26% of the population of BLM. The latter category is followed by the large proportion of people who have less than matric & certificate/diploma at 27%. Those who have higher qualification, such as bachelor's degree and honours contribute low proportion. It is not surprising that only 10% of the population have bachelor degree given the fact that there is no institution of higher learning in the Mpumalanga province that is offering such high qualifications. Essentially, the residents of Bushbuckridge mainly have

access to higher education through satellite campus of Tshwane University of Technology (TUT) which is mainly offering diploma's and certificates.

Figure 6: Proportion of People with Higher Education in BLM



Source: Quantec 2011

2.3 Summary of Spatial Analysis

In terms of prioritisation of activities of the nodes which are mainly based on the impact, Maviljan node is the first priority given that it is also a first order settlement⁴ in the municipality. This node is the economic hub of the municipality where the main municipal offices are located and various economic activities take place. Some of the major business activities of the nodes include the biggest shopping centre in the municipality (17000 GLA) with the main tenants comprising of banks and national retailers as well as hosting the major intermodal transport node even though it is not formalised.

⁴ BLM Spatial Development Framework, 2010

Thulamahashe, Acornhoek, Dwarsloop and Mkhuhlu are the second most important priority nodes in the municipality⁵. These nodes include the major formalised townships of the municipality. They have various economic opportunities, however, there is a scope to maximise their potential by creating an enabling environment for private sector investment in the area.

Marite and Shatale which are mainly rural in nature are the third most important nodes in the municipality. They are strategically located to harness their economic potential through leveraging on the population of various villages that are adjacent to the municipality, and also benefiting on their spatial location by taking advantage of their proximity to major economic centres such as Hazyview and Maviljan.

The development of these nodes is significant to unlock the economic potential of the municipality. This has also been recognised by the council through special council resolution titled "*special resolution for Bushbuckridge local municipality neighbourhood development partnership grant (NDPG)*" which was passed on the 29th April 2008⁶. However, it should be noted that council resolution highlights the following nodes- Acornhoek, Shatale, Dwarsloop and Maviljan as the areas which should be supported through NDPG.

⁵ Ibid

⁶ The council resolution is provided as Annexure to this document.

2.4 Key Development Challenges: SWOT Analysis

2.4.1 Strengths

Strength	Implications	Affected Node/s	Proposed Intervention
Accessibility and functional linkages	<ul style="list-style-type: none"> - All nodes identified currently serves/capture larger proportion of people within the municipality and are also closer to major routes which are accessible to the residents; - Proximity to major economic nodes such as Mbombela; - The use of R40 especially trucks passing through Maviljan in town 	All the nodes	<ul style="list-style-type: none"> - Construction of by-pass road - Relocation of bus depot to Dwarsloop accommodate intermodal transport facilities in Maviljan
Young Population	<ul style="list-style-type: none"> - There is larger proportion of young population. This provides the municipality with the opportunity to develop people that will participate meaningfully in social and economic development of the municipality. 	All the nodes	<ul style="list-style-type: none"> - Create skills base that could be used locally, provincial and nationally
Renowned tourist attractions	<ul style="list-style-type: none"> - The area is located in close proximity to the world famous Kruger National Park, the Maputo sub-corridor and forms part of the Kruger to Canyon biosphere, which makes it attractive for tourism - Has number of tourist attractions such as Bushbuckridge Game Reserve, Motlatse Canyon National Park, Blyde River Nature Reserve, London Nature Reserve, Selati Game Reserve, Andover Nature Reserve, 	All the nodes	<ul style="list-style-type: none"> - Lobby provincial government-Mpumalanga Tourism Agency in Particular, to create awareness of the tourist products that exist in the node - Develop Tourism Strategy to obtain maximum value of all the tourist products

Strength	Implications	Affected Node/s	Proposed Intervention
	<p>Timbavati Game Reserve, Manyeleti Game Reserve, Sabie Sand Game Reserve.</p> <p>- Most of the tourist attractions in the municipality are not well marketed</p>		

2.4.2 Weaknesses

Weakness	Implications	Targeted Node/s	Proposed Intervention
Low education level	<p>- the larger proportion of economically active population cannot be absorbed into formal employment</p> <p>- High unemployment</p> <p>- Low skills level</p>	All the nodes	<p>- Construction of libraries</p> <p>- Develop career guidance programme for the learners</p> <p>- Construction of child care facilities</p> <p>- Construction of class rooms</p> <p>- Continuously identify skills development and training opportunities targeted at youth</p>
Lack of formal land tenure	<p>- Locked the potential for the development of land</p> <p>- Lacked potential for the development of property in the municipality</p>	All the nodes	<p>- Land tenure formalisation</p> <p>- Develop implementation plan and budget for the implementation of land tenure</p> <p>- Develop land tenure implementation strategy</p>
Poor land use	<p>- This result in the people using the land in a manner that strategic land is not preserved for future development</p> <p>- Traditional authorities allocate land to the residents without due</p>	All the nodes	<p>- Develop strategy for the inclusion of traditional authorities in planning and land use</p> <p>- By-law enforcement strategy</p>

Weakness	Implications	Targeted Node/s	Proposed Intervention
	considerations to the future plans of the municipality		
Poor public road infrastructure, facilities and pedestrian access, to enable service delivery ⁷	<ul style="list-style-type: none"> - There informal taxi facilities scatters within the nodes - The residents are walking on 	Maviljan Shatale Dwarsloop Acornhoek Shatale	<ul style="list-style-type: none"> - Construction of walkways along main roads in all the nodes - Extension of Graskop Boulevard, R533 road in Maviljan - Construction of pedestrian crossing facilities - Development of multimodal transport facilities - Construction of roads that will increase linkages and accessibility within the nodes
Low income levels	<ul style="list-style-type: none"> - High reliance on remittances 	Hluvukani Marite, and Other rural areas	<ul style="list-style-type: none"> - Create economic opportunities through enabling competitive and comparative advantages of the nodes - Establishment of bakery enterprise - Establishment of brick enterprise - Establishment of fence factory
Lack of functional economic hub or development centre	<ul style="list-style-type: none"> - The government services are located all over the town. This create a challenge for the residents who want to access services since they have to traverse 	Maviljan Marite	<ul style="list-style-type: none"> - Create one service stop centre through construction of Multipurpose centre - Formalisation of all the major nodes - Construction of paypoints
High crime in CBD and surrounding	<ul style="list-style-type: none"> - This reduces confidence of business to invest in CBD 	Maviljan	<ul style="list-style-type: none"> - Relocation and construction of new police station in CBD

⁷ BLM Spatial Development Framework

Weakness	Implications	Targeted Node/s	Proposed Intervention
areas			
lack of warehousing facilities	- Large retailers and departmental store houses their products which are consumed in the municipality elsewhere	Dwarsloop	- Allocation of land for the development of storage facilities
Informal and uncoordinated development of CBD	- The growth of the CBD is expanding in a manner that is not directed - Informal businesses are being located without any form of coordination and with highly informal structures	All the nodes	- Construction of market stalls for informal businesses
Lack of cost recovery	- The municipality is embedded with high cost of supplying and maintaining water - The municipality is unable to move swiftly in providing water to all the households	All the nodes	- Implement cost recovery
Poor storm water management	- Lack of storm water management is causing some serious degradation of roads	All nodes	- There is a need to implement storm water management to protect the roads, especially gravel roads

2.4.3 Opportunities

Opportunities	Implications	Affected Node/s	Proposed Intervention
Underutilised industrial parks	- This provides the municipality with the opportunity to expand the industrial activities that will create employment opportunity and	Mkhuhlu	- Feasibility study for the establishment of furniture cluster - Rehabilitation of industrial roads - Audit of industrial facilities

Opportunities	Implications	Affected Node/s	Proposed Intervention
	- Opportunity to service high volumes of tracks which passes in the municipality to be service locally		
Lack of formalised dumpsite	- This pose serious challenge to the environment with the water table at the risk of being contaminated	The entire Municipality	- Upgrading of dump sites, transfer station and recycling centres - Encourage recycling through Bushbuckridge environmental youth clubs
Training and capacity development	- The municipality is strategically located within the region to locate training facilities/institutions. It has also the advantage of available vast land	Mkhuhlu	- Construction of safety and security training academy

2.4.4 Threats

Weakness	Implications	Affected Node/s	Proposed Intervention
Economic Concentration	- High reliance on service sectors for economic activities including employment - High reliance on employment outside the jurisdiction of the municipality	All the nodes	Create economic opportunity through developing functional towns
Uncoordinated land use	- Tribal authorities allocating land without respect to BLM spatial development plans	All the nodes	Develop precinct plans
Global warming and	- The impact of climate change and	All the parks	Develop environmental management

<i>climate change</i>	<i>global warming may impact negatively on the natural environment and ultimately on tourist attractions and tourism in general- key sector of the municipal economy - Increased weather conditions may result in extinction of some of the agricultural produce</i>	<i>and game reserves</i>	<i>framework to protect the environment and the ridge</i>
<i>Lack of recreational facilities and parks</i>	<i>- There is an element of environmental degrading which could be associated with lack of recreation facilities such as parks</i>	<i>All the nodes</i>	<i>Construction of recreational facilities (Parks)</i>

3 Market Assessment and Need

3.1 Diversification of the Municipal Economy

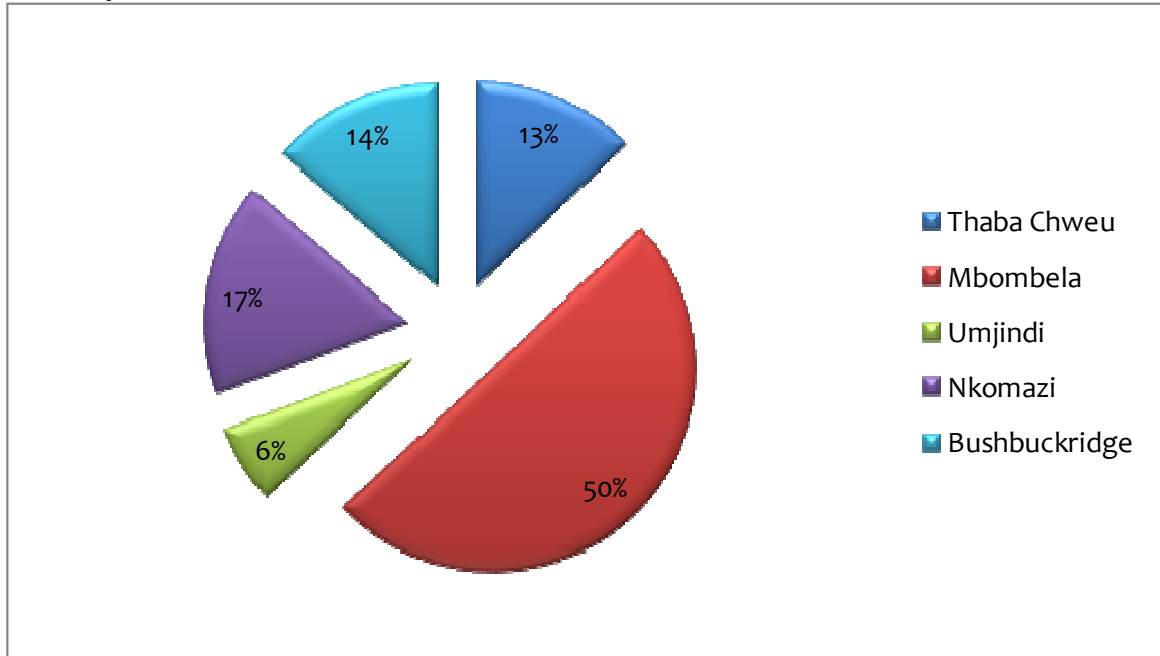
Location quotient compares the regional share of economic activity in a particular industry to the national share of economic activity in the same industry. The result reveals the degree of regional specialization in each industry. If the location quotient for a particular industry is between zero and one, the region is less specialized than the nation, while location quotients greater than one reveal greater specialization of the industry in the local economy than in the national economy. Also, observing location quotients over time show if an industry is becoming more or less specialized in the region.

3.2 Gross Geographic Product

3.2.1 Overview of the economy

As can be observed from the figure below, BLM is contributing only 14% of the GVA to the District economy. Of concern is that smaller municipalities in population (size) such as Thaba Chweu and Nkomazi are contribute far much greater value to the District economy as compared to BLM. The chart below depicts contribution of BLM to district economy in comparison to those smaller municipalities.

Figure 7: Contribution of BLM to District Economy in Comparison to Adjacent Municipalities, 2007



Source: Quantec 2011

More than 63.2% of the Bushbuckridge Local Municipality's economy is driven by the tertiary sector. Followed in distance second is the secondary sector with the contribution of 29.9%, while the primary sector has only contributed 7% to the municipal economy. Of interest to note is that the secondary sector has been increasing over the last ten years (2001-2011), increasing from 15.7% in 2001 to 29.9% in 2011. It appears that the secondary sector has to some degree been increasing at the expense of the tertiary sector which has decreased from a high of 77% in 2001 to a low of 63.2% in 2011.

3.2.2 Primary Sector

The primary sector (Agriculture and Mining), which is main drivers of the economy in many regions, has not contributed significant proportion to the economy of BLM with the total contribution of only R235 million in 2001. As can be observed from the table and figure below, in 2001 agriculture and mining contributed R87 million (2.7%) and R148 million (4.6%) respectively. Agriculture has seen growth over the years, albeit marginal, increasing to a high of 3.7% in 2011. Both have changed marginally, with Agriculture total contribution to the economy of BLM increasing to R162 million (3.7%) while mining has decreased to R144 million (3.3%) in 2011 respectively.

3.2.3 Secondary sector

As can be observed from the table and figure below, it is interesting to note that secondary sector is fairly contributing significantly to the economy of the municipality with manufacturing leading at a total contribution of R1080 million (24.7%) to the BLM economy in 2011. Within the secondary sector water and electricity as well as construction only contribute 3.2% and 2% respectively. It is impressive to see that manufacturing has grown substantially in the last ten years (2001-2011) moving from a low of 10.2% (R326 million) to a high of 24.7% (R1080 million). In essence manufacturing contribution to the municipal economy has increased three fold, in nominal terms. The major subsectors which contribute to the growth of the economy are

- Food, beverage and tobacco- contributing R337 million;
- Metals, metal products, machinery and equipment R223 million. This sector has increased from a low of R58 million in 2001;
- Petroleum products, chemicals, rubber and plastic has also seen increase moving from a low of R36 million in 2001 to R142 million in 2011

- Wood, paper, publishing and printing. Though the subsector it is contributing a fair proportion to the economy of BLM it is discomforting that it has been decreasing over the years moving from a high of 21.6% in 2001 to a low of 13.5% in 2011. The decrease has been gradual over the years. Nevertheless, it is worth noting that this subsector has actually doubled in nominal terms over the years. Therefore the decrease in the contribution is merely the growth of the subsector in relation to other subsectors.

3.2.4 Tertiary sector

With respect to tertiary sector government is leading with the contribution of R974 million (22.3%), followed by wholesale and retail with the total contribution of R827 million (18.9%). Community and personal services as well as finance and business services are the least contributor to the GVA of the municipality with the total contribution of R602 million (13.8%) and R359 million (8.2%) respectively.

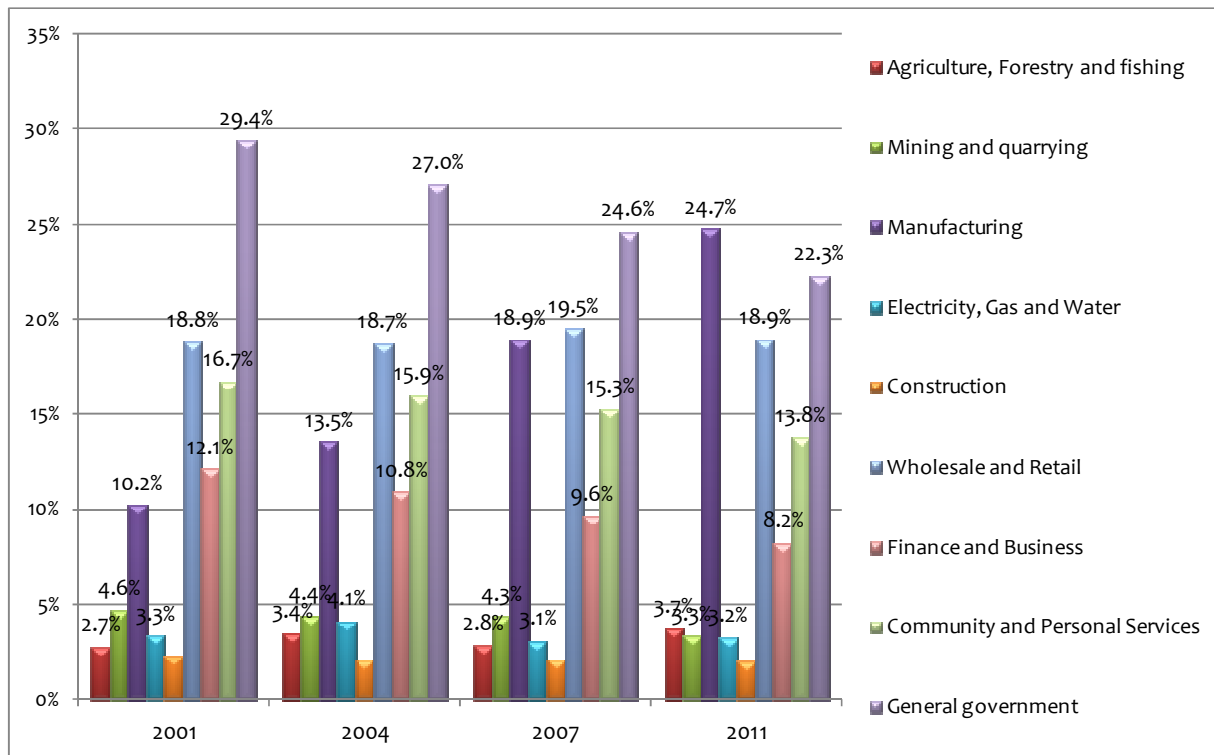
Table 4: Gross Value Added of Bushbuckridge LM, 2005 Current Prices, R'000

Sector	2001	2004	2007	2011
Agriculture, forestry and fishing	87	119	113	162
Mining and quarrying	148	153	174	144
Manufacturing	326	468	760	1080
Electricity, gas and water	105	142	123	140
Construction	72	70	82	85
Wholesale and retail trade, catering and accommodation	602	649	784	827
Finance, insurance, real estate and business services	387	375	387	359
Community, social and personal services	536	552	615	602
General government	943	937	991	974
Total	3206	3464	4032	4374

Quantec: 2011

The figure below depicts the contribution of each sector to the municipal economy.

Figure 8: Proportion of Bushbuckridge GVA per sector, 2001-2011



Quantec: 2011

3.2.5 Conclusion

From economic point of view, population alone presents a far much greater economic opportunity for BLM. However, this potential lies largely within few sectors such as finance and business services, retail and wholesale as well as government services. It should be highlighted that strengthening these sectors will largely be relied upon to develop all key identified nodes within the municipality and also the ability to develop major economic opportunities which have significant impact on the economy of the municipality. Also important is to strengthen the secondary sector which has also seen some

positive growth in the last decade. Some of the major subsector which should be target within the secondary sector is mainly the manufacturing related subsectors. It is however, important to highlight that sectors such as construction also have some potential, however, it is heavily reliant on the formalisation of townships and the ability to avail land for private sector investment as well the fastening the process for land approval. The ability to strengthen the economy of BLM will have far much more reaching implications not only for the key nodes which have been identified for development, but also the adjacent rural villages which are mainly using these nodes as key economic points.

3.3 Household Income and Expenditure

As can be observed from the table below, disposable incomes have seen minuscule increase from R3,2 million to R3,4 million for the period 2001/2004. There seem to have been a significant increase of disposable income by 8% for the households between the period 2004/2007 . Of concern is that for the period 2007-2011 households have experienced decrease by 3%. This to some extent could be attributed to the global economic meltdown which has impacted negatively to the growth of income in the municipality. With respect to expenditure households, as can be observed from the table below, all types of expenditures have been increasing over the years albeit at different level of growth. Of note is that durable goods have almost doubled from R294 000 to R449 000 for the period 2001-2010. Similarly semi-durable goods also almost doubled in the same period increasing from R228 000 to R389 000. There was no significant increase of other household expenditure such as non-durable goods and service nevertheless there was increase by 13% and 12% in the past ten years, respectively. It is clear that there are serious leakages in the municipality with the households savings decreasing significantly from negative R49 000 in 2001 to negative R384 000.

Table 5: Household Income and Expenditure, R'000

Year	2001	2004	2007	2011
Durable goods	294	318	433	449
Semi-durable goods	228	279	380	386
Non-durable goods	1241	1251	1376	1404
Services	1536	1616	1690	1720
Disposable income	3252	3421	3684	3576
Saving by households	-49	-44	-195	-384

Quantec: 2011

3.4 Employment

Given the structure of the economy of the municipality in terms of sector contribution which is highly skewed towards service sector, it is inconceivable that the municipality will have high proportion of people working and ultimately earning income. As can be observed from the table below there were 48837 (54%) of the people that are employed in the municipality in 2011. These figures seem to be promising given that in 2001 unemployment rate was standing at 37%. This has increased by 17% in the last ten years showing some positive improvement of local people being able to find employment opportunities. Interesting enough this increase in number of people employed in BLM has been positive even during the world economic meltdown (recession).

Table 6: Unemployment

	2001	2004	2007	2011
Population - Working age (Number)	258435	263503	277174	296259
Employed - Formal and informal - Total (Number)	48837	48758	54187	51691
Employed - Formal - Total (Number)	39730	37695	42373	38270
Unemployment rate (Percentage)	37%	48%	47%	54%
Labour force participation rate (Percentage)	30%	35%	37%	38%

Quantec: 2011

Of interest to note from Table 7 below is that employment opportunities are spread in the tertiary sector contributing more than 80% of the total employment in the municipality. As can be observed wholesale and retail as well as Government are the main contributor to the employment with 29% and 25% respectively. Though finance and business service is contributing significant proportion of GVA to the municipal economy and it has show growth over the years, of concern is that this sector has not shown any significant contribution to the employment in the municipality. Added to this, is that the primary sector which is the source of employment in many economies has not shown any significant growth, both in terms of its contribution to employment and economy.

Agriculture which is presented by BLM LED strategy as having potential for driving the economy of the municipality does not show any growth in employment over the years. This could be attributed to two factors; firstly the sector has not contributed substantially to the growth of the municipal economy over the years.

Secondly increased mechanisation seems to be impacting negatively on job creation in this sector. Of concern is that manufacturing which is leading in terms of its contribution to the economy is also not contributing significantly to the employment within the economy of BLM. As can be observed from the table below, mining which is commonly known as one of the key primary sectors which drive the economy of many areas has also not contributed significantly to the economy of the BLM in the last ten years (2001-2011). Wholesale and retail trade which is highly dependent on the success of other sector has recorded a fairly reasonable employment growth of 4% in the last ten years moving from 25% in 2001 to 29% in 2011.

Table 7: Employment Per Sector

Sector	2001		2004		2007		2011	
Agriculture, forestry and fishing	5140	11%	4552	42%	4653	9%	2715	5%
Mining and quarrying	419	1%	431	4%	605	1%	946	2%
Manufacturing	2834	6%	3365	31%	4214	8%	3690	7%
Electricity, gas and water	407	1%	350	3%	360	1%	383	1%
Construction	3485	7%	2548	24%	2726	5%	2001	4%
Wholesale and retail trade, catering and accommodation	12176	25%	12489	116%	14655	27%	14891	29%
Transport, storage and communication	1535	3%	1539	14%	1531	3%	1437	3%
Finance, insurance, real estate and business services	3030	6%	3219	30%	3272	6%	2839	5%
Community, social and personal services	9275	19%	9542	89%	10270	19%	10060	19%
General government	10536	22%	10722	100%	11901	22%	12728	25%

Quantec: 2011

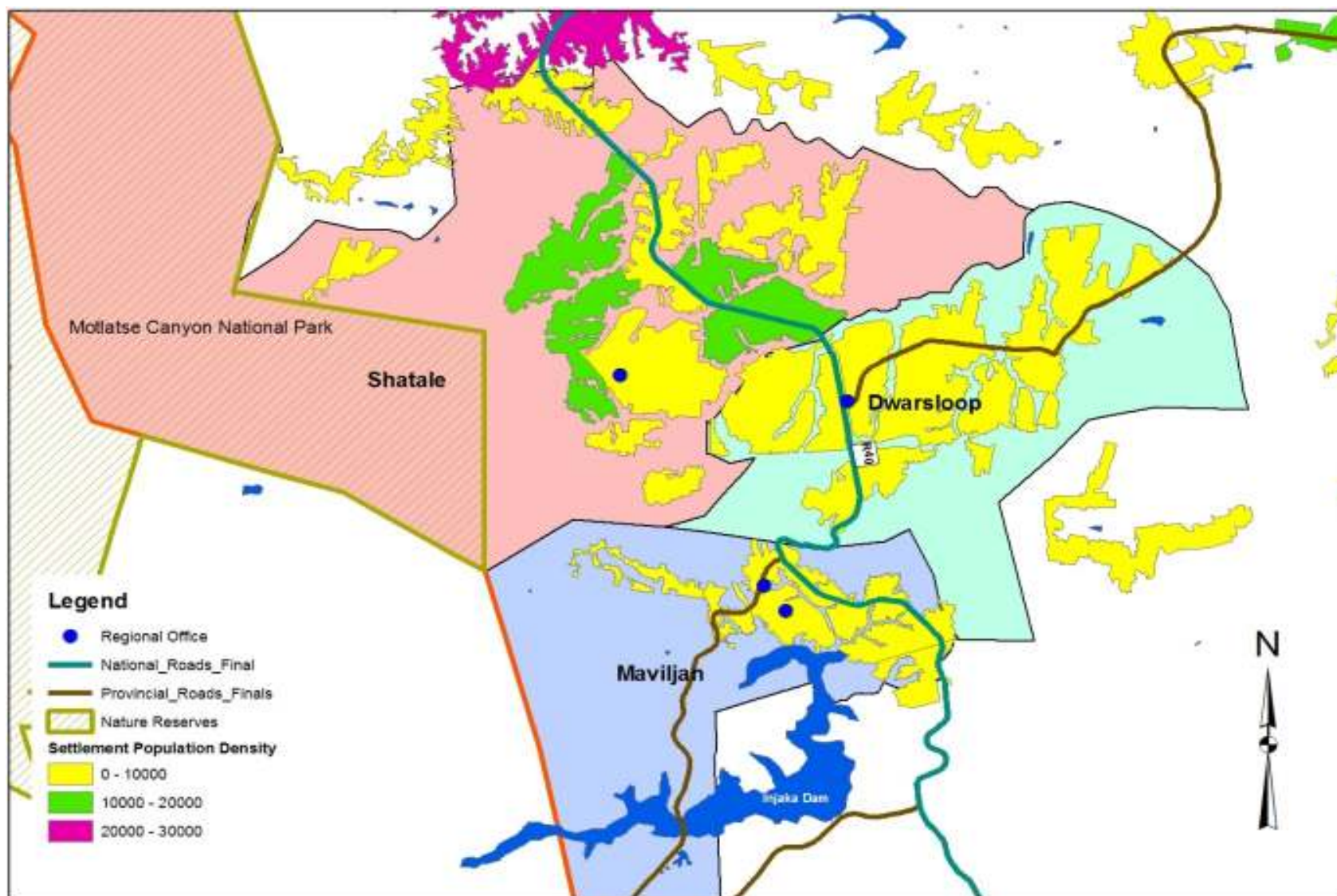
4 Programme Specification

The main thrust of developing BLM is through ensuring that all the existing nodes as identifying through township regeneration strategy are improved and the economic benefits and potential within these nodes are developed for the betterment of the areas including creating economic opportunities for local people. However, a bigger scale approach is required to ensure larger proportion of the people and areas benefit from the development of this node. As such it would ideal to advocate for corridor approach which will unlock such potential.

Essentially, key activities of the programme include the following

- **MSD Economic Development Corridor.** It is the major economic development corridor in the municipality comprising of the Maviljan, Dwarsloop and Shatale economic development nodes including Injaka Economic Development Sub-node. The three nodes and the sub-nodes are interconnected through Graskop Road and R40 (National road) running between Nelspruit and Hoedspruit. It entails strengthening the economic linkages of BLM through the development of economic development nodes that have potential to increase the economic activities and prosperity of the municipality. This corridor is highly connected and complimentary in nature with each economic development node presenting its unique characteristics
 - **Maviljan-** High concentration of business and residential
 - **Dwarsloop-** residential and potential for light industrial, warehousing and housing
 - **Shatale-** housing to support prospering nodes

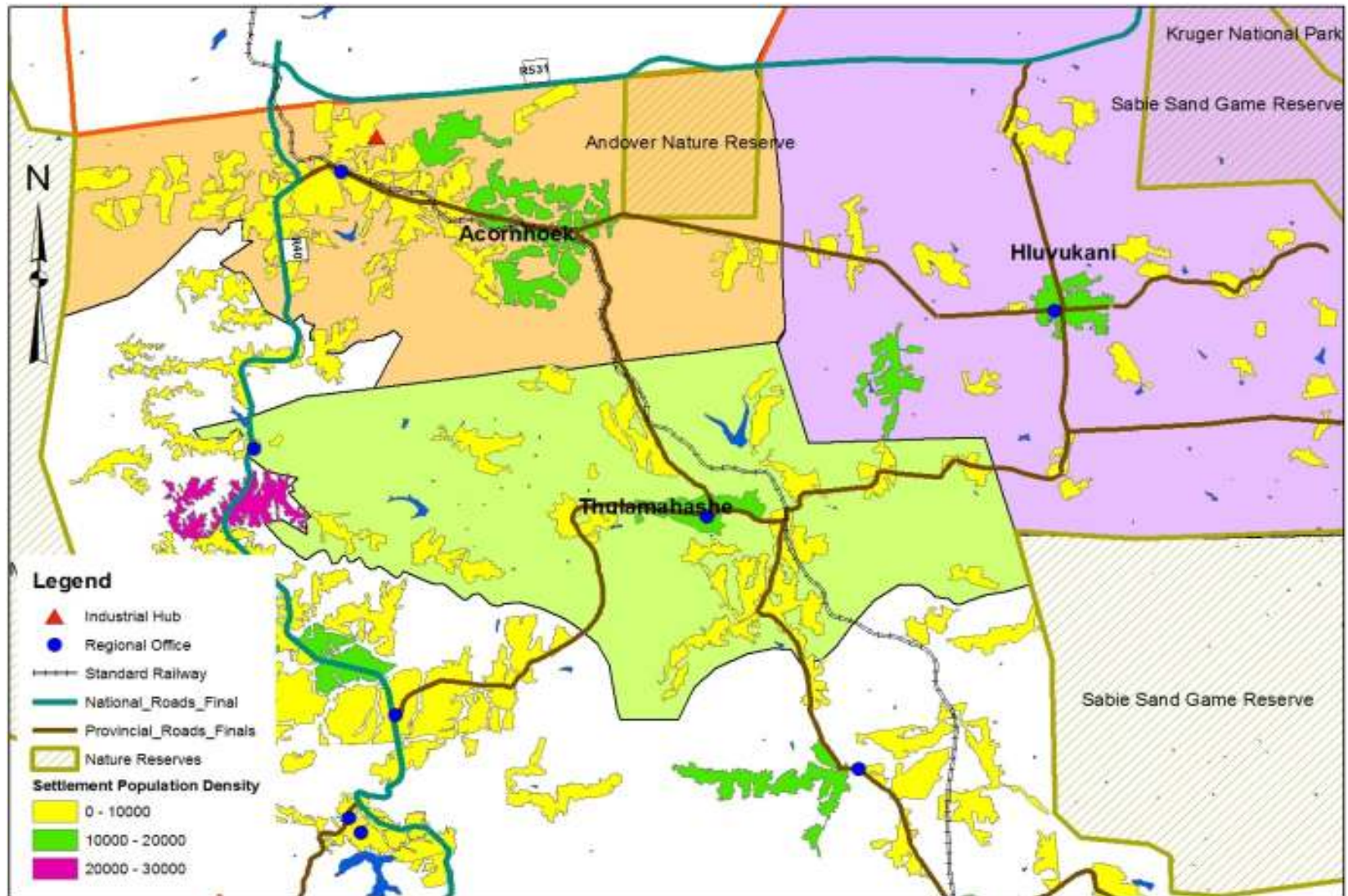
Figure 9: MSD Economic Development Corridor



- **ATH Economic Development Corridor-** it is tourism economic development corridor surrounded by nature reserves (Sabie, Manyeleti, Timbavati, Andover Game Reserves and Kruger National Park) which are currently the major economic activities within the corridor. It is made up of the following nodes Acornhoek, Thulamahashe and Hluvukani.

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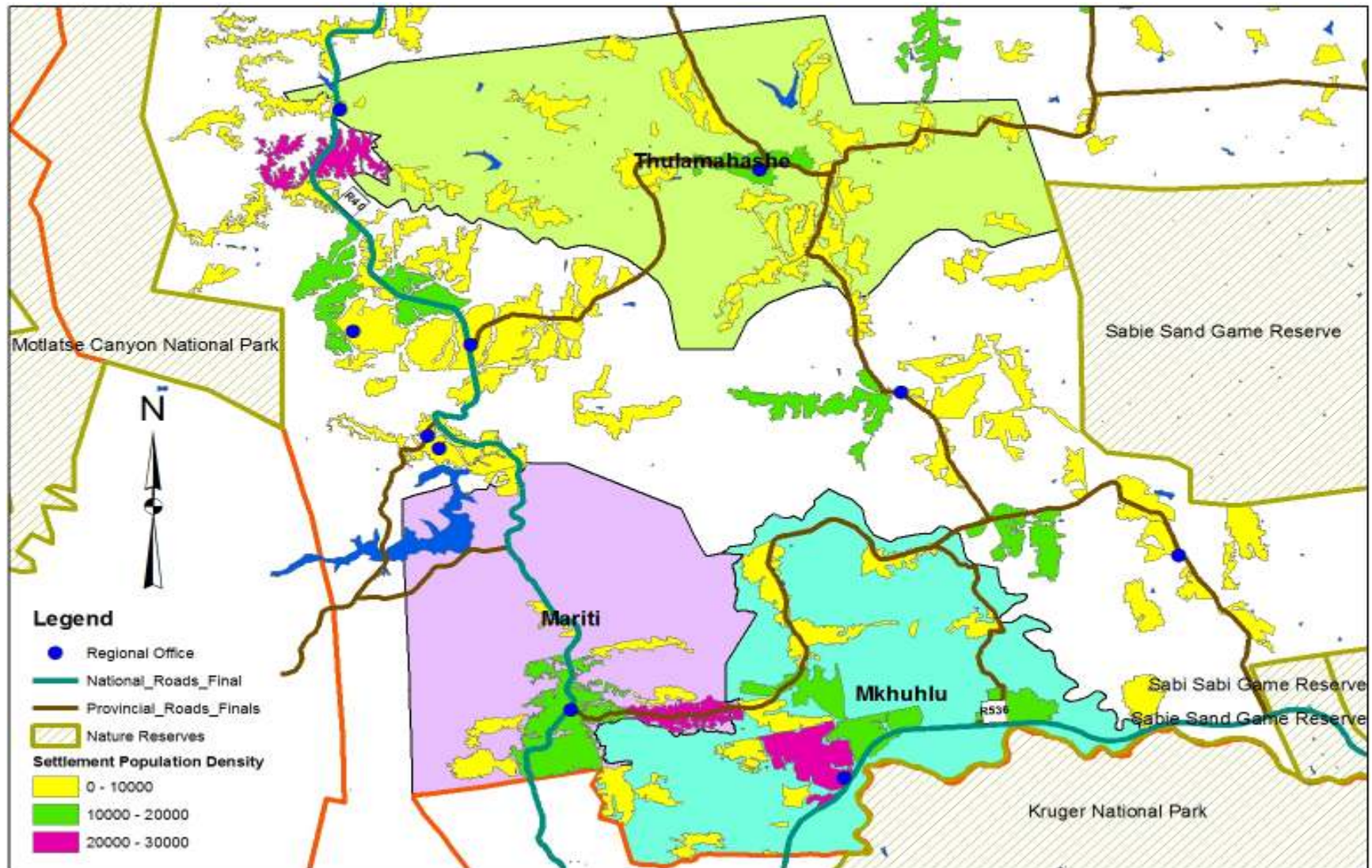
Figure 10: ATH Economic Development Corridor



- **MML Economic Development Corridor-** it is comprised of Mkhuhlu, Marite and Lillydale Economic Development Nodes. It is mainly characterised by industrial activities in Mkhuhlu. It is also highly connected to tourism activities related to Kruger National Park (KNP), with the Kruger Gate located in this corridor-Lillydale node to be specific. It has the potential to be linked with Maputo Development Corridor through R40.

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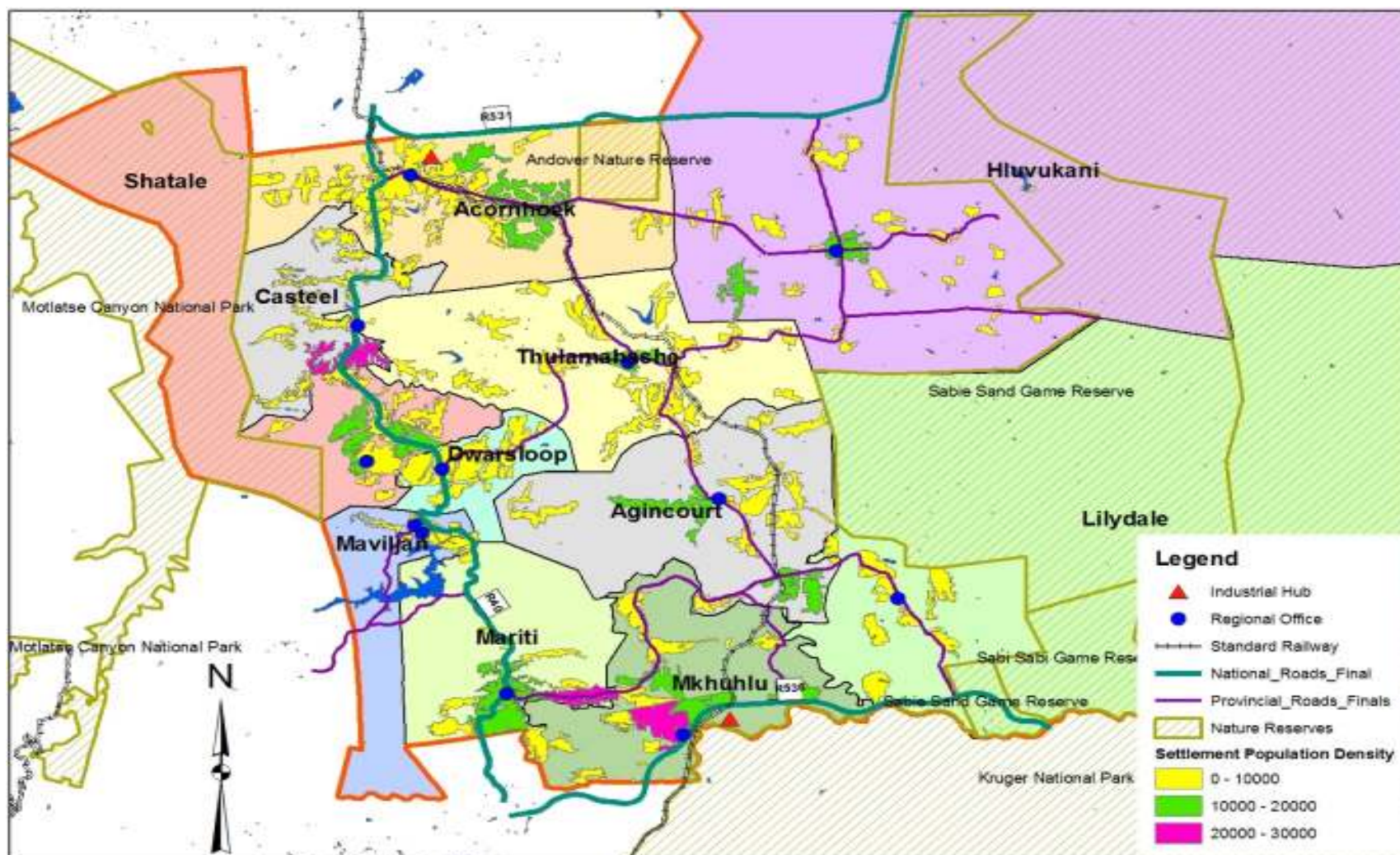
Figure 11: MML Development Corridor



4.1 Programme Context

The business plan for the implementation of Bushbuckridge Neighbourhood Development Programme is mainly focused on the following key nodes; Acornhoek, Shatale, Dwarsloop, Maviljan, Thulamahashe, Hluvukani, Marite and Mkhuhlu.

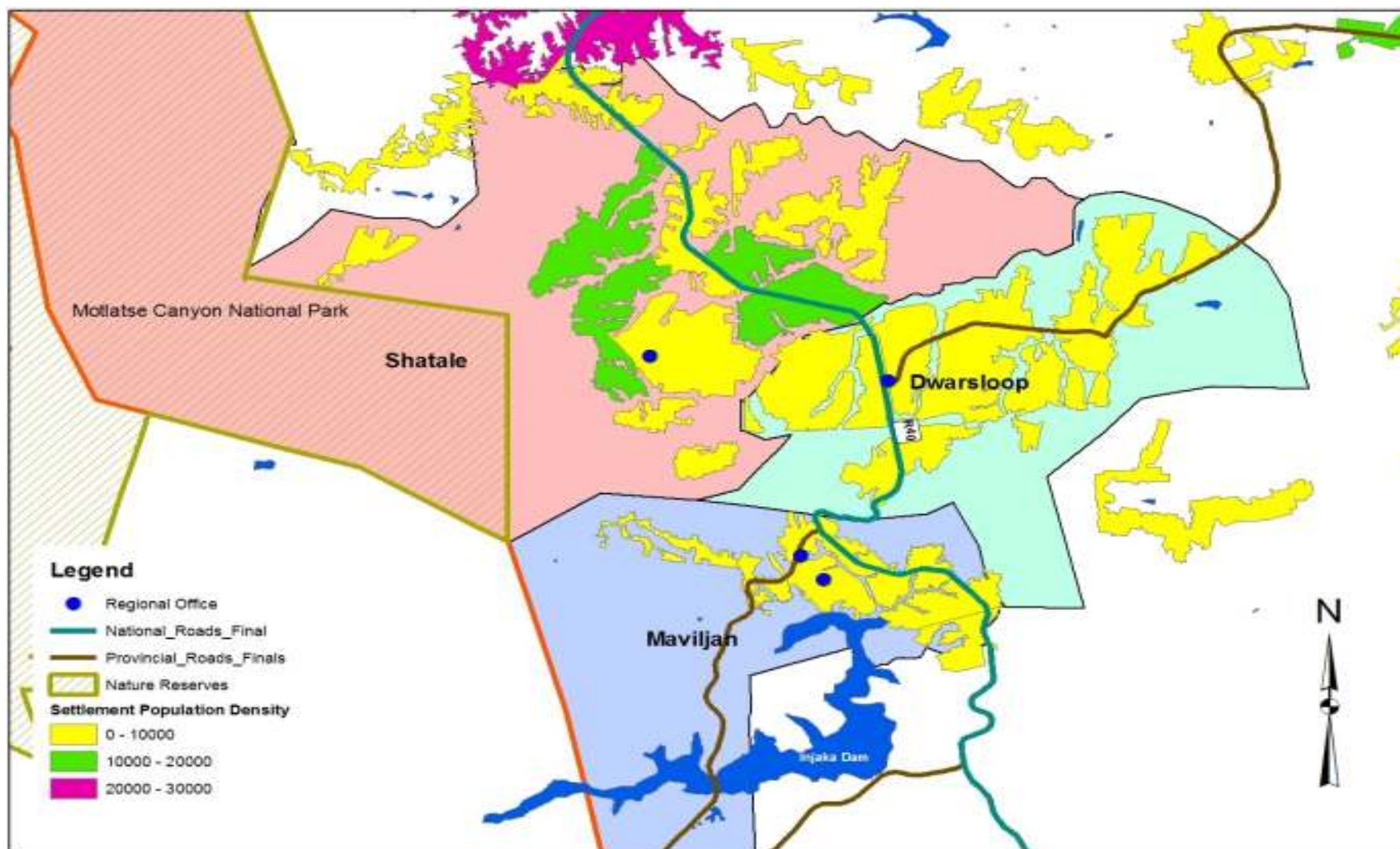
Figure 12: Spatial Location of Key Economic Development Nodes



4.2 Programme Thrust

There are six nodes which form part of BLM township regeneration strategy. These nodes are also part of economic development areas of the municipality and they are unique and have potential to unlock the economic potential of the municipality. Most importantly, they are inclusive in their design with a strongly linkages to various villages which include larger proportion of the population of the municipality. Below is a brief description of each of the economic development nodes in the area. However the strongest linkage in the municipality lies within MSD Economic Development Corridor which includes Maviljan, Dwarsloop and Shatale economic development nodes.

Figure 13: MSD Economic Development Corridor



Key activities within this corridor are dominated by retail, light industrial and housing developments. And each node is different in its design although the activities within these nodes stand strong chance of impacting positively and in large scale if they are developed as one corridor. Within the Maviljan Economic Development Corridor, there are three differently nodes which are interlinked. Below we discuss the offering of each node and its potential in unlocking economic development within the corridor and BLM at large.

4.2.1 Maviljan Economic Development Node

The area is located along the ridge overlooking the wide expanse to the north and to the south⁸. Maviljan, incorporates the Central Business District (CBD) of Bushbuckridge Local Municipality, containing the bulk of retail centres of the area. It is also the major investment, transport and employment centre of the municipality. It has also all the major banks. It is strategically located on the major route R40 and also easily accessible to vast number of villages and townships. Moreover, it is also accessible to major nodes within and beyond the jurisdiction of the municipality such as Hazyview, Graskop and Hoedspruit. The node has the potential to become one of the major economic development nodes within the province. The node is fairly attractive within BLM surrounded by a number of rural villages which uses Maviljan as the main economic centre. These villages mainly use the node to access various social and economic services including retail activities.

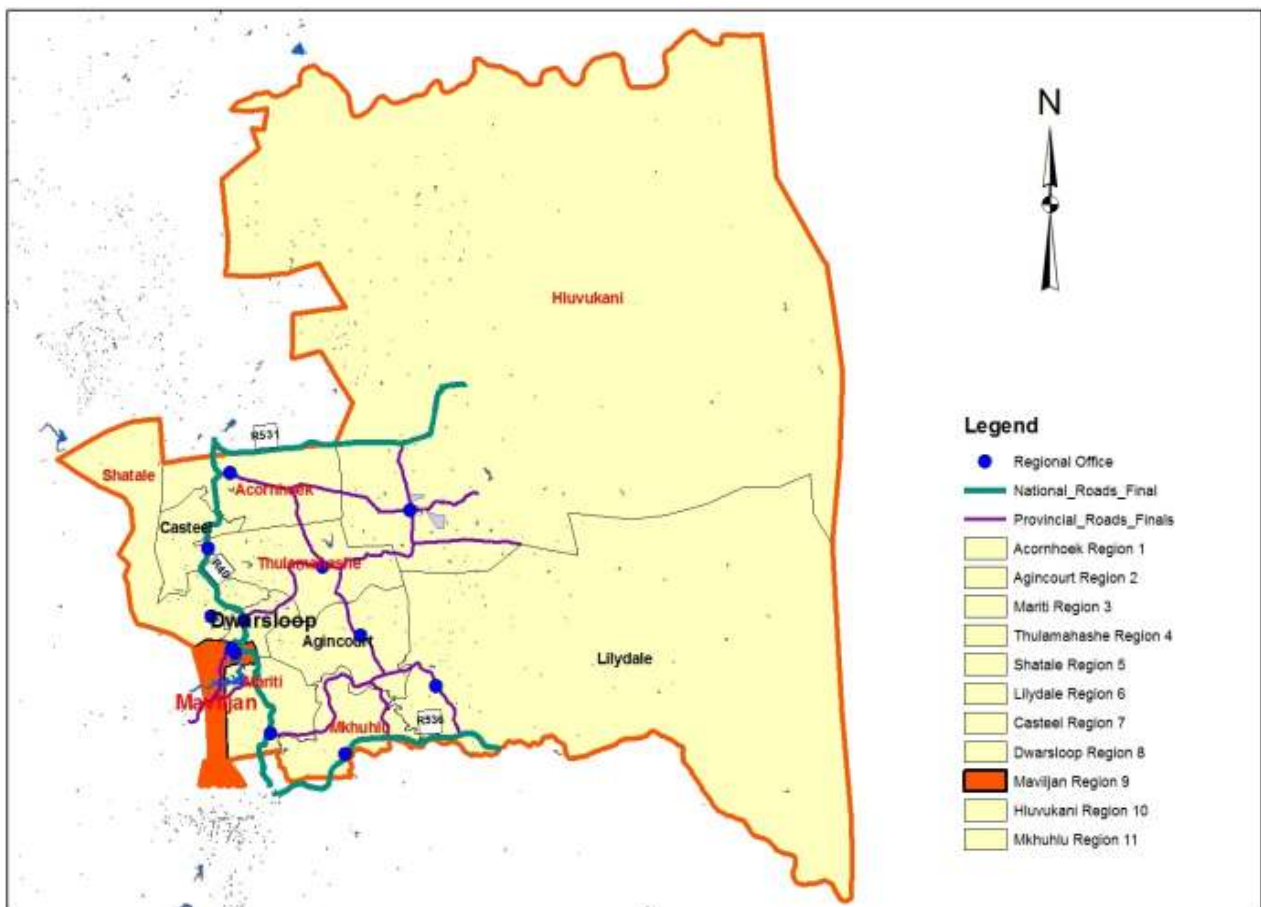
It is the economic hub of the municipality with the two main road R40 (national road and also part of the Maputo development corridor) and R533 (part of

⁸ BLM TRS

Panorama route- the famous tourism belt in Mpumalanga). Maputo-Limpopo Development Corridor passes through the main CBD of Maviljan. This makes the town to be highly congested.

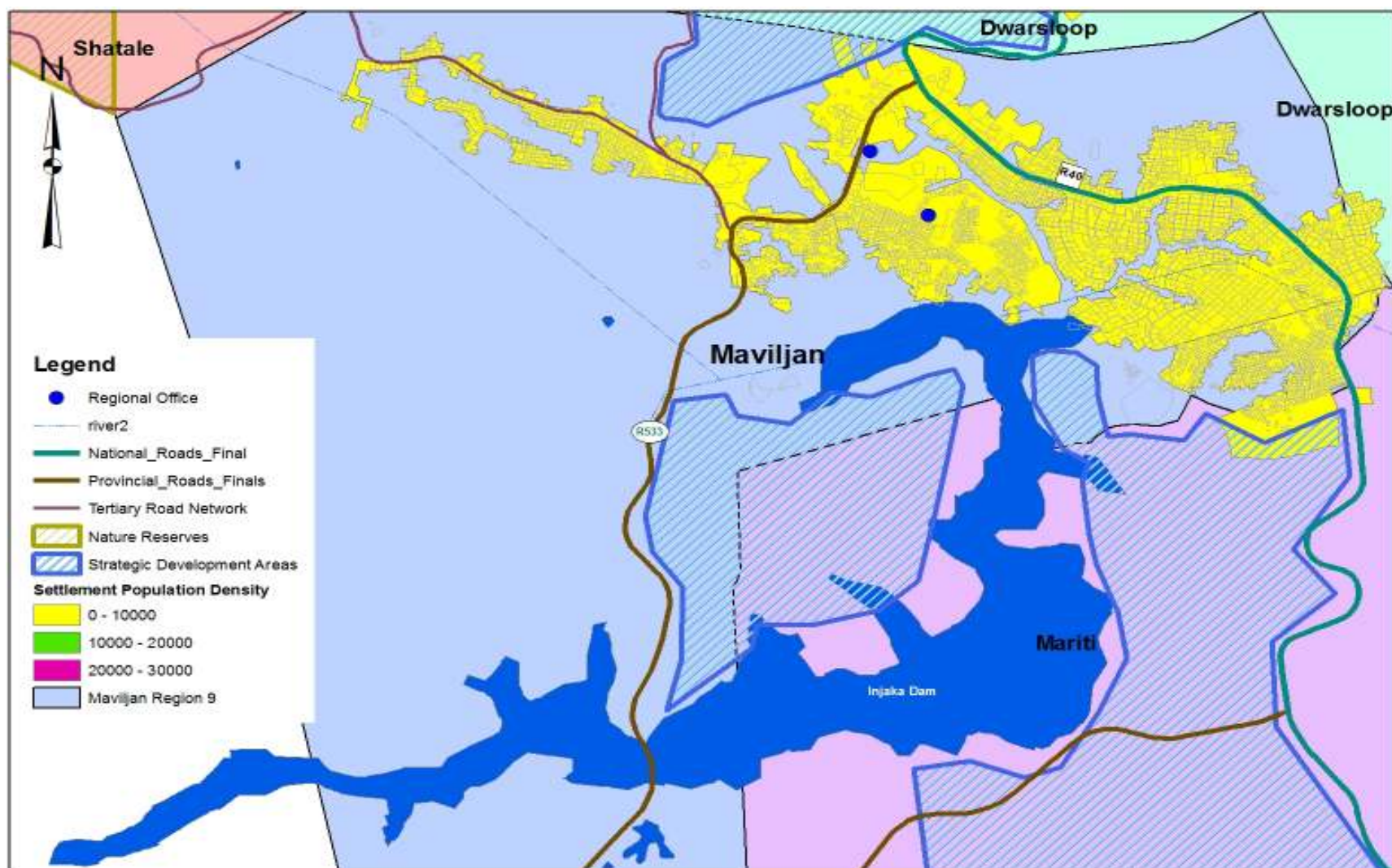
It is has a sub node (Injaka Economic Development Node) which has potential to become one of the most vibrant economic development nodes in the province. This is a Greenfield project aimed at developing mixed use property development with a strong tourism development. Some of the key proposed development of the node will include hotel and golf estate among others. The node aims to create modern development taking on the advantage of precious scenery along the Injaka dam. It is a multi billion rand Greenfield with the potential to strengthen the economy of the municipality and also to transform Maviljan node into an integrated economic hub of the region.

Figure 14: Spatial Location of Maviljan



Although an effort has been made in recent years, to expand the road through the construction of Boulevard, this has not yielded maximum result since the road construction has only taken place along R40. There is a need to maximise on the opportunity of reducing this congestion through further expansion on the development along the R533 which is also increased traffic volumes driven by the expansion of tourist activities on this important panorama route (Maviljan to Graskop). The main route travels through the large part of the town, creating congestion and access problems. The node is highly accessible and linked directly to all the nodes in the municipality.

Figure 15: Key Characteristics of Maviljan Economic Development Node



The node is well positioned to unleash economic potential of the municipality. However, there is a need to unlock some of the strategic parcels of land which could be used to maximise on the potential for the development and expansion of to increase economic activity. The economic growth of the municipality is intrinsically linked to the growth of this node. There are some challenges that need to be addressed in order to unlock the economic potential of the municipality and the node. Key among this is the formalisation of the town planning elements, construction of Graskop Boulevard and also the zoning and rezoning of strategic land as well as the development of precinct plans for the node.

4.2.1.1 Concept and Approach

This is the main strategic economic anchor of the municipality. There is a need and opportunity to create a functional town that can attract private sector investors with potential to create employment and economically viable area.

There is a potential for the expansion of existing town, however, this will largely depend on the ability of the municipality to preserve and avail certain strategic land that could allow for the expansion and growth of the current central business district (CBD), into a formidable town.

Key among the developments, is identifying and unlocking strategic land that has potential for economic development as well as the zoning and the development of precinct plans for the area. Some of the key development initiatives include the expansion and construction of boulevard along R533, expansion of the existing GLA for shopping and office with a high rise residential development to accommodate modern mixed land use development.

The Maviljan Economic Development Node has also a sub-node, **Injaka Development Precinct**, which has potential to become one of the anchor

investments areas in the municipality by optimising on tourism potential, the Injaka Dam.

This is a Greenfield project aimed at development mixed use property development with a strong tourism development. The node aims to create modern development taking on the advantage of precious scenery along the Injaka dam. It is a multi billion rand Greenfield with the potential to strengthen the economy of the municipality and also to transform Maviljan node into an integrated economic hub of the region.

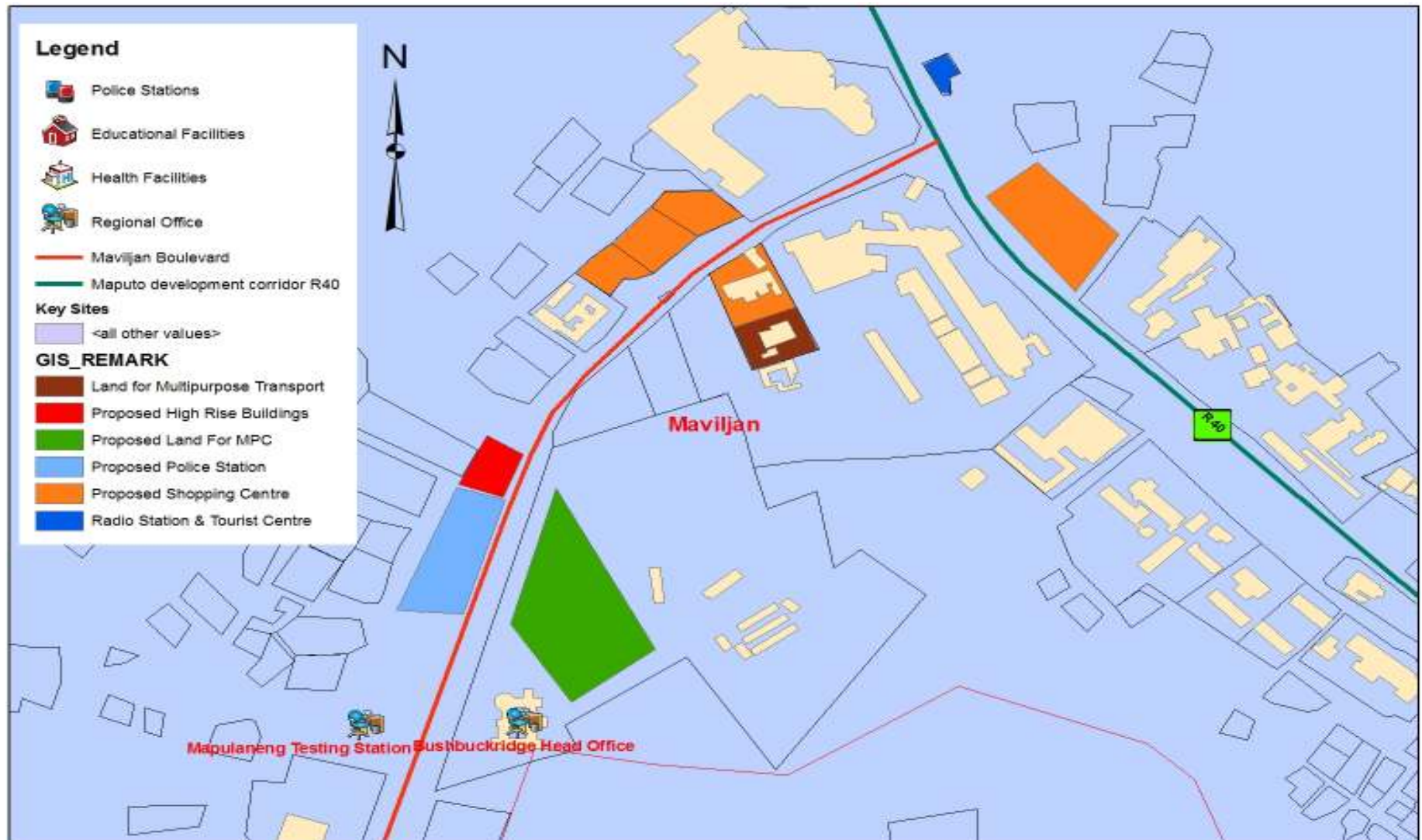
Proposed Development Initiatives in Injaka Dam

The mixed used development which is mainly focusing on taking advantage of Injaka dam to strategically position this resource as a gateway side into the ecology and tourism gateway in the region. The main aim is to develop this untapped tourism attraction in the



form of Injaka dam with the development of shopping facilities, hotel, bed and breakfast, nursery and educational facilities among others. The aim is to develop the land adjacent to the dam over the years with the dominance of private sector involvement, given the popular notion that development should be government led and private sector driven.

Figure 16: Key development Initiatives and projects in Maviljan Economic Development Node



4.2.1.2 Project Proposals, funding and leverage

Below is the list of proposed projects to be implemented in Maviljan Economic Development Node. A detail description is provided in the table below.

<i>Investments Driven By Private Sector</i>	
<i>Investment Driven By public Sector</i>	
<i>Both (public and Private Sector)</i>	

Project readiness and prioritisation matrix

<i>Short</i>	<i>Ready for implementation</i>
<i>Medium</i>	<i>Some work still needs to be done</i>
<i>Long</i>	<i>It will take longer period to materialise</i>

Table 8: Current and Proposed Projects in Maviljan

Project Description	Project Status	Funding Source	Budget	Priority Level
Development of Tourism Master Plan for Injanga Dam	Completed	IDT/DWA/IDT	R2,2 million	Long
Extension of Graskop Boulevard R533 Road	Concept	NDPG	R 25 million	Short
Construction of Thusong (Multipurpose) Centre ⁹	Planning	NDPG/ BLM	R35 million	Short
Development of multimodal transport facility	Concept	NDPG/BLM	R30 million	Medium
Construction of walkways along R533	Concept	NDPG	R2 million	Short
Relocation of houses for the construction of ring road ¹⁰	Planning	NDPG	R20 million	Short
Matenteng Formalization and Land Tenure Upgrading for 1500 households-Greenfield project	Concept	BLM	R500 000	Medium
Installation of solar powered street lights along Maviljan Boulevard	Concept	NDPG	R250 000	Medium
Pedestrian Crossing along R40 to link current and proposed shopping centre	Concept	NDPG	R15 million	Short
Conducting land audit and finalisation	In Progress	BLM	R1,5 million	Medium

⁹ Land Adjacent to the municipality

¹⁰ 20 households to be relocated

Project Description	Project Status	Funding Source	Budget	Priority Level
formalisation and registration of properties in Maviljan				
Construction of By-pass Road	Planning	BLM ¹¹ /SANRAL	R200 million	Short
Construction of police station	Planning	SAPS	R35 million	Medium
Extension of shopping centre- Twin City	Concept	Private Sector/BLM	R150 million	Long
Development of shopping centre on R40	Concept	Private Sector	R100 million	Long
Purchase land and construction of Shopping centre	Concept	NDPG/BLM/Private Sector	R4 million	Medium
Biomass pilot project	Planning	DOE ¹²	R38,8 million	Short
Revitalisation of Bushbuckridge Nature Reserve	Implementation	DEA ¹³	R45 million	Short

Detail Project Description: Anchor Projects

Anchor projects are described below including what the projects aim to achieve within the node. This project description only focuses on key anchor projects which are at various stages. The linkage for projects is only depicted in the maps provided.

Project Name	Project Description
Extension of Graskop boulevard- R533 road	Construction and extension of boulevard along R533 for about 5 km. This is accommodating volumes of traffic that is coming on the panorama tourist route which is increasingly growing over the years. The activities along this route have also increased as a result of a number of developments such as Twin City shopping centre, Head Office of Bushbuckridge Municipality, Testing centre,

¹¹ Municipality paid for the design (Approved). SANRAL will pay for construction. Currently busy with relocations for some houses

¹² Department of Energy

¹³ Department of Environmental Affairs

	<p>current and proposed new police station as well as the hospital. These developments have resulted in high volume in traffic into town and also congestion which has resulted in the road being generally riskier.</p>
<p>Construction of multipurpose centre (Thusong Centre)</p>	<p>Maviljan has become economic power house of the municipality with the number of services concentrated in this node. Currently there is a challenge with regard to the location of government services in particular which are located in different areas and could not be accommodated in reaching walking point. Accessibility for the CBD dictate a need for the development of centre that could accommodate number of government services offered by institutions such as home affairs, South Africa Social Security Agency(SASSA), Department of Social Development (DSD), among others. Currently, there is a land which is located within the municipal office which could be used for construction and location of the services. most importantly the land is located in area which is accessible (along R533).</p>
<p>Construction of police station</p>	<p>The South African Police Service (SAPS) is currently looking into the construction of new building that will be able to service and accommodate number of services required to serve the residents of the municipality. This development is best suited to be located on Maviljan along R533 road. The proposed location of the development will increase investor confidence in the</p>

	<i>CBD and trigger more development initiatives.</i>
Extension and Construction of Shopping Centre	<i>This project entails the expansion of gross lettable area (GLA) in Maviljan CBD through the construction of shopping centre on the land opposite Twin City Shopping Centre. Essentially, the aim is to ensure that land is utilised in a manner that will preserve the limited parcel of land available for development. The land is owned by the government, through department of public works.</i>
Development of shopping centre on R40	<i>There an opportunity to increase the gross lettable area (GLA) and capture economic leakage through the construction of shopping centre in Maviljan opposite existing shopping centre along R40. This is planned to be located on Portion 5 of de reminder of Maviljan 252 KU which is 8 ha. The land is available, there is a need for inviting interested parties to use this land for the development of this shopping centre.</i>
Installation of solar powered street lights along Maviljan Boulevard	<i>This project includes complementing the development initiatives along R533 through increasing visibility of the town in the evening.</i>
Development of walkways along R533	<i>There is high volumes of pedestrian traffic that walk along R533 to access various services in organisation that are located along R533 such as Municipal Head Office, Police Station, Traffic testing station and hospital. As such</i>

	<i>it would be ideal to improve safety of people who walk along this road through construction of walk ways.</i>
Formalisation and land tenure upgrading	<i>This project aim to address Formalization and Land Tenure Upgrading which is called Matenteng. This is a green field project which is expected to develop 1500 to accommodate households.</i>
Purchase land and construction of Shopping centre	<i>This project entails buying a land that is occupied by Mashego Shopping Complex to increase the GLA in the municipality. Once the land has been secured, the municipality will rezone it and interested private sector players will be invited to purchase the land for the development of shopping and offices that will compliment the structure and growth of the CBD.</i>
Biomass pilot project	<i>This project is a renewable energy initiative which is going to use waste generated from Hluvukani to the landfill site located in Maviljan. The residents of Hluvukani are the beneficiaries of this project on the basis that the waste used in this project is and will be generated in their areas of jurisdiction.</i>
Revitalisation of Bushbuckridge Nature Reserve	<i>This project focuses on improving the current attraction that the BLM is endowed with through establishing integrity of Bushbuckridge Nature Reserve. Some of the activities that would be undertaken to ensure this will be through establishing perimeter fence, entrance gate, staff and office accommodation. Some of the</i>

	<i>infrastructure that targeted for this development includes environmental education centre and internal roads. To date the project has focused on alien-invasive clearing, creating fire breaks and job creation through employing field rangers & EPWP workers.</i>
Relocation of houses for the construction of ring road	<i>This project is aimed at accommodating relocation cost for households which are located on servitude of a new road which SANRAL is financing. The aim of the project is to relocate the households within the township with the aim of covering wide range of cots including putting new infrastructure in those areas that the residents will be relocated. This project will pave way for R200 million road project which SANRAL is aiming to implement in the next financial year (2014/15).</i>

Figure 17: Location of Ring Road- Dwarsloop

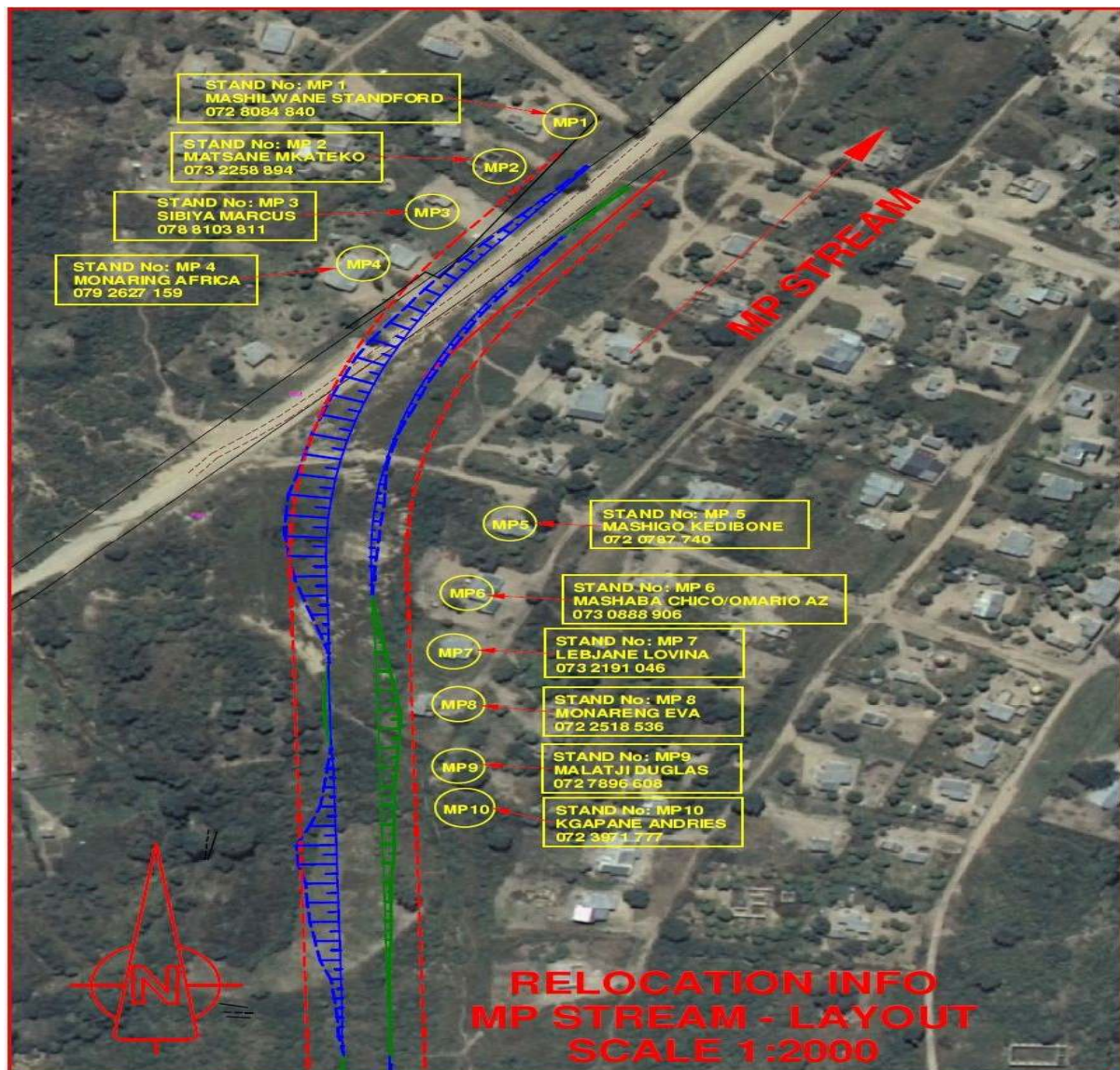


Figure 18: Spatial Location of Ring Road, Maviljan



Table 9: Key Projects in Injaka

Project Description	Project Status	Funding Source	Budget
Tree Camping	Planning	Private Sector	R20 million
Horning farming	Planning	Private Sector	R15 million
Mushroom farming	Planning	Private Sector	R10 million
Water front	Planning	Private Sector	R100 million
Educational sites	Planning	Private Sector	R50 million
Pink Tibouchina Lodge	Planning	Private Sector	R30 million
Housing Cluster	Planning	Private Sector	R150 million
Longitudinal Sites Area fronting on R533	Planning	Private Sector	R100 million
Model Farm Bed and Breakfast	Planning	Private Sector	R40 million
Golf Estate	Planning	Private Sector	R500 million
Water front village	Planning	Private Sector	R300 million
Tented Camp and camping site	Planning	Private Sector	R20 million
Bed and Breakfast	Planning	Private Sector	R40 million
Treehouse Hotel and Satelite Camp site	Planning	Private Sector	R35 million
5 Star Resort Hotel	Planning	Private Sector	R200 million
Forest Lodge	Planning	Private Sector	R60 million
Indigenous Tree Nursery	Planning	Private Sector	R50 million

Figure 19: Spatial Location of proposed Development

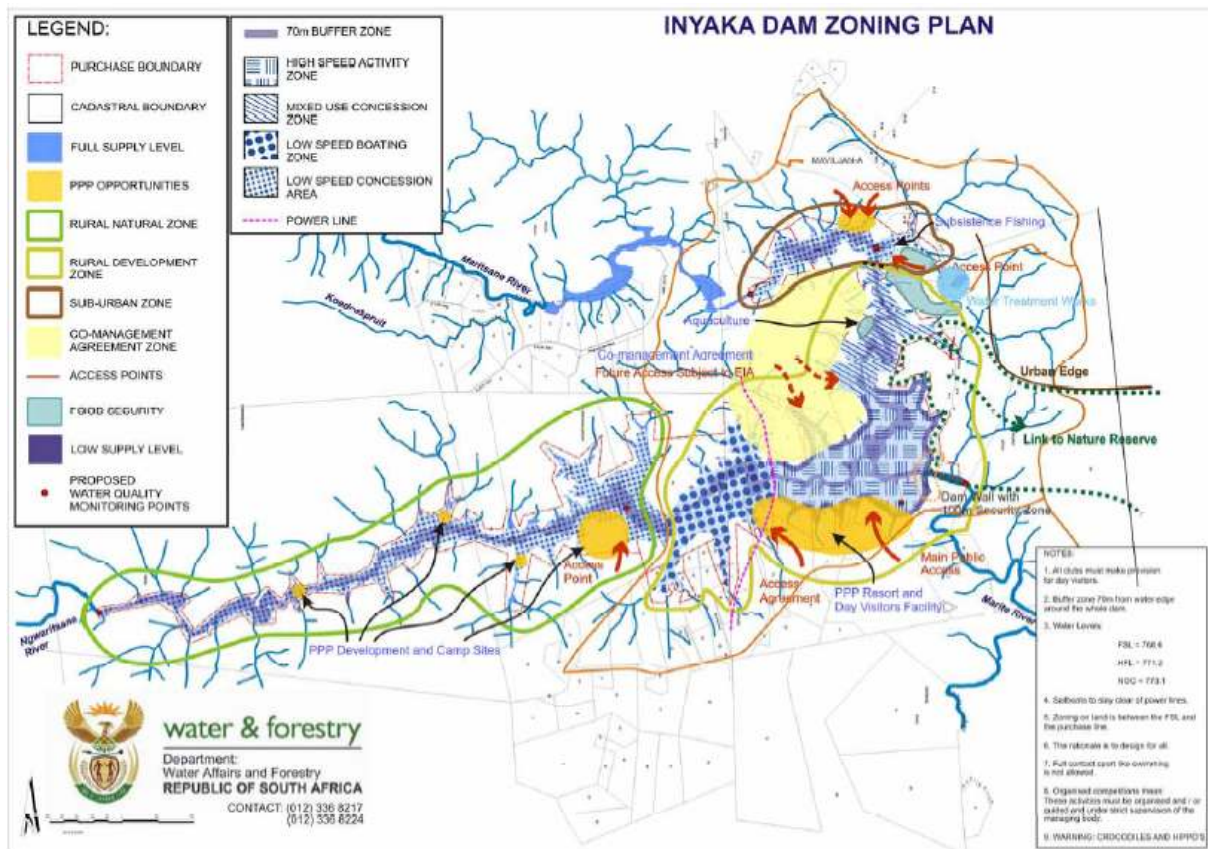


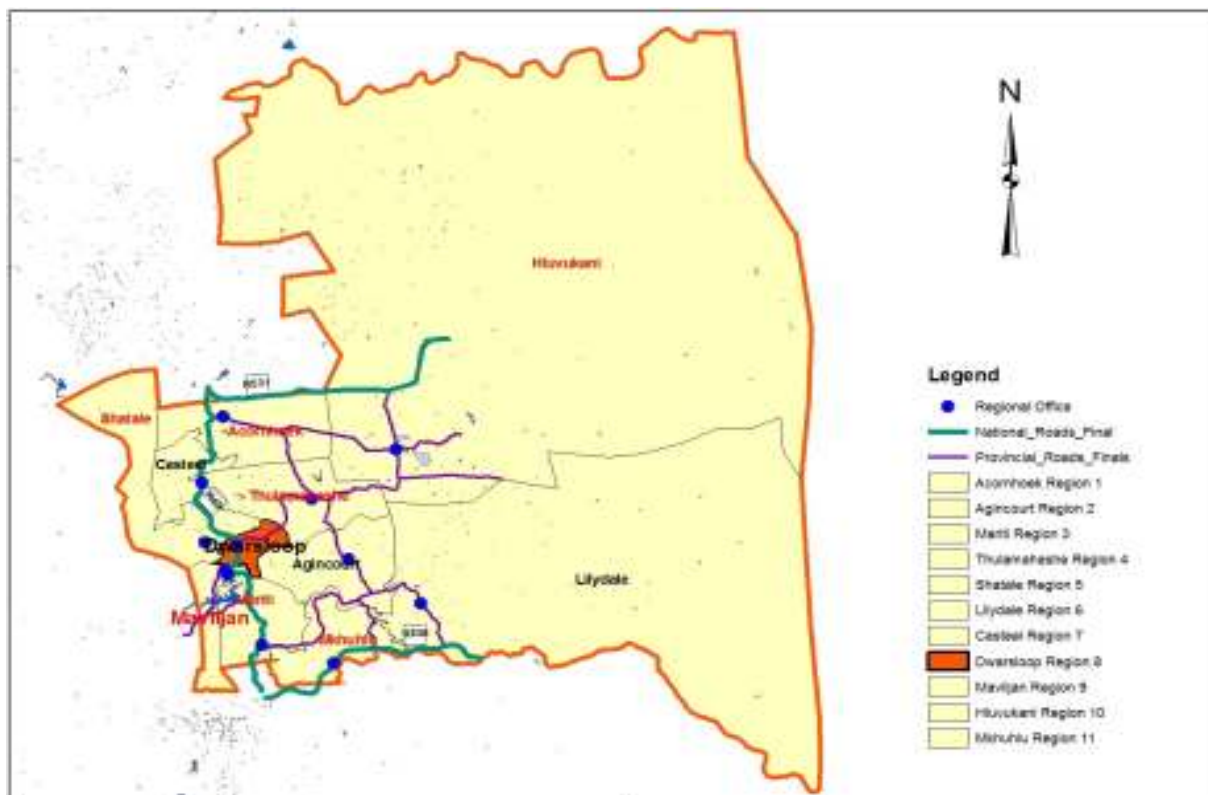
Figure 20: Water Front Village and Proposed Golf Estate



4.2.2 Dwarsloop Development Node

Dwarsloop economic development node is located approximately 5km away from Bushbuckridge CBD, along R40 route and it is located at the intersection between the R40 and D4394 road. A shopping centre is located just south of the latter intersection and municipal satellite offices immediately north of the intersection. There is a densely populated township south of the D4394 road, while the remainder of Dwarsloop consists of low density residential plots. Two more Strategic Development Areas have been identified in this area – to the west of Shatale/ London, and to the north of Dwarsloop A. Pressure for development is somewhat lower than at Maviljan and growth mostly consists of infill development, and is not located in the SDAs.

Figure 21: Spatial Location of Dwarsloop Development Node



4.2.2.1 Concept and Approach

The node is intertwined with the economic activities in Maviljan and strategically located to become light industrial hub of the municipality to support growth in Maviljan and surrounding areas. The demand for expansion and growth in Dwarsloop is highly intertwined with the planned growth in Maviljan. Essentially, Dwarsloop will benefit immensely from planned bypass road in Maviljan which is expected to divert a large proportion of traffic especially trucks and buses along R40 (Maputo-Limpopo Corridor) to various destinations.

Figure 22: Spatial Location of Dwarsloop Node

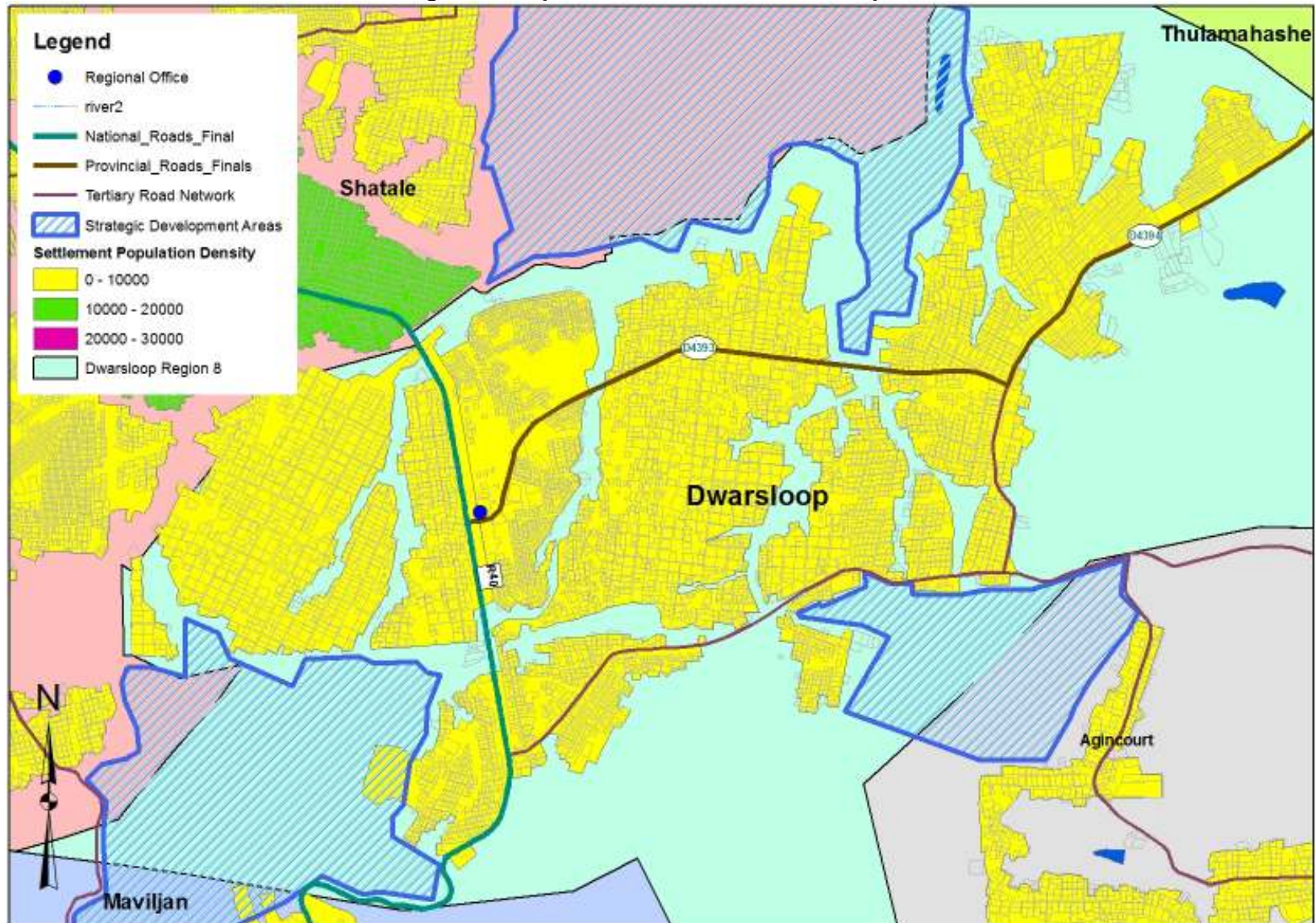


Figure 23: Location of all proposed projects

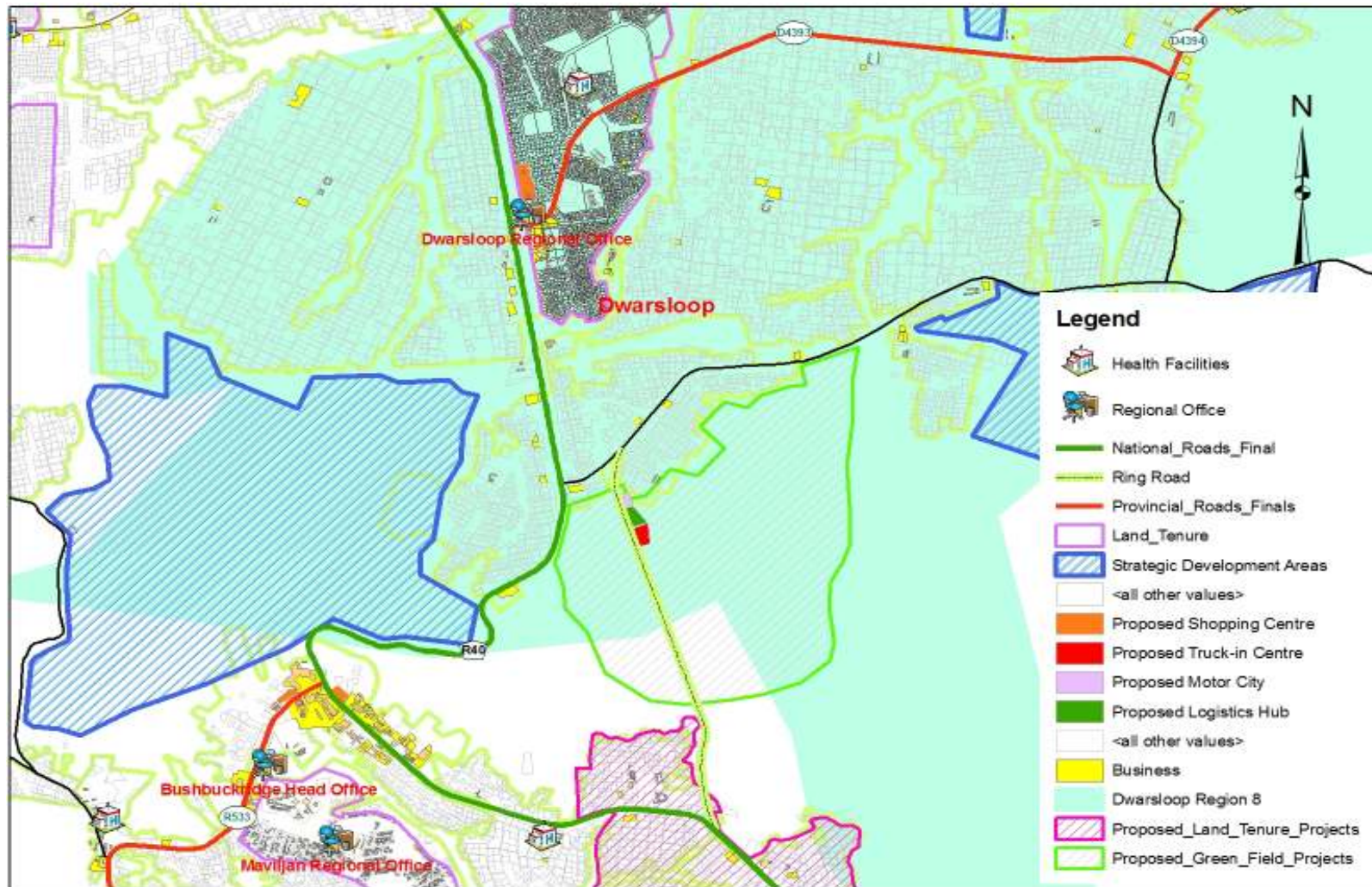
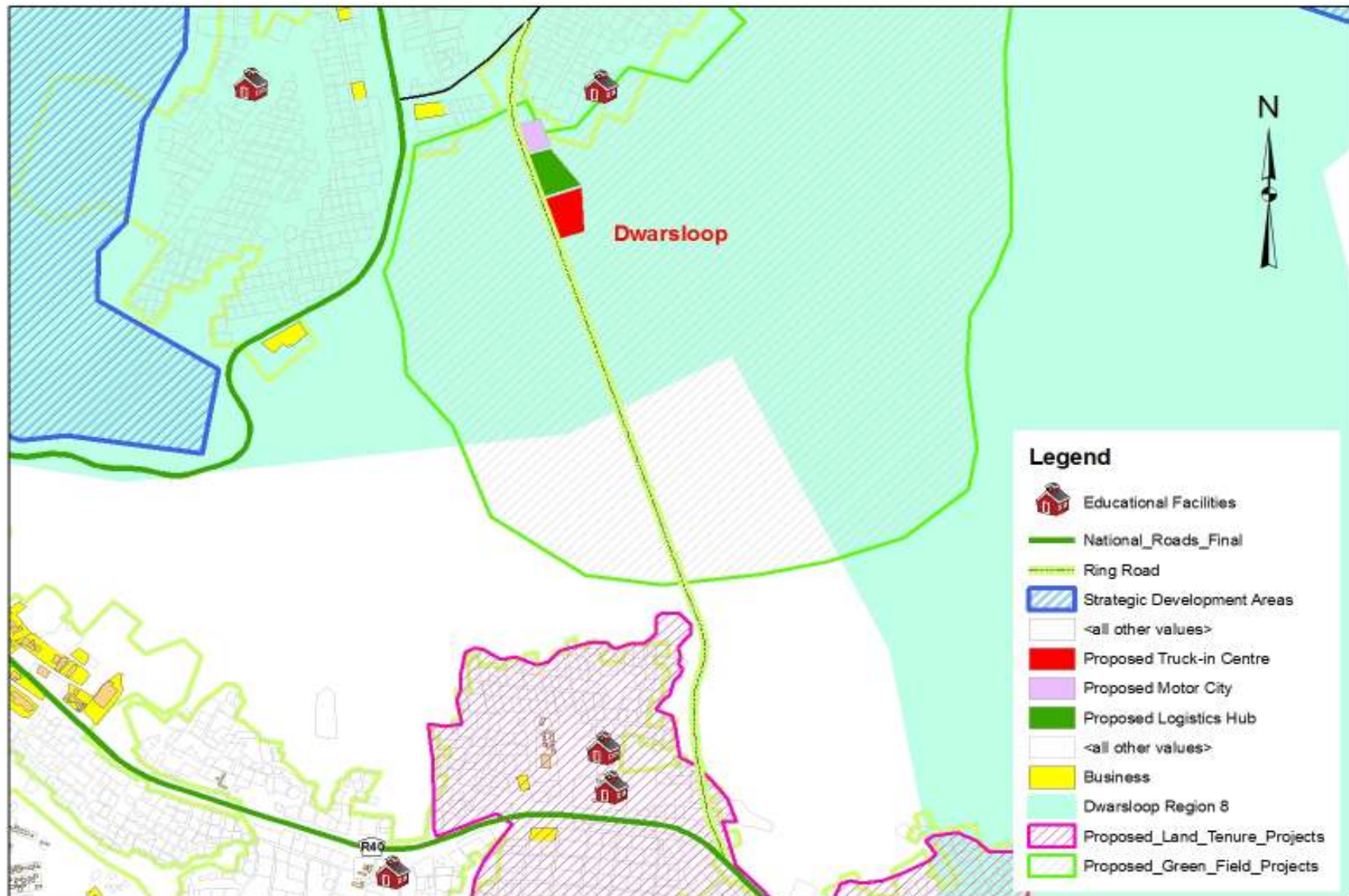


Figure 24: Closer Location of Proposed Shopping Centre in Dwarsloop



Figure 25: Closer Location of Proposed Truck in Centre, Motor City and Filling Station



4.2.2.2 Project Proposals, funding and leverage

<i>Investments Driven By Private Sector</i>	
<i>Investment Driven By public Sector</i>	
<i>Both (public and Private Sector)</i>	

Table 10: Current and Proposed Projects in Dwarsloop

Project Description	Project Status	Funding Source	Budget	Priority Level
Development of motor city	concept	NDPG	R30 million	Medium
Development of shopping centre	In Progress	Private Developer	R250 million	Medium
Logistic hub and storage facilities	Concept	BLM/Private Sector	R50 million	Long
Truck in Centre- Truck services and tune-ups	Concept	Private Developer	R20 million	Long
Greening Dwarsloop	Concept	NDPG	R1,5 million	Short
Construction of bypass road	Planning	SANRAL	R200 million	Short
Land Tenure Project	Planning	BLM	R200 000	Medium
Expansion and development of township	Concept	Private sector	R80 million	Long
Relocation of Bus Depot for Great North Transport for Multimodal Modal Transport Facility	Concept	NDPG	R1,6 million	Medium
Development of precinct plan	Concept	NDPG	R120,000	Short

Detail Project Description

Each project is described below and the aim of the projects in the node also described. This project description only focuses on key projects which are at various stages. The linkage for projects that is only depicted in the maps provided.

Project	Project Description
Truck in Centre- truck services and tune ups	This project entail developing service station that will be mainly design to service the volumes of trucks that are playing major economic activities within the corridor. It also includes the development of filling station and holding area for the truck.
Developing logistics hub and Storage Facility	This entails taking opportunity for position Bushbuckridge as are which can become storage hub of major establishment who want to develop their business in the area. J & B group has already show interest with the construction of storage facility within this node. It will be deal to accelerate the development thereof through continuously identifying land that could be allocated for these types of activities.
Development of shopping centre	There is an interest demonstrated by the private sector through initiatives such as the development of shopping centre in Dwarsloop. There is a growing interest on Portion 35 of the farm Dwarsloop 248 KU and the municipality is the process of advertising the land to interested parties. It should be noted that there is also strong interest by various private sector players to secure the side for developing shopping centre.
Greening Dwarsloop	This project entail developing walk ways and planting the trees in Dwarsloop from the intersection of R40 and Dwarsloop toward the direction of municipal regional offices entrance. It aims to regenerate Dwarsloop as a node which could become attractive to the citizens.

**Construction
bypass road**

of This project is being implemented by SANRAL. The aim of the project is to reduce the volumes of traffic especially trucks that passes through the CBD of Maviljan. The construction of the road is fully funded by SANRAL. The design has already being completed.

The picture below depicts the type of building to be constructed as automotive body repair within truck in tune service centre.



The picture below depicts the type of building to be constructed to accommodate light industrial activities in Dwarsloop.



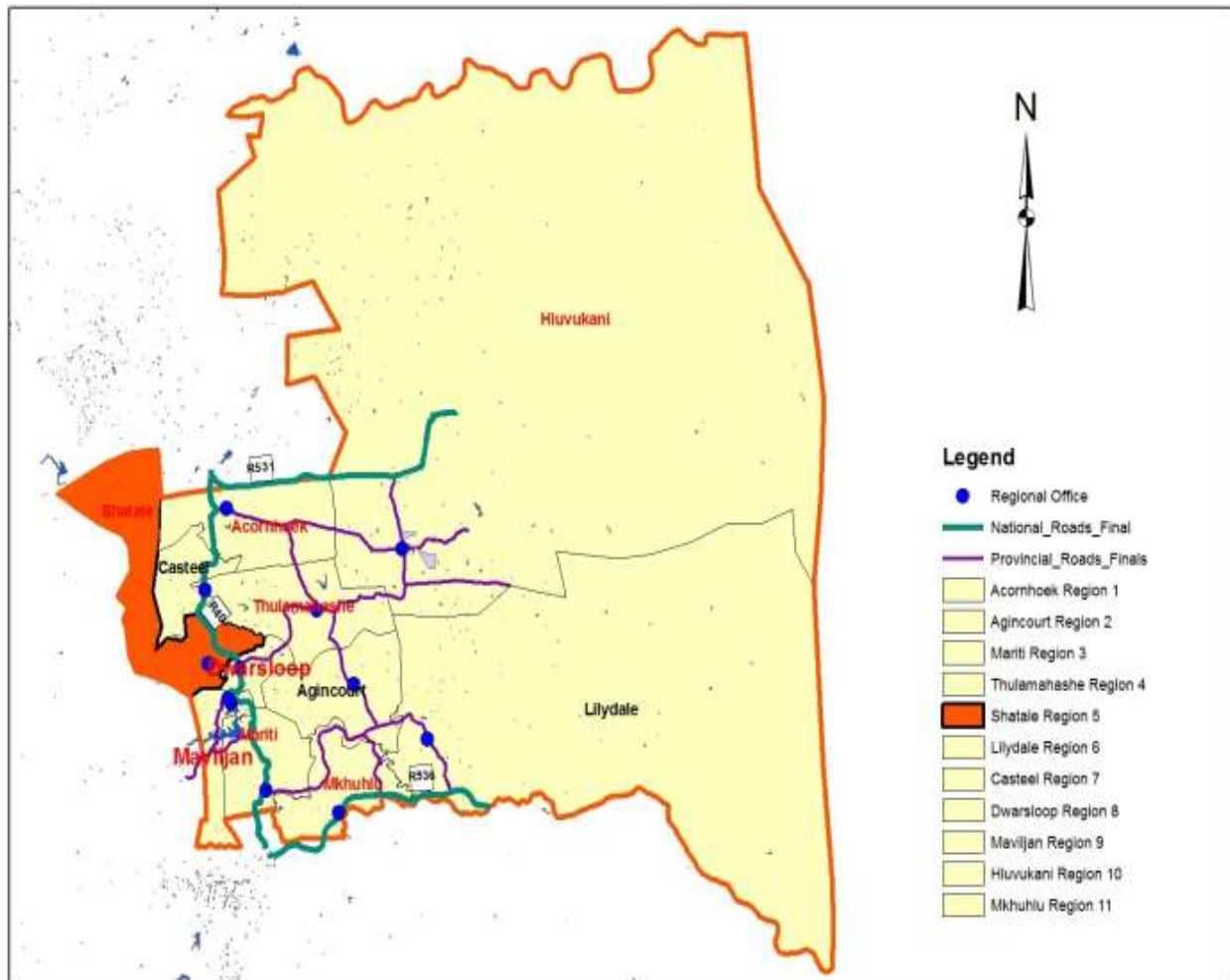
4.2.3 Shatale Development Node

4.2.3.1 Background

Shatale node is strategically located in close proximity to Bushbuckridge CBD in Maviljan and Dwarsloop. The node has a structured township which is strategically located to support growth in Maviljan and Dwarsloop.

Shatale has evolved dramatically with decent houses being built by the residents. The current social infrastructure facilities include three primary schools, three secondary schools, sport facility and a post office. This infrastructure is also accessible to the residents of the surrounding villages.

Figure 26: Spatial Location of Shatale Development Node



4.2.3.2 Concept and Approach

Shatale is strategically located within the vicinity of Maviljan CBD and Dwarsloop which are the town and future light industrial nodes of the municipality respectively. Proximity of Shatale which is geographically strategically located within the MSD Development Corridor provides the township with the opportunities to develop a strong neighbourhood with strong economic linkages. Essentially, Shatale is strategically located to residential development

which will mainly house people who work in Maviljan, Dwarsloop and surrounding areas.

Figure 27: Spatial Location of Shatale

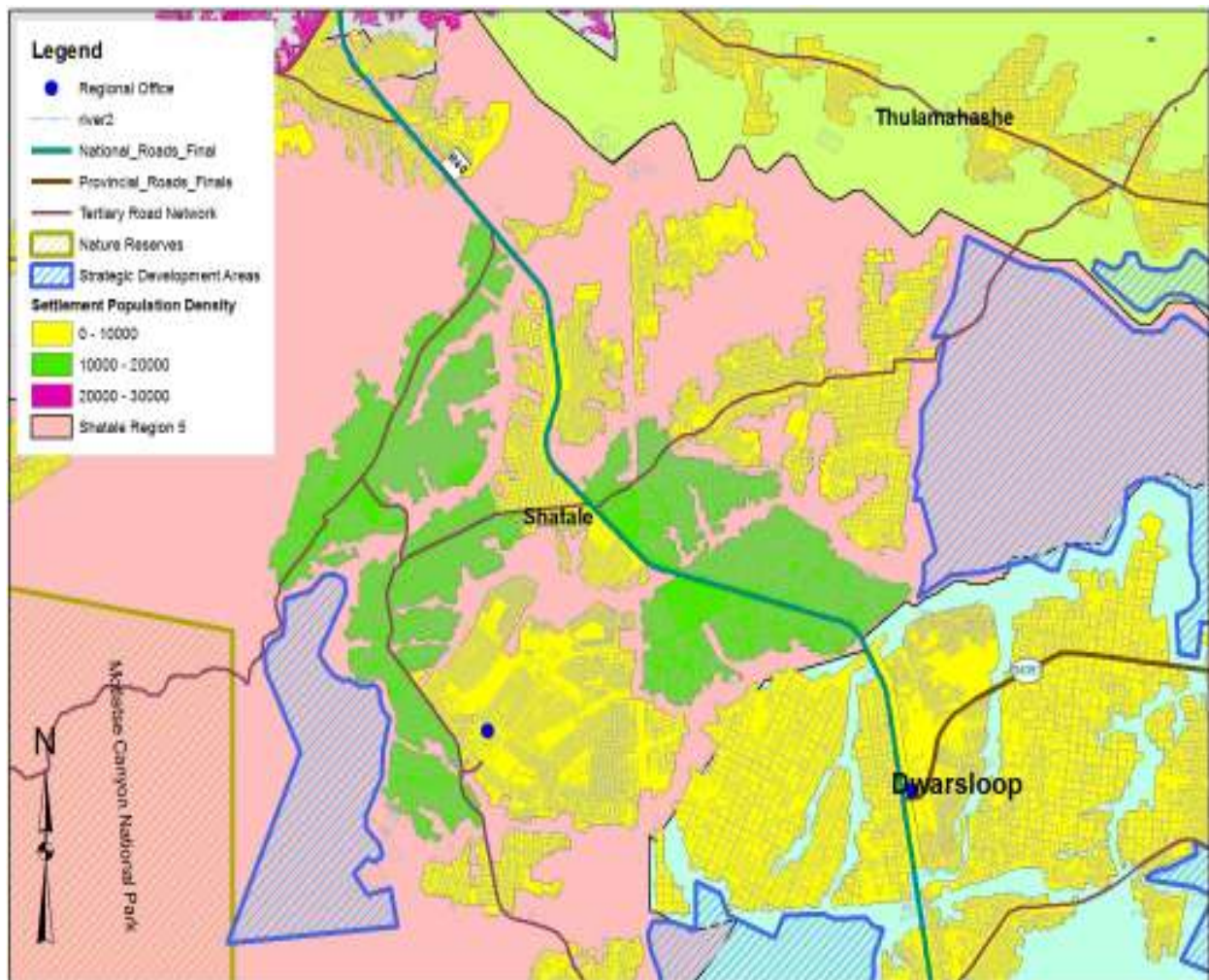


Figure 28: Shatale Economic Development Node



Figure 29: Closer view of shatale main road (Greening Shatale Project)



4.2.3.3 Project Proposals, funding and leverage

Investments Driven By Private Sector	
Investment Driven By public Sector	

Table 11: Current and Proposed Projects in Shatale

Project Description	Project Status	Funding Source	Budget	Priority Level
Development of precinct plan	Concept	NDPG	R120000	Short
Greening Shatale	Concept	NDPG	R2 million	Short
Revitalization of Park in Shatale	Implementation	NDPG/National Lottery	R200 000	Short
Construction of market stalls	Concept	NDPG	R150 000	Short
Construction of walkways	Concept	NDPG	R2 million	Short
Development of mini shopping centre	Concept	Private Sector	R50 million	Long

Detail Project Description.

Each project is described below and the aim of the projects in the node is also described. This project description only focuses on key projects which are at various stages. The linkage for projects that are completed is only depicted in the maps provided.

Project	Project Description
Expansion and development of township	This project aim to position Shatale node as township which complement and capture economic activities that are taking place in Maviljan and Dwarsloop through the development of housing to accommodate people who work in the key nodes. The land which is suited for this project is Strategic Development Area which is highlighted on the Shatale Economic Development Map above.

Greening Shatale	This project aims to ensure that Shatale become environmentally friendly through the planting of trees from R40 towards major road in the township until the T-junction. The road that forms T-junction will also be included. The construction of walkways will also be included as part of this project.
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4.3 Acornhoek Development Node

4.3.1 Background

The settlement area of Acornhoek falls within the jurisdiction of Bushbuckridge Local Municipality (BLM). Acornhoek is located approximately 150km north of Nelspruit and 200km south-east of Polokwane and forms part of the Sand River Catchment area¹⁴. It is one of the most dominant activity node in the municipality. The railway runs through the settlement, parallel to the District road (D3930). Some of the major activities within the node include a hospital and a shopping Centre. However, settlement growth has taken a large proportion of strategic land parcels. Potential growth for the node consists of infill development, expanding to all directions. There are large concentrations of new structures immediately south of the R40/ D3930 intersection. This area also holds one significant Strategic Development Area to the north, this has potential to ease development given that there is much pressure for development within the node.

This node is located in a densely rural settlement on the eastern parts of the municipality along R40 road towards Phalaborwa. There is a lack of appropriate development structure or framework to accommodate the pressure for growth and movement. This has resulted in ad hoc management of development

¹⁴ BLM Township Regeneration Strategy

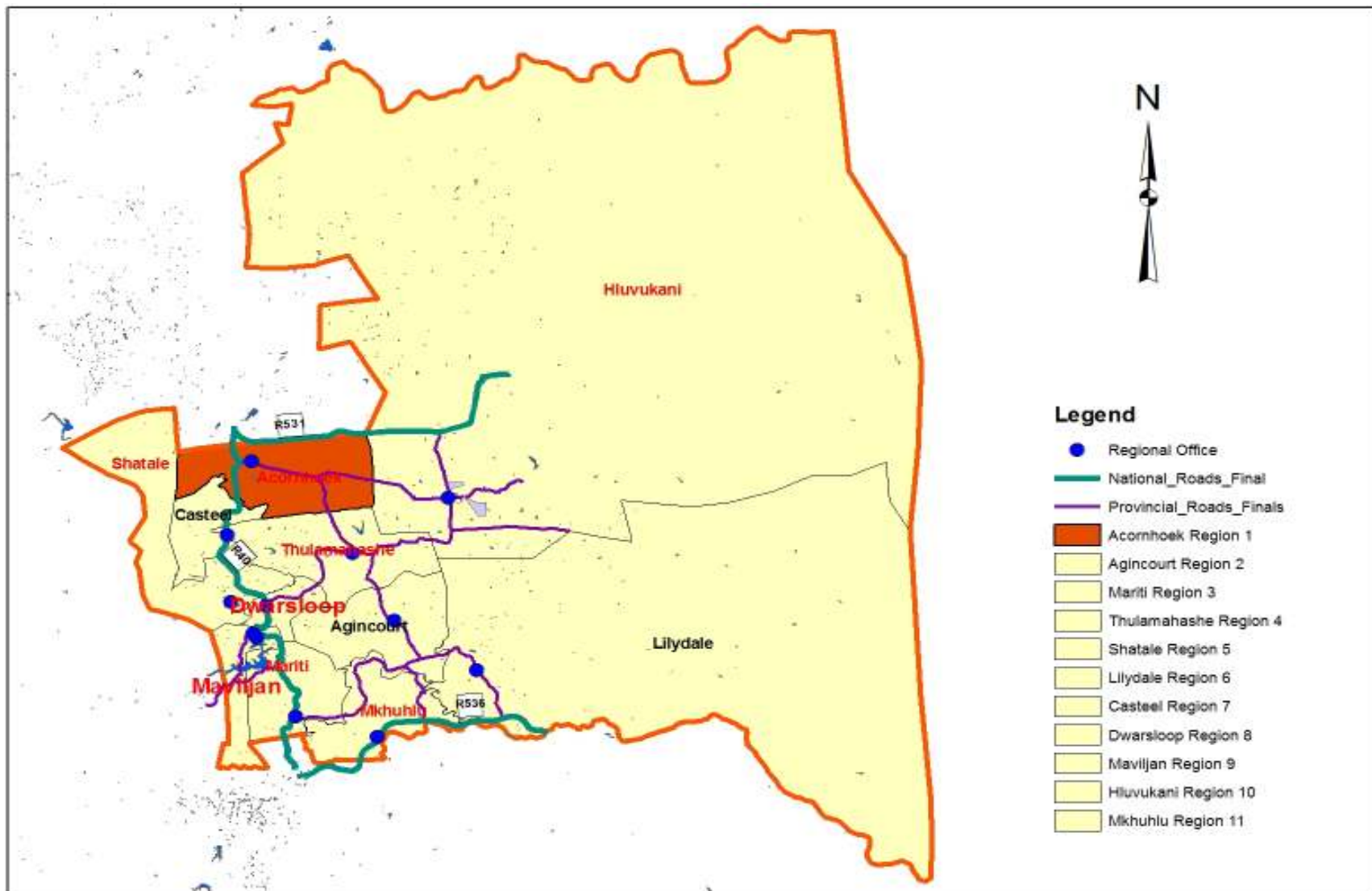
which has high opportunity cost for the development of the node¹⁵. This area has grown to the point where the current need for space, i.e. parking, pedestrian movement, public transport and shopping complex growth has reached unacceptable level, resulting in congestion, lack of safety and general disorder. The node has fairly good services in terms of water availability and reticulation¹⁶.

The planning challenges and opportunity in Acornhoek could be captured by developing precinct plans for Acornhoek including enabling infrastructure requirements for the development of shopping complexes and formal townships for the residents of Acornhoek and surrounding villages. Other development initiatives include preserving land that could be used for long term development of the node including catering for future growth for business and residential.

¹⁵ Ibid

¹⁶ BLM Urban Development Study, August 2009

Figure 30: Spatial location of Acornhoek within BLM

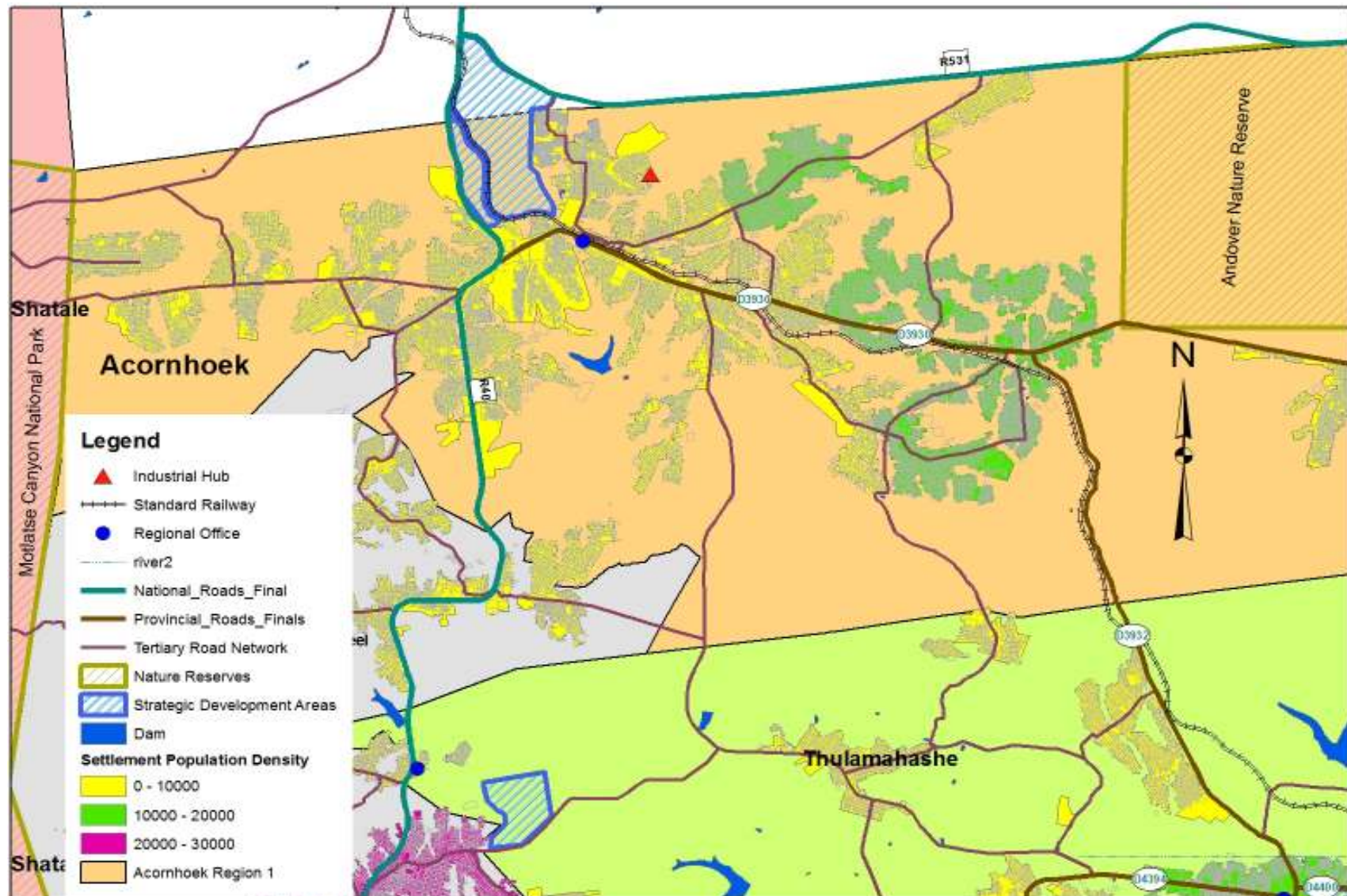


4.3.2 Concept and Approach

Acornhoek serves as a business hub for the surrounding villages and it includes extensive shopping areas, central business district, Ehlanzeni Further Education and Training College, Tintswalo Hospital, train station, police station, regional municipal offices, banks, post office, several schools, several churches and many other services. The node mainly serves large proportions of villages which are fairly densely populated, despite not been formalised as townships.

The development of this node is mainly centred on easing the congestion of the CBD through the design, expansion and construction of the current road that passes through CBD into a boulevard. This will assist in increasing the attraction of the CBD through ensuring that private sector investors that are interested in developing strategic land within the municipality are able to see the Acornhoek and its CBD as a strategic land that needs to be developed. Some of the major economic development activities include formalising the town (CBD). It also includes expanding the current CBD to increase the economic activities of Acornhoek as a town with high retail activities that serves a number of people. Some of the business activities which fit into the node include the current expansion of Acornhoek shopping centre including the construction of two new regional shopping centres. It also includes improving current traffic congestion within the CBD through improving both the existing roads and also the construction of new roads.

Figure 31: Spatial Location of Acornhoek



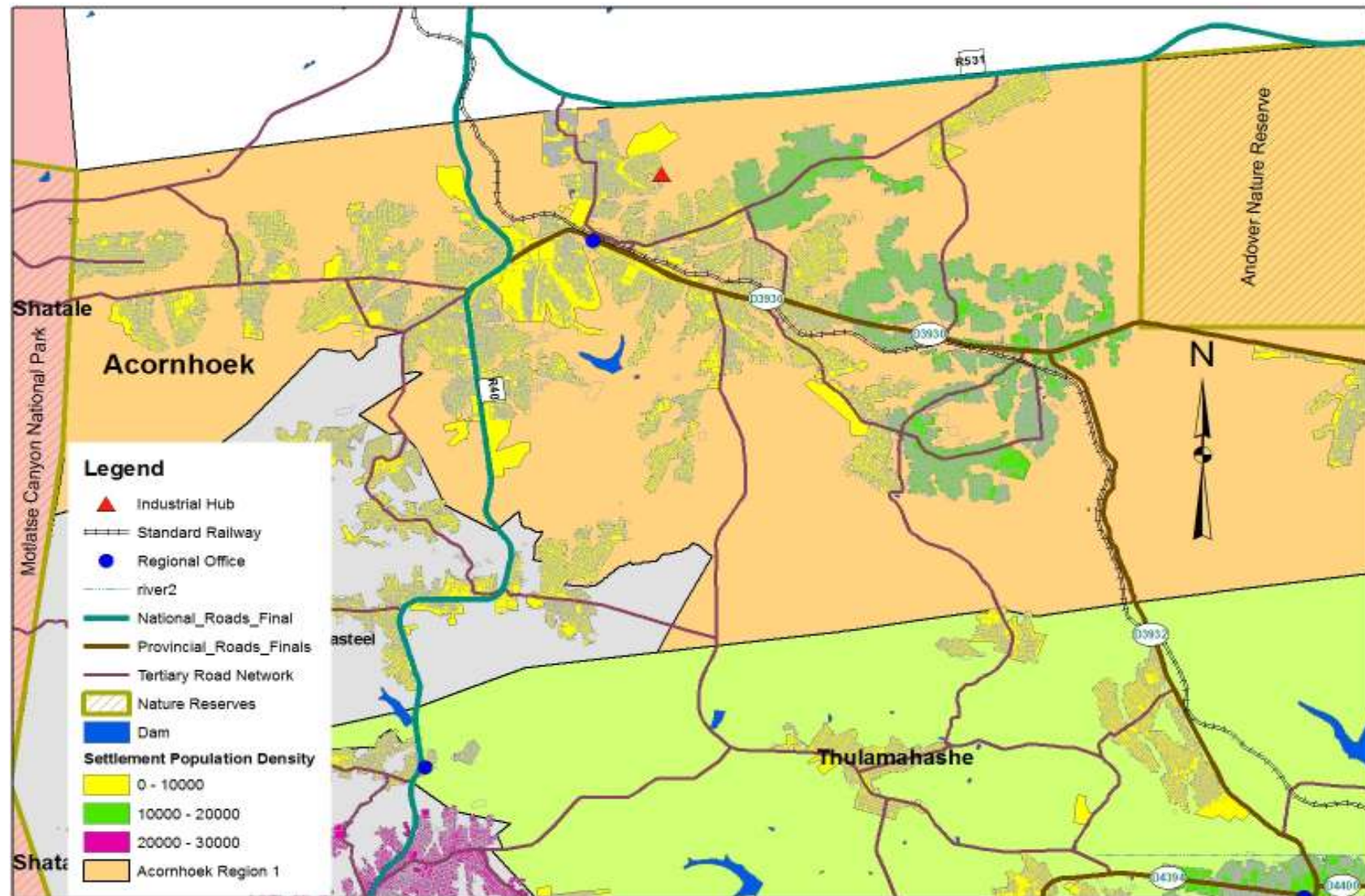
4.3.2.1 Project Proposals, funding and leverage

<i>Investments Driven By Private Sector</i>	
<i>Investment Driven By public Sector</i>	
<i>Both (public and Private Sector)</i>	

Table 12: Current and Proposed Projects in Acornhoek

Project Description	Project Status	Funding Source	Budget	Priority Level
Precinct Plans	Concept	NDPG	R120,000	Short
Acornhoek Boulevard	Concept	NDPG	R25 million	Short
Construction of walkways	Planning	NDPG	R1,5 million	Short
Greening Acornhoek	Concept	NDPG	R500 0000	Short
Construction of informal trading stalls	Concept	NDPG	R500,000	Short
Construction of ablution facilities	Concept	NDPG/BLM	R200,000	Short
Construction of over head bridge	Planning	BLM	R5,5 million	Short
Land Tenure Upgrading Project CBD	Concept	BLM	R500 000	Medium
Tintswalo Village Formalization, Upgrading of Land Tenure Rights and Greenfields Development Project	Concept	BLM	R200 000	Medium
Sefoma Settlement Tenure Upgrading Project	Concept	BLM	R200 000	Medium
Development of shopping centre	Planning	Private Developer	R350 million	Long
Development and construction of new formal township- Green Field Project	Planning	Private Developer/BLM	R500 million	Long
Development and Construction of regional shopping centre	Concept	Private sector	R200 million	Medium
Expansion of Acornhoek Plaza	Completed	Private Developer	R 5 million	Short
Construction of road to hospital	Concept	NDPG	R12 million	Short
Construction of Market Stalls	Concept	NDPG	R480 0000	Short
Feasibility study and construction of landfill site	Concept	BLM/NDPG	R 80 million	Short
Development of transport studies-traffic engineering and public traffic demand study	Concept	NDPG	R350 000	Short

Figure 32: Acornhoek Economic Development Node



Detail Project Description.

Each project is described below and the aim of the projects in the node is also described. This project description only focuses on key projects which are at various stages. The linkage for projects that are completed is only depicted in the maps provided.

Project	Project Description
Acornhoek Boulevard	This project aim to ease traffic congestion within the main CBD of Acornhoek through the construction of Boulevard. It will also assist in increasing visibility and safety in the evening since the CBD is the most active node which most of the people use in the municipality. Also greening the boulevard and installation of solar powered street lights.
Construction of informal trading stalls	The aim of this project is to complement the construction of boulevard through easing of congestions along the proposed boulevard through designing and construction of informal trading stalls that will accommodate number of informal businesses that are trading in the area. This will increase the movement and also appearance of the town.
Construction of walkways	In order to improve the movement of people in the CBD and also links of various social and economic activities within the municipality, it would be ideal to construct walkways that will link various areas. This project will also compliment the boulevard by ensuring that the movement of the people is in such a manner that will increase their safety, along the proposed boulevard.
Construction of road to hospital and township	There is a challenge with regard to the access to the hospital and the village that is lying next to the hospital. As a result the visitors and other users of the hospital resort to use the alternate entrance which is lying on the main road of the municipality. The challenge with this entrance lies with the

**Upgrade of Acornhoek
Tembavati Park (Public
Open Space)**

design of the entrance. That is there is not enough space since this entrance was not designed for high volumes. Moreover, there is no enough land to expand the use of the land since is lying next to the railway line. The paving of the route where the main entrance is to the hospital is located will increase and expose economic activities of the village adjacent to the hospital. It has also a potential to increase the economic activities on the dormant businesses which are located next to the hospital.

This project aim to improve open space within Acornhoek node through the development of park which can be used by the residents of Acornhoek. This will create assets and facilities for children to play and assist in reducing the risk of children's looting on the road.

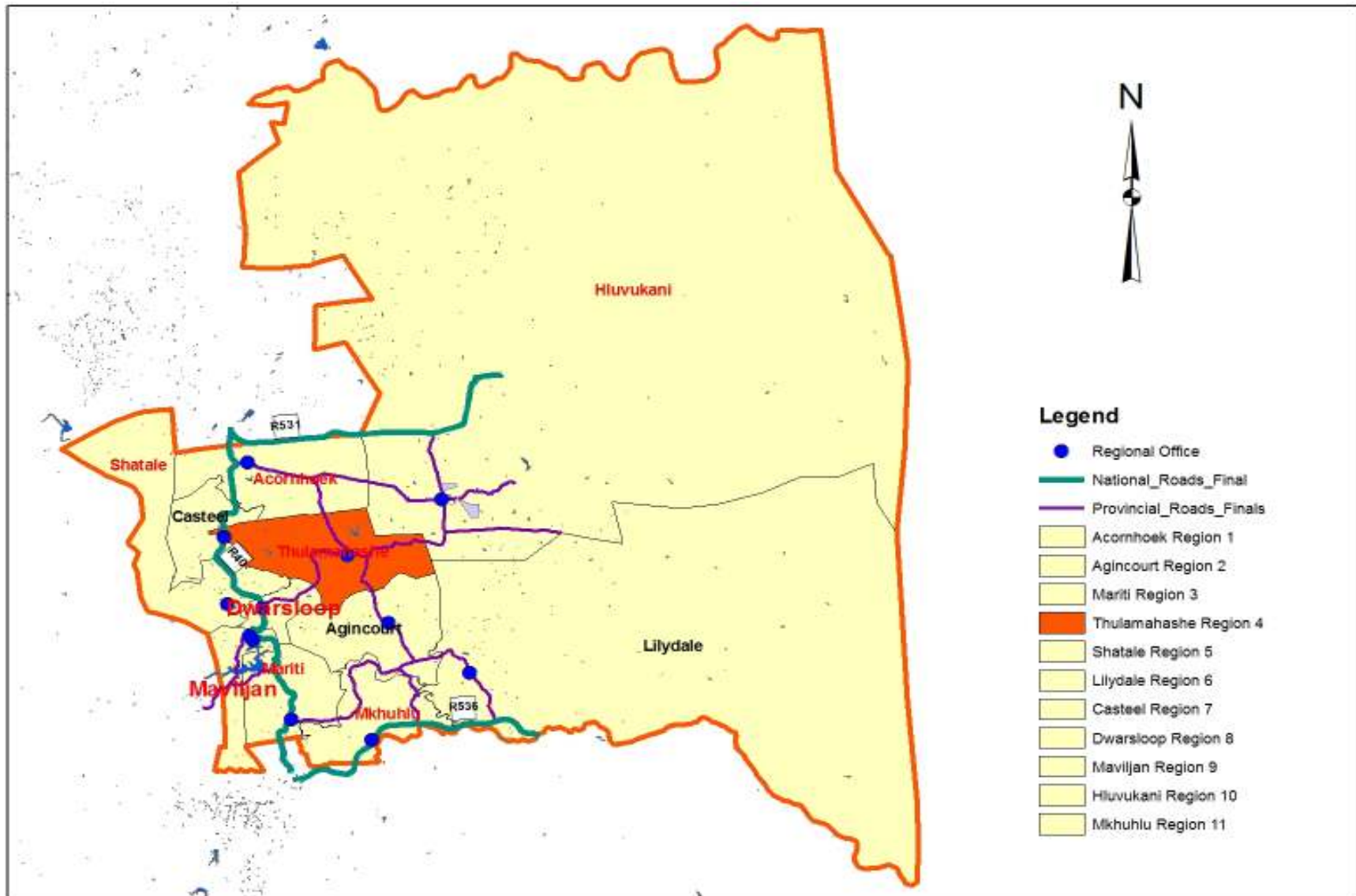
4.4 Thulamahashe Development Node

This area is located on the east of the R40, and approximately 20km away from Bushbuckridge CBD. It is the major activity node in the eastern corridor located in the central extent of the municipal area. It is accessible through Dwarsloop and Acornhoek which are located along R40. There are two clusters of activity within this node, located along D4394 road and the railway line respectively¹⁷. The more significant of the node is the western part which holds a shopping centre, higher density residential development and some formal RDP development to the south. The eastern activity node, at the intersection with the railway line, is significantly smaller comprising mainly community facilities. A Strategic Development Area is located between the two clusters within the nodes, but it remains vacant. Pressure for development seems rather low in this area, with some clusters located along district roads away from the activity nodes¹⁸.

¹⁷ Ibid

¹⁸ Proposed Regeneration Framework for the Bushbuckridge 2009

Figure 33: Spatial Location of Thulamahashe within BLM



4.4.1 Concept and Approach

The approach for the development of Thulamahashe is centred around maximising the land use of the township through the development of a new shopping centre, office space and housing development to make the area attractive. This could be achieved through improving land which is strategically located along the main street in Thulamahashe through upgrading existing facilities as a mechanism to catalyse private sector investment in the area.

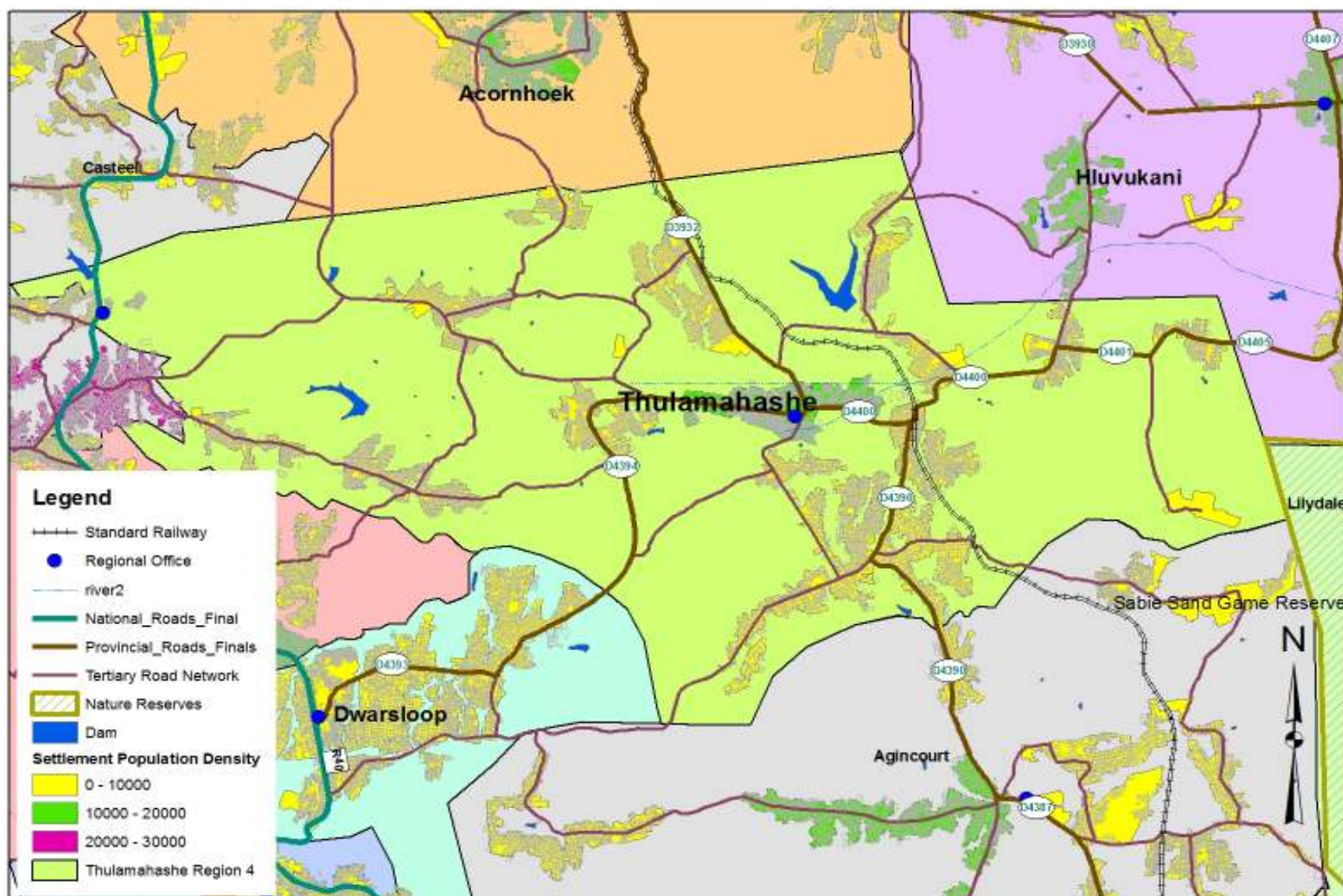
The main street is currently occupied by private dwellings, government, retail and other informal services. However, there is a lack of proper allocation and distribution of various business activities that are taking place on the main street. Therefore, planning will improve efficient use of the street.

The availability of land for residential and business expansion is sizeable. There is also a proposed residential development situated east of Thulamahashe centre towards Acornhoek. Other amenities and developments are situated in the centre of Thulamahashe, in the vicinity of schools and shopping complex.

Essentially the development of Thulamahashe economic development focuses around the following activities

- audit the existing land use against the current township design,
- identify stands still owned by the BLM,
- introduce precinct plans or mini corridors ,
- encourage rezoning of private stands along the main road towards shopping centre.

Figure 34: Spatial Location and key Features of Thulamahashe



4.4.1.1 Project Proposals, funding and leverage

<i>Investments Driven By Private Sector</i>	
<i>Investment Driven By public Sector</i>	
<i>Both (public and Private Sector)</i>	

Table 13: Current and Proposed Projects in Thulamahashe

Project Description	Project Status	Funding Source	Budget	Priority Level
Akani Settlement Land Tenure Upgrading	Concept	BLM	R250000	Medium
Development of precinct plan	Concept	BLM	R200000	Short
Housing /township expansion	Planning	BLM/Private Sector	R100 million	Long
Development of Market stalls and upgrading of taxi rank	Concept	NDPG	R8 million	Short
Rezoning of land for shopping centre	Project Identification	BLM/Private	R100000	Short
Rezoning of land adjacent to main road partly occupied by school for office development	Project Identification	BLM	R120000	Medium
Development of shopping centre	Planning	Private Sector	R100 million	Medium
Greening Thulamahashe	Planning	NDPG	R 2 million	Short
Construction of pedestrian bridge	Planning	NDPG	R15 million	Medium
Feasibility study and construction of landfill site	Concept	BLM/NDPG	R 130 million	Short
Development of transport studies-traffic engineering and public traffic demand study	Concept	NDPG	R350 000	Short

Figure 35: Proposed Projects in Thulamahashe

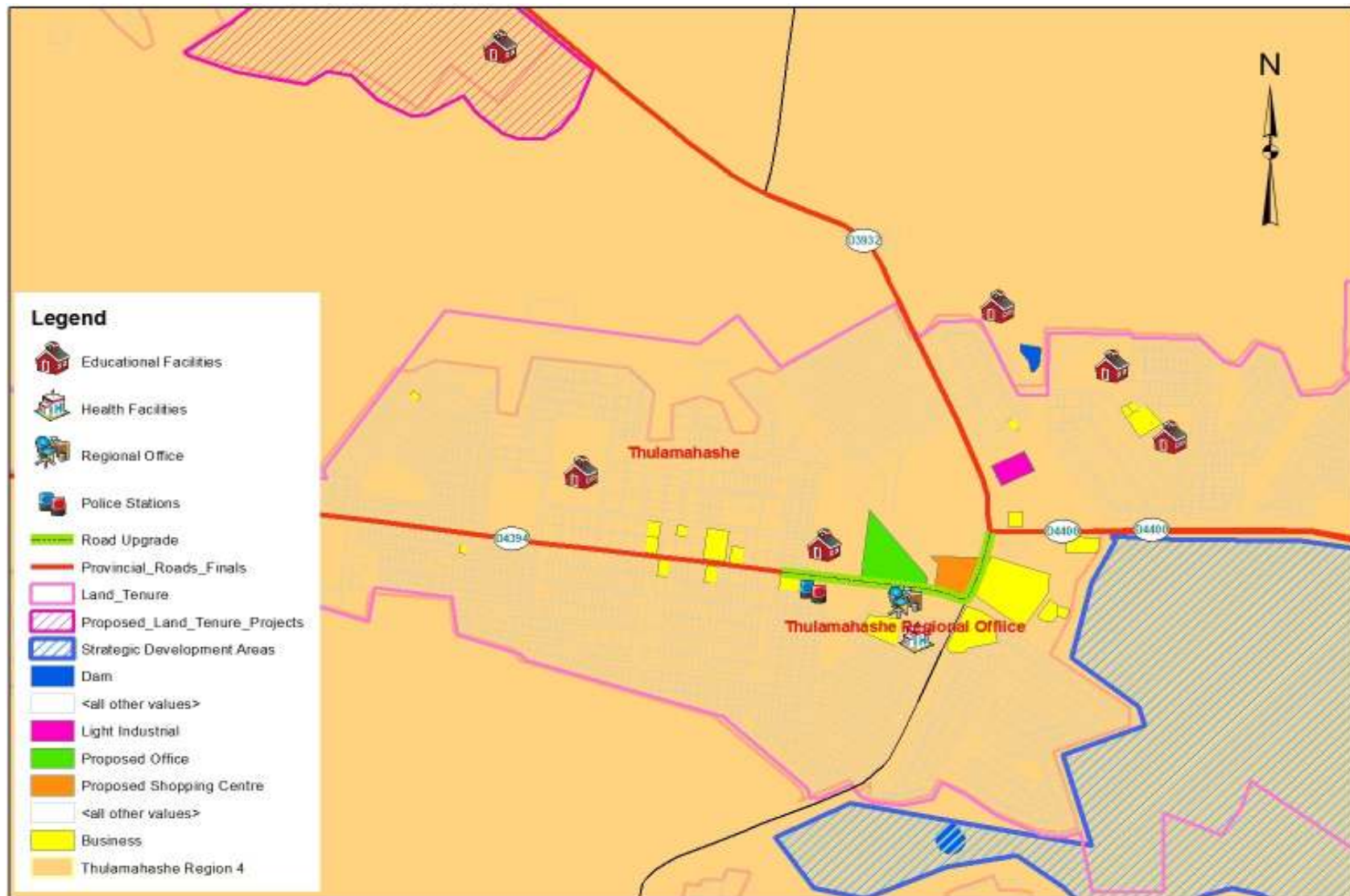


Figure 36: Closer Location and Connection of Key Projects



Detail Project Description.

Each project is described below and the aim of the projects in the node is also described. This project description only focuses on key projects which are at various stages. The linkage for projects that are completed is only depicted in the maps provided.

Project	Project Description
Housing/township expansion	There is an opportunity for the development of mixed use housing in the node. The land has already been identified opposite the existing shopping centre. The department Human Settlement has shown interest in the developing some low cost housing including PHP within this development.
Development of market stalls and upgrading of taxi rank	The business activities within the Thulamahashe node especially around shopping centre are doing fairly well. The current taxi and market stall need to be upgraded to accommodate current and future needs which are mainly going to be driven by construction of current shopping centre opposite the stadium. The increase in economic activity has and will also result in the need for the current market stall to be upgraded to accommodate the existing growth. This will ensure that the CBD of Thulamahashe remain on standard with the areas which are comparable to it within and beyond the municipality.
Developing shopping centre in CBD	This project entails developing the land that is located opposite existing shopping centre. The land is in the process of being released to private sector. This land is best suited for retail development. The current zoning is for sport facilities. Therefore the land will need to be rezoned for business. The private sector investor has already shown keen interest in developing this land and it is in the process of being acquired from the municipality.

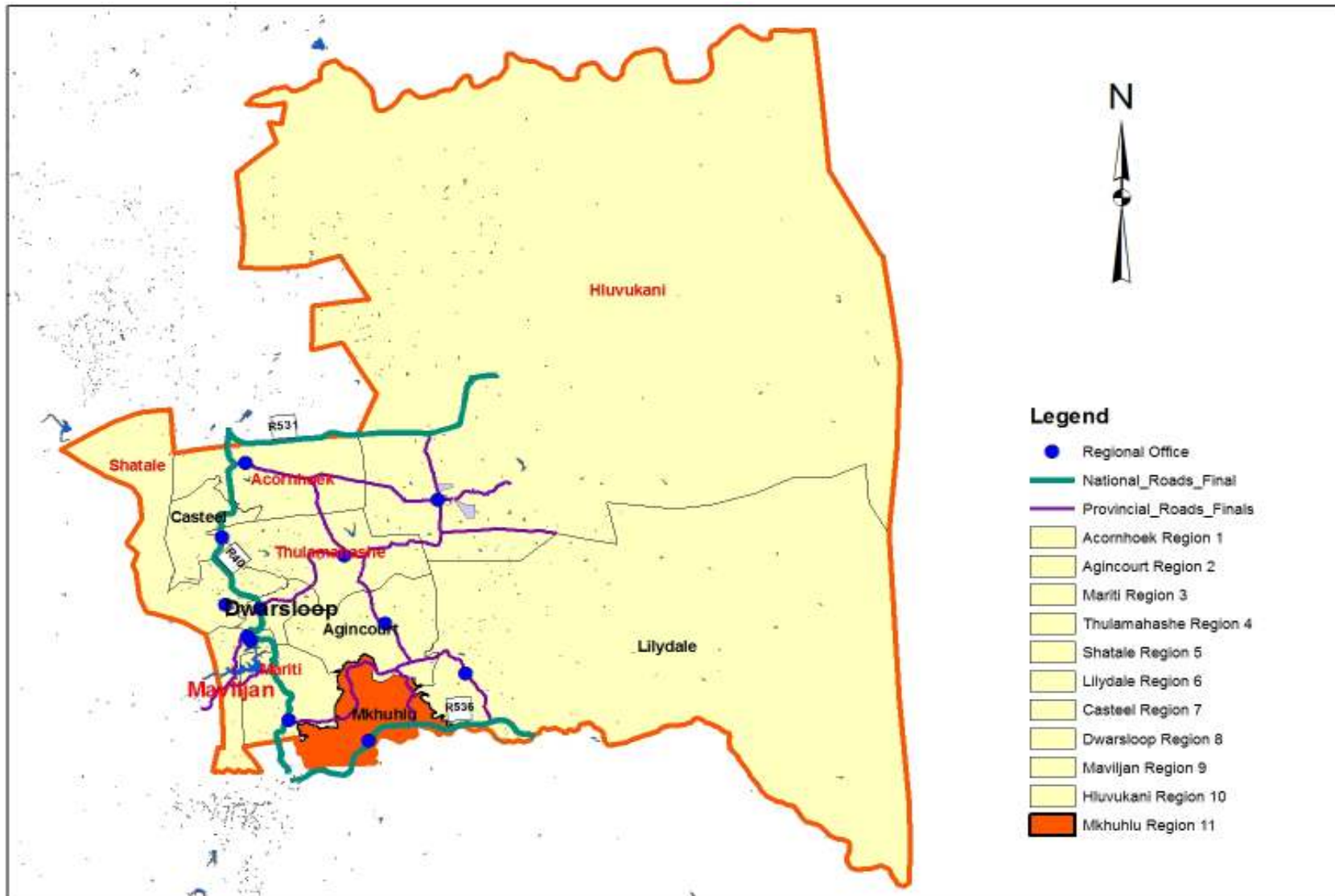
Greening Thulamahashe	The main street of Thulamahashe is currently in need of being developed. One such project is to ensure that the area become environmentally friendly in a way that will also improve it to be attractive. This project will also include creating walkways along the main street- precisely from the Total filling station towards the shopping centre.
Construction of pedestrian bridge	Current developments in Thulamahashe CBD with the planned construction of new shopping centre dictate a need for increasing safety of the residents. The propose shopping centre opposite existing centre will increase traffic volumes on the road between the centre. This will pose serious challenge with regard to the safety of the residents; as such it would be appropriate to develop pedestrian bridge that would preserve on the safety of the residents.
Feasibility study and construction of land fill site	The BLM has high population and economic activities ranging from medical to businesses which are generating larger proportion of waste. Currently there is no licensed landfill site that is in compliance with the legislation and regulations governing waste in the country such as National Environmental Management (Waste Management Act, 59 of 2008 and EIA regulation. As such the project will ensure that BLM develop Class A landfill site that is in compliance with all legislations and regulations governing landfill sites.

4.4.2 Mkhuhlu Development Node

This node is located along the R538 which is proximate to the Kruger national Park (KNP). The majority of the retail and transport activities are taking place alongside the main road (R538). Parallel to the main road is the existing railway line and a tributary of Sabie River. The node is mainly linked to areas within Mbombela Municipality, specifically Hazyview economic development node.

Mkhuhlu is a main development node with commercial and industrial (dormant) activity. The R536 also passes this township to the Kruger Gate of the Kruger National Park. It has been identified as the primary manufacturing hub/ industrial area for BLM. The Mkhuhlu node includes a shopping centre which has a scope for expansion to accommodate current residential growth. Wedged between the R536 and the railway line is the industrial area of Mkhuhlu, which is the most significant existing industrial area of Bushbuckridge. The node has active rail line which is mainly used for moving goods in and out of the municipality.

Figure 37: Spatial Location of Mkhuhlu

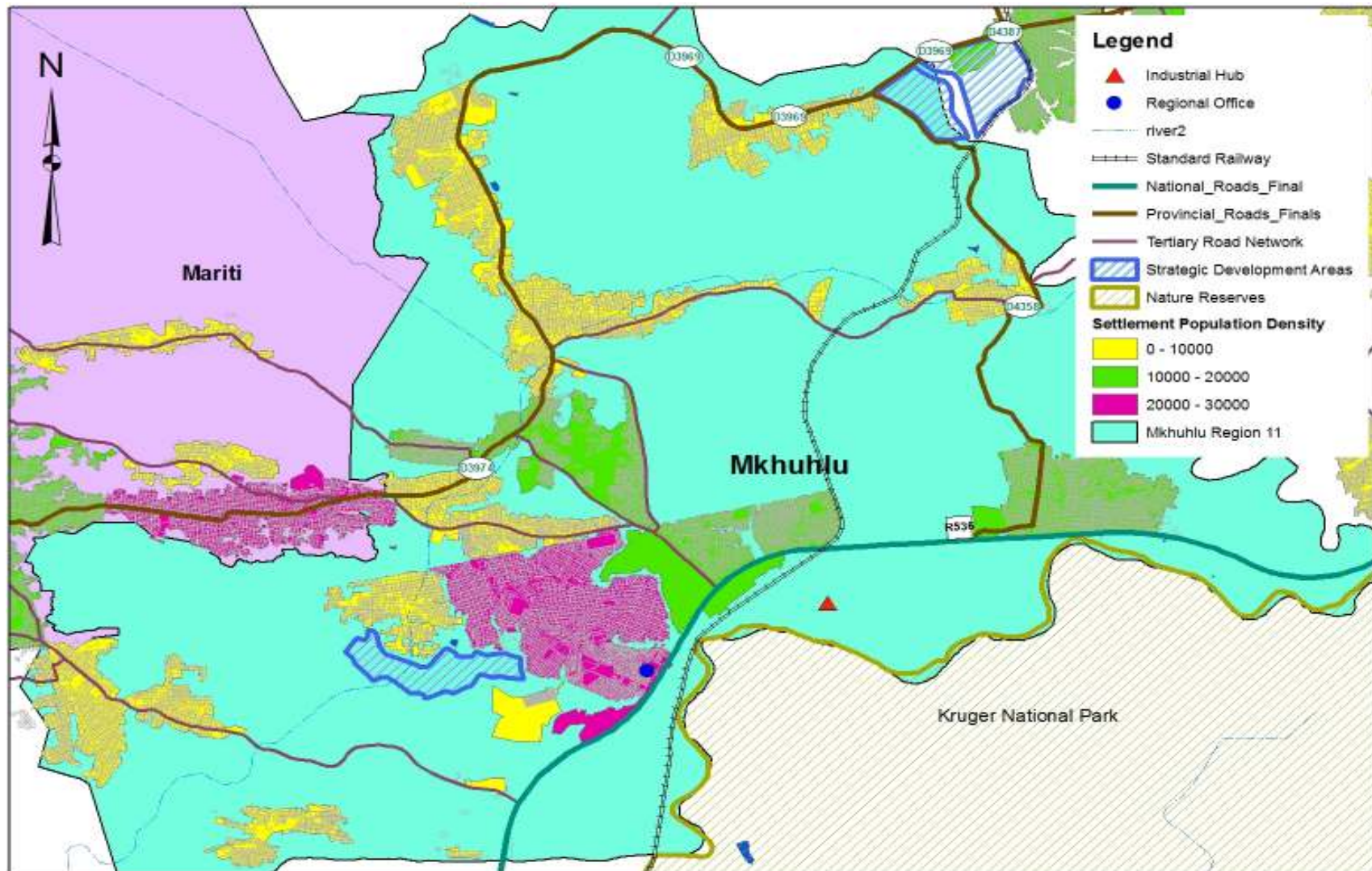


4.4.2.1 Concept and Approach

Key development concept of Mkhuhlu node is to revive the current industrial park. Mkhuhlu has an industrial park which is currently under utilised. There is a potential for the expansion of current industrial activities however in order to ensure that it becomes feasible, it would be appropriate to assess the current state of the industrial park to ascertain the size and usage of the park. The aim should be to specifically focus on also rehabilitating existing infrastructure to be used to its maximum potential as well as to encourage proper industrial mix suitable for the industrial parks.

Current activities that are taking place within the industrial park include two funeral parlours, net manufacturers, class fitting, granite installers and furniture manufactures. There is an opportunity for the expansion of the latter businesses within the industrial park which have major potential for spinoffs for the node and also the people of the BLM at large.

Figure 38: Key Characteristics and Description of Mkhuhlu



4.4.2.2 Project Proposals, funding and leverage

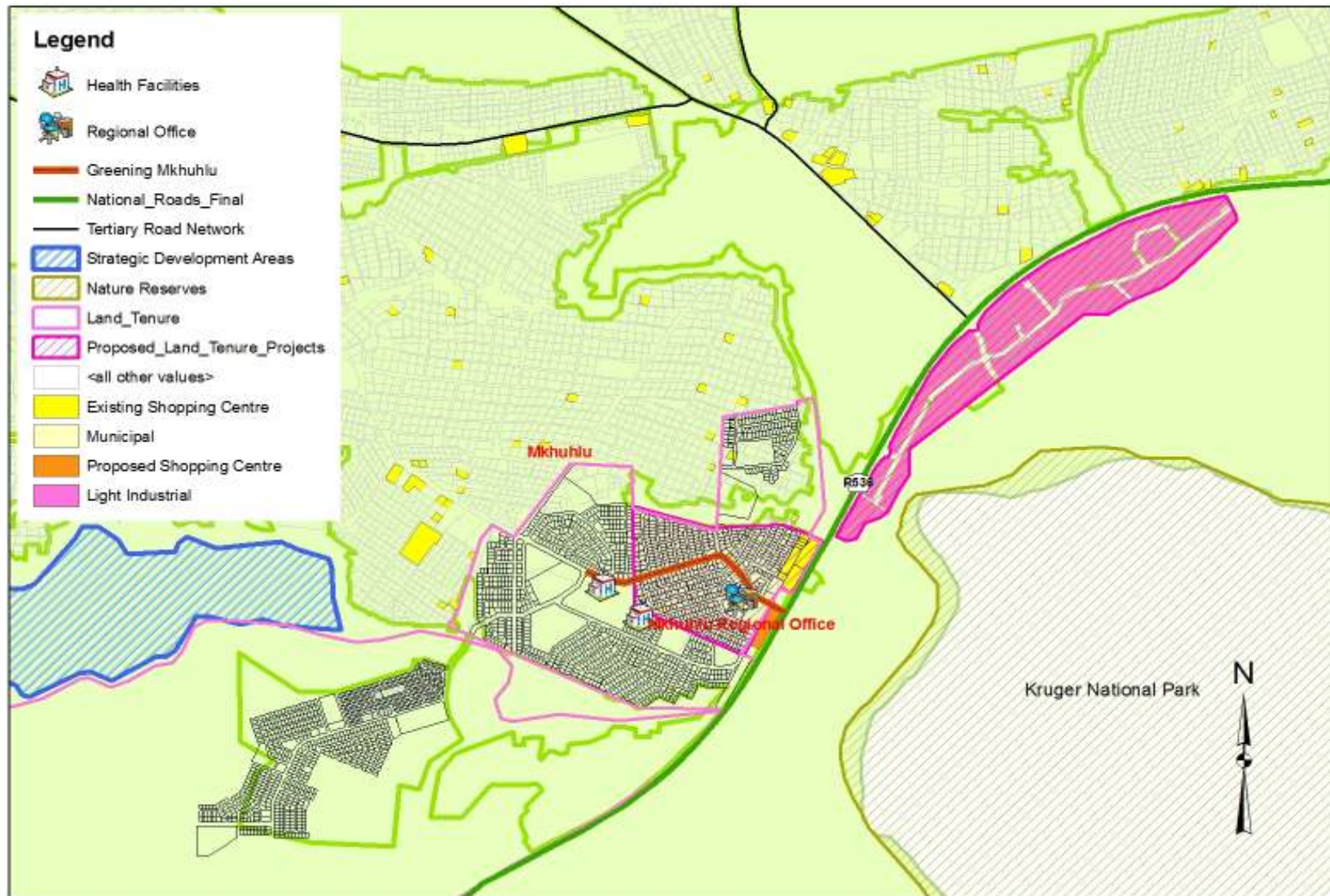
<i>Investments Driven By Private Sector</i>	
<i>Investment Driven By public Sector</i>	
<i>Both (public and Private Sector</i>	

Table 14: Current and Proposed Projects in Mkhuhlu

Project Description	Project Status	Funding Source	Budget	Priority Level
Feasibility for the establishment of furniture cluster	Concept	NDPG/Dti	R650,000	Short
Construction of Training academy	Planning	DCSSL ¹⁹	R25 million	Short
Mkhuhlu (A) Formalization and Upgrading Of Land Tenure	Concept	BLM	R350 000	Short
Mkhuhlu Industrial Area Formalization And Upgrading Of Land Tenure	Concept	BLM	R400 000	Short
Development of shopping centre	Concept	Private Sector	R150 million	Long
Greening Mkhuhlu	Concept	NDPG	R350 000	Short
Rehabilitating industrial roads	Concept	NDPG	R 8 million	Short

¹⁹ Department of community safety, security and liaison

Figure 39: Location of Key Projects in Mkhuhlu



Detail Project Description

Each project is described below and the aim of the projects in the node is also described. This project description only focuses on key projects which are at various stages. The linkage for projects that are completed is only depicted in the maps provided.

Project	Project Description
Feasibility for the establishment of furniture cluster	This project aim to maximise the potential of existing industrial node through developing feasibility study that will ascertain the potential for current furniture futures in the industrial node through looking at the possibility of creating furniture cluster. This will, among others, focus on creating school furniture, office furniture, granite, coffins s one business which is strongly linked to the node. Currently, the private sector investors are already playing leading role in the production of this service. It would be ideal to increase the footprint of this business which stand the change of employing larger proportion of people in the municipality.
Developing Shopping Centre	The growth of the township and surrounding villages has increased the buying power within the Mkhuhlu region. This has resulted in increasing the appetite for the private sector investors in the region. The proposed shopping centre is going to be located within the reach of existing shopping centre. This will increase the GLA of the area and also increase employment within the region.

**Construction
training academy**

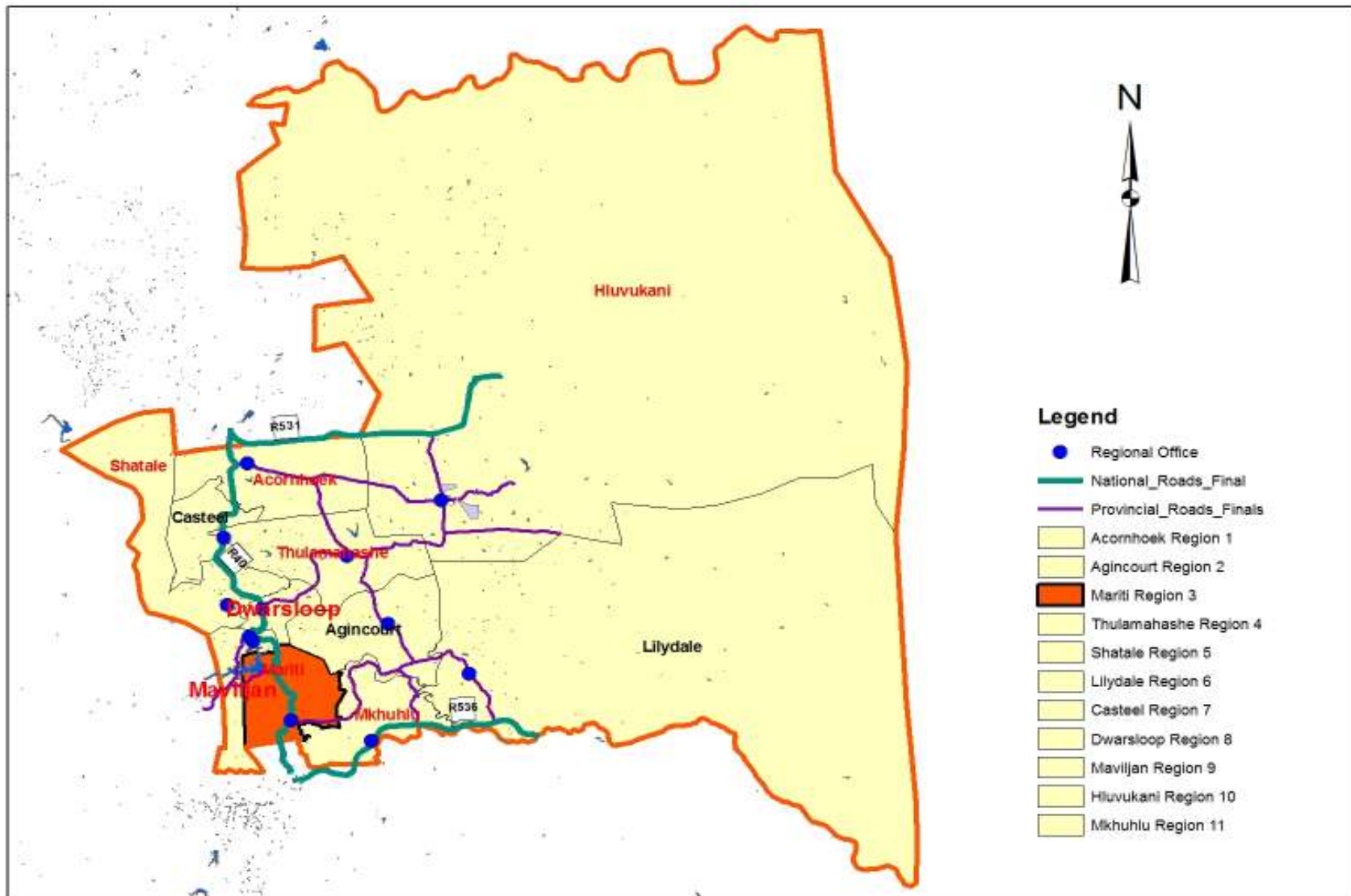
of

The department of community liaison and safety in the province has identified a need for the construction of training academy. This is to be located within BLM and specifically in Mkhuhlu region. This project will increase the economic activities in this node in many respects.

4.4.3 Marite Node

It is strategically located between two major economic nodes, Bushbuckridge CBD and Hazyview- which falls within the jurisdiction of Mbombela Municipality. Marite node growth potential in mainly intertwine to the latter two areas. It actually presents the opportunity for the municipality to increase economic activities through capturing property development potential linked to the economic activities in the municipality and beyond.

Figure 40: Spatial Location of Marite



4.4.3.1 Concept and Approach

To develop Marite node into mixed use property development that accommodate shopping and housing facilities. The node will and is currently dominated housing development. The main focus will be to develop formal housing for the residence of the municipality who are economically participating in various economic activities within the municipality and beyond the borders of the municipality. The main strength of the municipality is the people. Thus the node is positioned to capture and accommodate the economically active population of the municipality who are working outside the borders of the municipality and those who have keen interest in located within the borders of the municipality and working elsewhere.

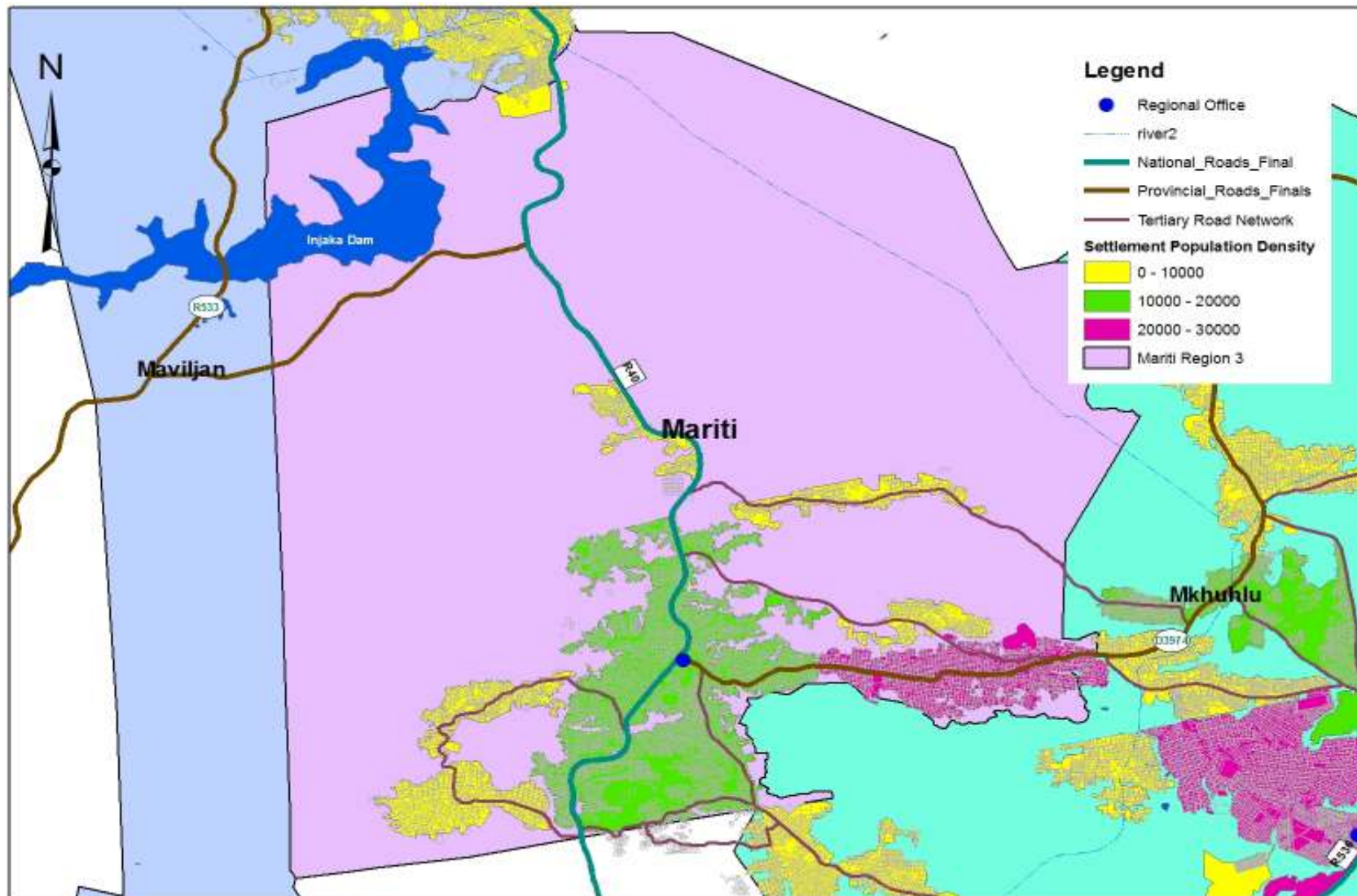
4.4.3.2 Project Proposals, funding and leverage

<i>Investments Driven By Private Sector</i>	
<i>Investment Driven By public Sector</i>	
<i>Both (public and Private Sector)</i>	

Table 15: Current and Proposed Projects in Marite

Project Description	Project Status	Funding Source	Budget	Priority Level
Development of shopping centre	Concept	Private Sector	R250 million	Medium
Development of a park	Planning	BLM	R500 000	Short
Construction of Library	Planning	BLM	R1,5 million	Short
Construction of paypoint	Planning	DSD	R1 million	Short
Construction of offices	Planning	DSD	R713 000	Medium
Upgrading of road between Jim Brown and Marite	Planning	DPWRT	R24 million	Medium
Bulk water Supply	Planning	MIG	R8 million	Short
Water reticulation	Planning	MIG	R2,2 million	Medium

Figure 41: Spatial Location of Marite



Project	Project Description
Construction of pay-point	Department of Social Development is aiming to improve the service to the grant recipients in the region through the construction of pay-point.
Upgrading of road	Tarring of road from Madiyane via Tsakane to Jim brown phase 2. This project aim to improve linkage on number of villages within three wards (i.e ward 4, 5 & 6). It aim to increase connectivity of the villages. This will ultimately increase the economic activities of these areas and also strengthen Marite as a node which is economic viable.

4.4.4 Hluvukani Node

It is a rural node with the potential to bring services closet to the people. Essentially, it is suitable for the implementation of comprehensive rural development programme with the potential for the implementation of rural development programme.

Figure 42: Spatial Location of Hluvukani

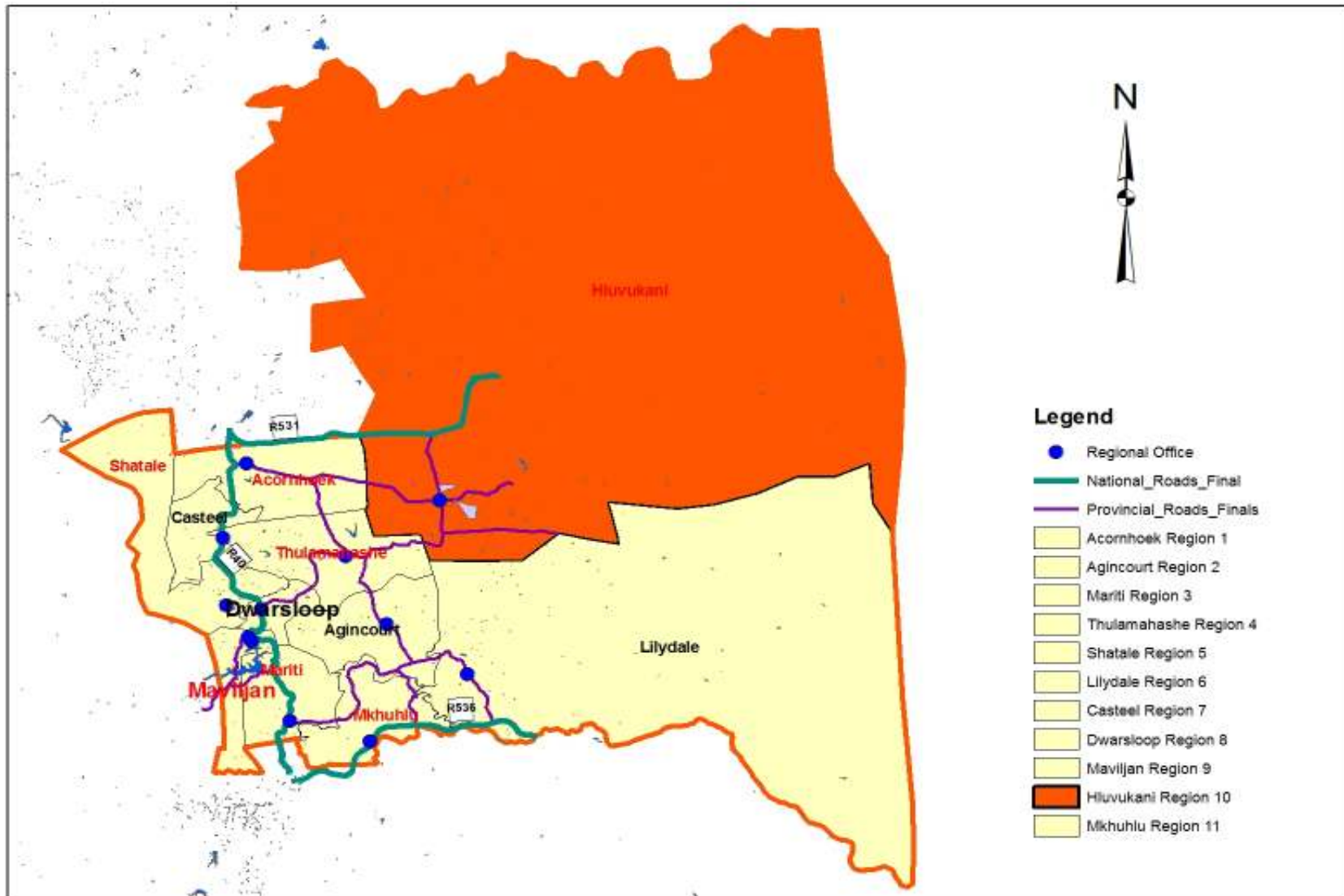
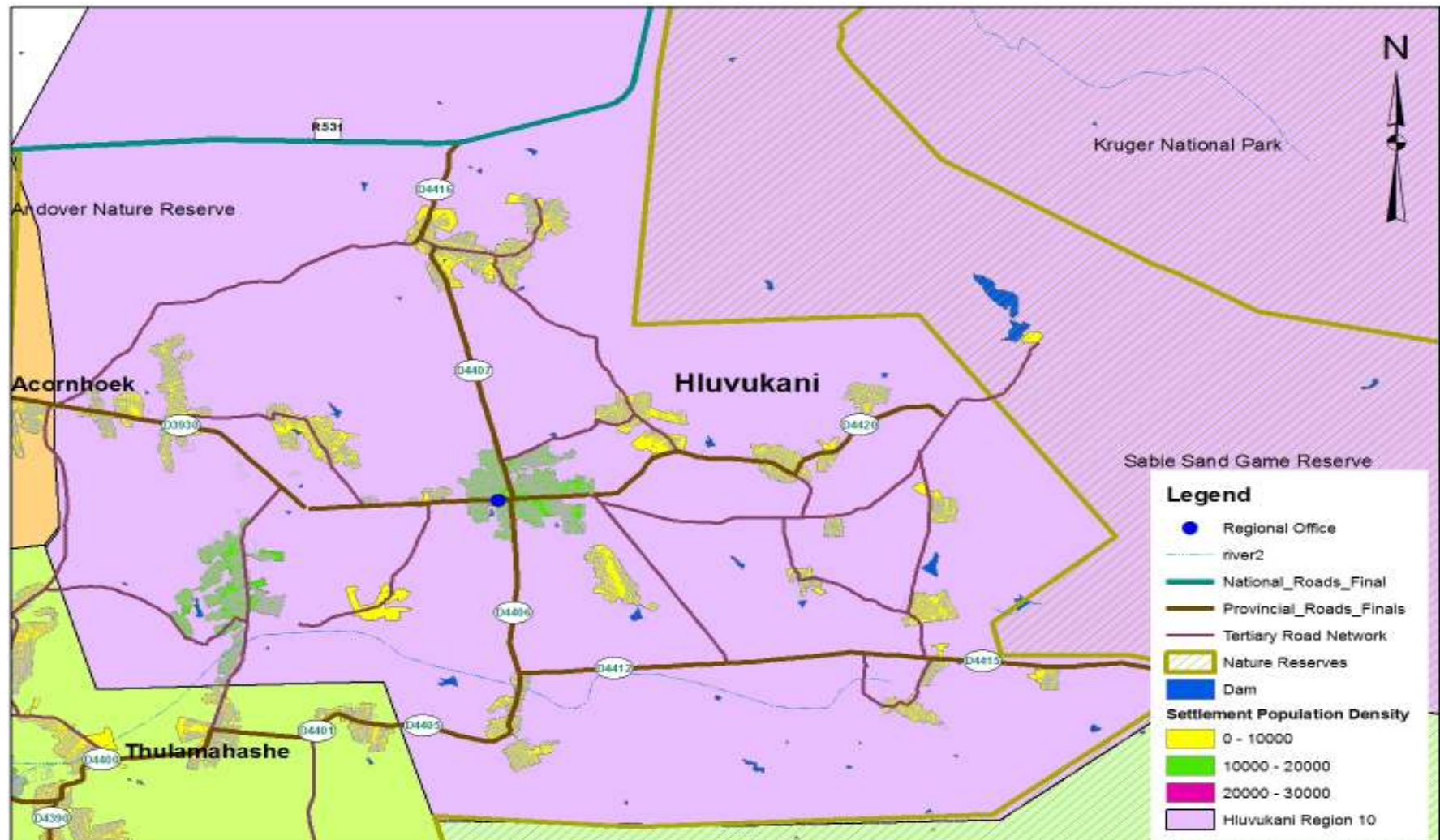


Figure 43: Key features of Hluvukani Node



4.4.4.1 Concept and Approach

Hluvukani is a rural node which is fairly populous. The major strength of the economy of this node is the concentration of people within its geographical space. The node has potential for the development of strong rural economy which can accommodate some of rural development social and economic infrastructure for the development of the people's livelihoods within the node. The remoteness of the area gives it advantage to develop public and private sector investment potential which can service the residents of the node.

Table 16: Current and Proposed Projects in Hluvukani

Project Description	Project Status	Funding Source	Budget	Priority Level
Regravelling of road between Hluvukani and Dixie	Planning	DPRT	R2,4 million	Short
Electrification of households Hluvukani Ext 240	Planning	IEP	R1,3 million	Short
Construction of child care facility	Planning	National Treasury	R4 million	Medium
Construction of community hall	Planning	National Treasury	R7 million	Medium
Construction of class rooms	Planning	DoE	R12 million	Medium
Construction of CHC and accommodation	Planning	National Treasury	R24,8 million	Medium
Construction of clinic-Ludlow	Planning	National Treasury	R8 million	Medium
Formalisation of land tenure-Welverdiend	Planning	National Treasury	R200 000	Medium
Minisi Resort	Planning	NDT ²⁰	R10 million	Short
Fencing of road, grazing and arable land	Planning	DRDLR	R2,2 million	Medium
Establishment of 20 production channels	Planning	DRDLR	R2,6 million	Medium
Establishment of brick enterprise	Planning	DHS	R3 million	Medium

²⁰ National Department of Tourism

Project Description	Project Status	Funding Source	Budget	Priority Level
Establishment of bakery enterprise	Planning	DEDET	R1 million	Medium
Establishment of fence factory	Planning	DRDLR	R7,5 million	Medium
Completion of DLDC Hluvukani Phase 2	Planning	BLM	R1 million	Medium
Construction of one CHC at Hluvukani	Planning	Department of Health	R2 million	Medium
Revitalisation of Manyeleti Game Reserve	Planning	DEA/SANPARK	R10,3 million	Short
Development of shopping complex	Planning	Private sector	R80 million	Long
Anthold Game Lodge	Planning	NDT ²¹ /Private Development	R30 million	Short

4.4.5 Cross Cutting Projects

This section presents the projects which have impact to various nodes and in some instances to the entire municipality. The key projects listed below are instrumental in unlocking some of the economic development opportunities that have been highlighted in various subsections.

- Develop by-law enforcement strategy to protect the land that could be used for future development across the nodes
- Develop a clear strategy for the use of strategic land along the major development corridors to increase economic sustainability and growth of the nodes.

²¹ National Department of Tourism

Table 17: Current and Proposed Cross Cutting Projects

Project Description	Project Status	Funding Source	Budget	Priority Level
Construction of Inyaka Bulk Line	Completed	DWAE	R170 million	Short
By-law enforcement strategy	Concept	BLM	R250,000	Short
Bushbuckridge Retail study	Concept	NDPG	R400,000	Short
Tourism marketing strategy and plan	Concept	NDPG	R650,000	Short
Construction of Agro-processing centre	Concept	Private Sector		Short
Strategy for the inclusion of traditional authorities in planning and land use	Concept	NDPG	R400,000	Short
Industrial audit and regeneration strategy	Concept	NDPG	R600,000	Short
Development of Rural Precinct Plan	Planning			Short
Acquisition strategy to unlock strategic land for expansion of the town	Concept	NDPG	R150000	Short
Upgrading of dump sites , transfer station and recycling centres	Concept	NDPG	R15 million	Short
Bushbuckridge Environmental Youth Clubs	Implementation	NDPG/BLM	R2 million	short
Development of Environmental Management Framework	Concept	NDPG	R1,5 million	Short
Environmental Management Framework for BLM to protect Bush-Buck -ridge ²²	Concept	NDPG/SANRAL	R600 000	Medium
Roads Master Plan for the BLM	Concept	BLM	R3,5 million	Medium
Business Processes- Assist and link local businesses in accessing various forms of grants	Concept	BLM/NDPG	R350000	Short

Detail Project Description

Each project is described below and the aim of the projects in the node is also described. This project description only focuses on key projects which are at various stages. The linkage for projects that are completed is only depicted in the maps provided.

²² This ridge refers to the special ridge which the name of the municipality originates from

Project	Project Description
Bushbuckridge Retail Study	The overall goal of this study is to provide a quantified, comprehensive, insightful and in-depth analysis of the complex dynamics and intricate realities that influence the development and functioning of second economy shopping centres – from both the demand and supply side.
Feasibility for the establishment of Agro-processing centre	The objective of the project is to guide BLM on whether it will be feasible to establish a Fresh Produce Market Depot Facility in the municipality, to identify the most suitable location which will take advantage of the endowment and also develop strategy that will guide the BLM in respond to the opportunities that could be captured through the revitalization of citrus farms in the municipality.
Environmental Youth Clubs	The municipality has established environmental clubs in all 11 regions and the area of focus is recycling. The project focuses on collecting recyclable materials e.g. Glass, plastics (pet), cans, paper, from CBD's and household as a way to reduce waste disposed at landfill sites to prolong landfill site lifespan and on the other hand socio- economic upliftment through the selling off of the recyclables. In this way, the youth has access to economic opportunities whilst delivering on crucial waste management services.
Tourism marketing strategy and plan	This project focuses on developing a strategy that ensures that the municipality maximizes on its economic potential through marketing of all the tourism endowment.
Fencing with concrete palisade of dump sites and installation of guard rooms	Currently the municipality has eight (8) dump sites with wire/mesh fences. Theft of fences is at alarming rate, these results in livestock accessing the sites and poor management of airborne waste. Fencing with concrete palisade will alleviate the problem. The guard rooms which were erected in some of the sites were blown by

Project	Project Description
	windy storms and security guards on these sites do not have shelter. The project will aid to improve infrastructure for the dump sites and operations can be better managed if movement of vehicles is controlled from a single entry point. It is recommended that non-permanent structures should be erected for security guards.
Industrial Audit and Regeneration Strategy	There is a need to ascertain the size and space of industrial space in the municipality. This project ensures that the industrial space that exists in the municipality is analysed and the strategy to maximize the potential and opportunity that exist for developing industrial nodes is harnessed.
Development of Environmental Management Framework	<p>The main purpose of this project is to develop a study of the biophysical and socio-cultural systems of geographically defined area to reveal where specific land uses may be best practiced and to offer performing standards to maintain appropriate use of such land. It's a GIS based spatial data to assist in decision making when processing or evaluating land development applications.</p> <p>It also aimed at developing an Environmental Management Plan (EMP) for the ridge to protect it from further habitat fragmentation and rural sprawl-protect the ridge which is the main eco-tourism heritage of the municipality. This will ensure that the rich eco-tourism of the municipality is protected.</p>
Business Processes- Assist and link local businesses in accessing various grants	The aim of the project is to provide business support through addressing information asymmetry on the businesses that are operating in the municipality. Essentially this project will ensure that the local businesses get exposed to various incentives and grants that are provided by institutions such as the Department of Trade and Industry (the DTI). The core focus of this project will be on businesses that are operates manufacturers

Project	Project Description
	with the aim of encouraging them to become efficient and expand their operation- which will ultimately create more local jobs.

5 Strategy and Implementation Programme

5.1 Resource requirements

The successful implementation of this project will mainly depend on the success allocation of resources. The resources required should be drawn from various public and private sector institutions which have clearly defined roles in the implementation process thereof.

Project Management Capacity

The nature of the projects that have been proposed requires strong project management skills from the municipality. Currently, the NDPG is managed through the BLM Economic Development Planning and Environment Department which has limited capacity in running with the infrastructure programme within the municipality. Also of concern is that the municipality PMU unit has been outsourced. Therefore, from technical point of view it would be ideal to increase project management capacity in implementing the NDPG in the municipality. The advantage that the municipality has to address this challenge is the current Programme Management Team which has been outsourced. Though it has multidisciplinary team, the challenge is their contract is limited to a specific period. Therefore, institution memory may be lost during the implementation process.

Finalised Planning Documents

With the current team of service provider that has been contracted, surely the municipality will be able to finalise the planning document to the level of precision that is required for this types of projects. However, the progress with which planning documents will be completed will highly depend on the ability of the municipality to approve the deliverables and specifically, the project management processes.

Detail Design and Contract Management

The municipality has expertise in project design and management, and also through the service provider that the municipality has contracted to implement NDPG project. The service provider will assist immensely in ensuring that the design from the project are managed and executed in a manner that is not going to compromise the project.

Land Requirements

Each node has its own unique land requirements with distinct challenges. However, it must be indicated at the outset that Maviljan CBD is the only node which has major challenges with the land which should given attention to unlock the economic potential and growth of the municipality. There are number of parcels of land which have been identified owned by government and in some instances occupied by private individuals which should be unlocked. There is a need to develop strategy for securing various parcels of land which have been identified for development in all the nodes. There is only one parcel of land which the private sector must be bought out to ensure that the development takes place. Generally, the land is not a major problem in other nodes.

Contract Resource and Material Management

Given the strategic location of the municipality which is accessible to major economic centre such as Mbombela, there is vast experienced resources that the municipality can be able to attract to execute the projects. There are number of projects of similar nature which have been undertaken by adjacent municipalities such as Mbombela. It must however be indicated that the municipality has some internal management capacity in this regard, moreover current service providers assisting in the implementation of the programme will be able to address areas which the municipality may lack capacity.

5.2 Partnership structures

National Treasury-NDP Unit

The role of national treasury especially the NDP unit in the implementation of this programme in BLM is crucial. In order to ensure that the municipality complies with all the conditional grants requirements and the vision of the NDPG it will be crucial to keep constant contact with the NDP Unit. The key role of the NDP in this regard is to ensure that the municipality implement programmes in a manner that is in line with the grant requirements and also the overall vision of the programme. Therefore, the partnership should be based on constantly revisiting the vision of the municipality.

The Local Stakeholder Groups

BLM is dominantly rural with a need for various services especially infrastructure related to deliver basic services. Therefore, it would be of utmost important to keep in contact and inform both internal and external stakeholders about the role of the grant in unlocking the economic potential of the R293 towns. This will ensure that during the implementation of the programme the stakeholders do not perceive the implementation of NDPG in BLM as biased towards the needs of the so called “developed areas” but rather to address the specific needs.

National and Provincial Government

The role of other spheres of government in partnering with the BLM for the implementation of NDPG will be critical to ensure that the funded projects and programme the provincial and national government are geared towards the realisation of unlocking the economic potential of the BLM as per NDP vision. It will be of utmost important to engage various sector departments that intend to invest in construction of various forms of infrastructure in BLM and also to ensure that vision of NDP is well understood. This will ensure that the BLM is able to

mobilise resources beyond the current grant allocation as per National Treasury NDP.

Private Developers and Investors

Private sector is the major investor of various infrastructures in South Africa. As such in order to ensure that BLM NDP realises its maximum potential it would be ideal to entice the appetite of private developers and investor. This should be done through creating a continuous partnership that will ensure that the private developers see value adding of the BLM through the implementation of this programme.

Table 18: Programme Role Players

Organisation	Description of the Role
Bushbuckridge Local Municipality	<ul style="list-style-type: none">• Driving the implementation of BLM NDPG programme• Supporting various role players that are participating in the node.• Continuously create conducive environment for various organisations that want to invest in the nodes• Facilitate and lead stakeholders' forum for the development of the nodes and corridors.
National Treasury	<ul style="list-style-type: none">• Guide and assist the municipality with successful implementation of the programme in the node.• Support and guide the municipality on programmes and projects which should be pursue to unlock economic potential.• Fund the projects which will increase the economic activity in the municipality.
National and Provincial Sector Department	<ul style="list-style-type: none">• Funding specific social, economic and environmental projects which complement the development of the

Organisation	Description of the Role
	<p>node and the surrounding villages.</p> <ul style="list-style-type: none">• Provide policy direction and guidance on opportunities that the municipality is trying to pursue.
Business and developers	<ul style="list-style-type: none">• To superimpose the government initiatives of unlocking economic potential through investing in infrastructure and complementary services that could benefit the nodes, the surrounding communities and people of BLM at large.
Mpumalanga Economic Growth Agency (MEGA)	<ul style="list-style-type: none">• Support the municipality in marketing and packaging business opportunities that can have major spin-offs to local and international business community.• Continuously working with the municipality to assess and package investment opportunities including funding feasibilities and market studies.
Mpumalanga Tourism and Parks Board	<ul style="list-style-type: none">• Assisting in profiling the tourist attraction sites within the jurisdiction of BLM• Assist in developing/marketing tourist attractions lying in the municipality• Linking the tourist attractions in BLM with the panorama route• Continuously ensuring that the tourist attractions in BLM are well exposed/marketed.

5.3 Procurement strategy

Project Management and Design

The programme and project management including the design of the project have been secured through the procurement of the current programme and engagement of a project management team. Moreover, the municipality has internal capacity of project design, despite being limited. It is expected that with the current services providers the municipality will harness its capacity on issues of project design and project management. Project role players of projects which fall outside the NDPG funding will be capacitated through internal team and also where a need arises through the procurement of such services.

Construction

The municipality will use the current procurement guidelines to procure the service for the construction of various projects. Currently, the municipality has technical capacity to procure this kind of projects, however, the current services provider will also be used on the NDPG funded projects – to expedite the implementation of the projects.

5.4 Targeted Beneficiary Groups

- Residence of BLM- the population of Bushbuckridge Local Municipality is the main beneficiary of the programme. It is expected that the implementation of the programme and its attended projects will result in increase economic vibrancy through unlocking economic potentials as well as increasing agglomeration of economic activities in Maviljan (Bushbuckridge CBD), Dwarsloop, Mkhuhlu, Marite, Hluvukani and Shatale. Most important this will improve the efficiency of land use which will

benefit the growth and development in the municipality. The expansion of the programme to other economic active areas such as Thulamahashe, Acornhoek and Mkhuhlu will also be crucial to increase economic active nodes in the municipality. Most importantly, the communities within the latter three nodes will benefit immensely through accessing economic opportunities within a reasonable distance. Moreover, this development will also impact on the most rural nodes. Local Business Community- the business community within the municipality and beyond stand to benefit immensely from the implementation of the programme. Unlocking and reserving strategic land for current and future business activities will surely benefit business community in enabling them to invest within the municipality.

- Bushbuckridge Local Municipality- the implementation of the programme will assist the municipality in unlocking the economic potential of the municipality. This will ultimately result in the expansion of the local economy which will create employment opportunities, reduce inequalities and ultimately push back the frontiers of poverty within the municipality.

5.5 Stakeholders Analysis

Table 19: stakeholders involve in the economic development of BLM

Stakeholders	Role
Bushbuckridge Local Municipality	Custodian of the programme and also responsible for coordination of all stakeholders involved in the implementation of programme in the municipality.
National Treasury	Project Sponsor
Ehlanzeni District Municipality	Provide value add through funding some of the projects within the nodes
Traditional Leaders	Cooperating with the municipality in planning processes including reserving and availing strategic land
SANRAL	Funding part of national roads that are lying within the jurisdiction of the municipality. This include managing and maintaining impotent economic development corridor R40
COGTA Mpumalanga	Responsible for investment of various infrastructure project through MIG
Department of Economic Development, Environment and Tourism	Provide policy, strategic direction and linkages to all stakeholders that are involved in economic development activities
Department of Water Affairs and Environment	Responsible for funding and implementing all bulk water infrastructure projects in the municipality.
MEGA	Assist with attracting investors to the municipality.
Department of Rural Development and Land Reform	Assist the municipality in funding and implementing projects that will stimulate the social and economic activities within the municipalities.
Limpopo Economic Development Agency (Former Limvdev)	Hold number of strategic land in the municipality which includes the industrial node in Mkhuhlu. Their key role will be to provide insight information with regard to the strategic assets that have potential to increase economic activity of the municipality.