

GSDM 2009/10

INTEGRATED DEVELOPMENT PLAN

**"A District Municipality Striving to Excel in
Good Governance and Quality Infrastructure."**



GERT SIBANDE
DISTRICT MUNICIPALITY



GERT SIBANDE
DISTRICT MUNICIPALITY

GERT SIBANDE

DISTRICT MUNICIPALITY

VISION

A District Municipality Striving to Excel in Good Governance and Quality Infrastructure

MISSION

Ensuring a better life for all in the District through:


- Municipal Infrastructure Development
- Economic and Tourism Promotion
- Functioning Ward Committee System
- Community & Stakeholder Participation
- Efficient Systems and Administration
- Human Development

CORPORATE VALUES

- Customer Focus
- Accountability
- Responsiveness
- Excellence
- Service Oriented

In reviewing the IDP and our Budget for the next year and beyond, we have consulted quite extensively with our communities in all our constituent Local Municipalities through their varying groupings using our IDP Representative Forum and other IGR structures at our disposal.





**GERT SIBANDE
DISTRICT MUNICIPALITY**



**A District Municipality Striving
to Excel in Good Governance
and Quality Infrastructure**



Foreword by the Executive Mayor

It gives me great pleasure to present this Integrated Development Plan for the 2009/10 Financial Year, which is the third year of our Current Term of Office. In reviewing our 2008/09 IDP and subsequently drafting our IDP and Budget respectively for 2009/10 and beyond, we have consulted quite extensively with our communities in all our constituent Local Municipalities through their varying groupings using our annual IDP/Budget Mayoral Outreaches, IDP Representative Forum and other IGR structures institutionalised within our Municipality.

Culminating from our aforementioned consultation and engagements with varying stakeholders the following Key Development objectives were identified as pertinent in bringing about improved quality of life for our entire populace:-

- Facilitate creation of more jobs and descent work;
- Form strategic partnerships in fighting hunger and poverty;
- Advocate for access to quality education for all our citizens;
- Ensure proper health care for all our communities;
- Ensure sustainable development of all rural communities within our jurisdictional area;
- Harness the building of safer and secure communities

Cnr A M GAMEDE
EXECUTIVE MAYOR

VISION

A District Municipality
Striving to Excel in Good
Governance and Quality
Infrastructure

GERT SIBANDE DISTRICT MUNICIPALITY



The District is determined work even harder and closely with government institutions and all its Social Partners to initiate and create job opportunities through EPWP and other initiatives, for the benefit of the unemployed and the poor.

To date resounding success has been realised in number of areas, where many of our people are living decent lives as a result of the services we have put in their respective residential areas. Accolades such as Awards received by the District from varying stakeholders attest to the work done well by the District. Whilst much has been achieved, there is still much that needs to be done to reverse and ultimately eradicate undesired consequences of underdevelopment, inequality, unemployment, HIV/AIDS and poverty.

The District is therefore determined work even harder and closely with government institutions and all its Social Partners to initiate and create job opportunities through EPWP and other initiatives, for the benefit of the unemployed and the poor. By 2014, all households will have access to running water and decent / proper sanitation. Furthermore, the District aims to ensure that all households have access to electricity by 2012.

In pursuance of the Spirit of Good and transparent and accountable Governance, the District also subscribes to clean * sound administration and will not in any manner tolerate any corrupt and unethical practices among its constituent Local Municipalities and & Councillors and officials therein.

The vision of our constitution is “to establish an open democracy committed to social justice and the recognition of human rights. It seeks to improve the quality of life of all citizens and free the potential of each person...No institution of the government could fail to notice the high levels of poverty and deprivation of material necessities affecting large members of the South African population. It is clear that this overarching constitutional objective {improving the quality of life for all citizens} will not be achieved until this state of dire need is eradicated... The socio-economic rights in the constitution quite clearly reflect a commitment to social upliftment” (Langa 2003:672)

This document therefore embodies our collective blueprint for the future of our District. It is a living document that is reviewed on an annual basis. To this extent we invite you to comment in writing to us and let us know how best we can improve in this and any of our plans, implementation and evaluation thereof.

Through our collective efforts we are building a District Municipality which is non-racial, non-sexist, democratic, vibrant, developmental, people centred - truly belonging to all and united in its diversity as we endeavour to bring about a united society within Gert Sibande District Municipality. We therefore invite you all to join us in this noble course and assist us in bringing this plan and its contents to fruition.

Only us the people of Gert Sibande District Municipality can make this District to be what we aspire it to be, through our progressive engagements, views and suggestions.

May the 2009/10 Financial Year bring the best memories and leave a lasting legacy our Partnership in building a truly developmental District Municipality, where social ; economic and material prosperity of the citizens is the order of the day.

Yours Sincerely

Cnr A M GAMEDE
EXECUTIVE MAYOR



Overview of the **Municipal Manager**

Our 2008/9 Revised Integrated Development Plan (IDP) serves as a barometer both for Gert Sibande District Municipality (GSDM) and its citizens towards the realization of the District's developmental vision of:

“A district municipality striving to excel in good governance and quality infrastructure.”

A development plan by any sphere of government be it a Municipal Integrated Development Plan (IDP), a Provincial Growth and Development Strategy (PGDS) and the National Spatial Development Perspective (NSDP) is largely a translation of constitutionally allocated powers and functions into implementable projects and programmes with corresponding fiscal allocations.

In our Implementation of these plans we therefore need to continuously introspect ourselves as to whether we are aligned with the current and proposed macro-economic policies, strategies, public investment plans and sectoral programmes to accelerate the reduction of poverty, underdevelopment and

**M.A. NGCOBO,
MUNICIPAL MANAGER**

unemployment in our region, and as thus contribute to the national imperatives.

For GSDM to be able to adequately respond to its developmental mandate, its capacity to do so must be proactively enhanced. This would mean all the necessary institutional mechanisms and processes are put in place and their relevance continuously monitored as dictated by the ensuing developmental trajectory of the District.

Since our District is by nature largely rural, there is therefore a strong need for development of Integrated Sustainable Rural Development Strategy, which will guide us as to how should we engage National and Provincial Spheres of our Government and advocate for their optimal support towards development of our rural communities.

In an endeavour to make a significant impact towards improving the plight of our communities we have accordingly identified the following Key Strategic Focal Areas as pertinent:

- Municipal Transformation and Organization Development
- Municipal Financial Viability and Management
- Local Economic Development
- Infrastructure Development and Service Delivery
- Intergovernmental Relations, Good Governance and Public Participation

The constitution and the local Government statutes enjoin District Municipalities with the obligation of positively influencing regional economies as well as improving the general well being of its communities. It is in recognition and pursuit of these obligations therefore that the GSDM has resolved to embrace the National and Provincial development objectives in meeting the 2014 Millennium Development Targets. In doing so, GSDM has promoted infrastructure development and upgrading as paramount in fulfilling its regional economic development objective.

In defining GSDM's developmental trajectory required are both focus and decisiveness on our part, the will to weigh trade-offs and make choices, as well as strategies to inspire all stakeholders to proceed along a new trail. If decisive action is taken on a number of focused areas, the confluence of possibilities is such that the District would enter a road of faster economic growth and job-creation, faster and more efficient provision of quality services, increased social cohesion and reduction of the paradigm of exclusion prevalent among sections of society.

It is therefore the responsibility of all within the municipality working in collaboration with variety of stakeholders providing service in the Gert Sibande District Municipality area of jurisdiction.

We commit ourselves to toil towards providing service excellence, good and accountable governance in all our endeavours. This will however, not happen overnight, yet we will get there and ours will be a District which will be a beacon of good practices continuously graced by those within the shores of our Country and beyond



In the spirit of Batho Pele, (People First) one of the first things we want to do is to better our communication with the citizens of our District at large. We would love to hear and receive your views and inputs on this IDP, its relevance in addressing core developmental issues within your localities, areas of operation and in all that we do therein as the District.

We look forward to a productive and prosperous year ahead for our communities in partnership with Government as a whole. We therefore invite your comments and feedback on the implementation of this document so that we can monitor and evaluate our progress and identify any gaps that should be addressed moving forward.

This is a start of the GSDM renaissance - "A total commitment is paramount to reaching the ultimate performance"—Tom Flora

We are therefore determined to continuously monitor and evaluate our performance in attaining the objectives as articulated to herein so as to make our District truly a better one.

"The end of all action, individual or collective, is the greatest happiness of the greatest number. There is no difference of kind between the good of one and the good of many or all. It is natural to regard the state as a community that exists for the sake of a good life for all. It is in the state that that common seeking after the good, which is the profoundest truth about men and nature, become explicit and knows itself"—Aristotle

Yours Sincerely
M.A. NGCOBO, Pr. Tech. Eng, MSAICE, IMESA, FMWSA, MIPET
MUNICIPAL MANAGER

ACRONYMS

ABET	Adult Based Education and Training
AIDS	Acquired Immune Deficiency Syndrome
CBO's	Community Based Organisations
CETA	Construction Education and Training Authority
CHBC	Community Home Base Care
CMIP	Consolidated Municipal Infrastructure Programme
CPTR	Current Public Transport Record
DACE	Department of Agriculture, Conservation and Environment
DBSA	Development Bank of South Africa
DEAT	Department of Environmental Affairs and Tourism
DAC	District AIDS Council
DALA	Department of Agriculture and Land Administration
DLA	Department of Land Affairs
DLGH	Department of Local Government
DoH	Department of Housing
DPLG	Department of Provincial and Local Government
DTI	Department of Trade and Industry
DM	District Municipality
DMA	District Management Area
DME	Department of Minerals and Energy
DPW	Department of Public Works
DWAF	Department of Water Affairs and Forestry
ECA	Environmental Conservation Act
EIA	Environmental Impact Assessment
EIP	Environmental Implementation Plan
EHS	Environmental Health Services
EMP	Environmental Management Plan
EMS	Environmental Management System
EPWP	Expanded Public Works Programme
FBS	Free basic Services
FBE	Free Basic Electricity
FPA	Fire Protection Association
GIS	Geographic Information System
GSDM	Gert Sibande District Municipality
GSDC	Gert Sibande District Council
HDI	Human Development Index
HOD	Head of Department
IDP	Integrated Development Planning
IGR	Intergovernmental Relations
IEM	Integrated Environmental Management
IMEP	Integrated Municipal Environmental Programme
IWMP	Integrated Waste Management Plan
INEBPBU	Integrated National Electrification Programme Business Planning Unit
IS	Information System
IT	Information Technology
ITP	Integrated Transport Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
LDO	Land Development Objective
LED	Local Economic Development
LM	Local Municipality
LRAD	Land Redistribution for Agricultural Development
LTO	Local Tourism Organisation
LUMS	Land Use Management System
MAM	Multi Agency Mechanism
MEC	Member of Executive Committee
MFMA	Municipal Finance Management Act
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MPCC	Multi Purpose Community Centres
MSIG	Municipal Systems Improvement Grant
MSP	Master Systems Plan
NEMA	National Environmental Management Act
NEPAD	New Partnership for Africa's Development
NER	National Electricity Regulator
NGO	Non Governmental Organization
NSDP	National Spatial Development Perspective
NWMS	National Waste Management Strategy
OLS	Operating Licence Strategy
PGDS	Provincial Growth and Development Strategy
PHC	Primary Health Care
PMS	Performance Management System
PPP	Public Performance Areas
REDS	Regional Electricity Distribution System
RSC	Regional Service Council
RTO	Regional Tourism Organisation
SABS	South Africa Bureau of Standards
SACOB	South Africa Chamber of Business
SALGA	South Africa Local Government and Administration
SANAC	South African National AIDS Council
SANCO	South Africa National Civic Organization
SAPS	South African Police Service
SETA	Sector Education Training Authority
SDF	Spatial Development Framework
SLA	Service Level Agreement
SOER	State of the Environment Report
TSC	Thusong Services Centres
TBVC	Transvaal Bophuthatswana Venda and Ciskei
WSA	Water Services Authorities
IWSDP	Integrated Water Services Development Plan

1

PART ONE: INTRODUCTION AND CURRENT SITUATION

1.1	Introduction	6
1.2	Policy and Legislative Context	7
1.3	IDP Planning Process	10
1.3.1	The IDP Process	10
1.3.2	Summary of Community Stakeholder Input	13
1.4	National and Provincial Planning Frameworks Affecting GSDM	14
1.4.1	National Spatial Development Perspective (NSDP)	14
1.4.2	Overview of Mpumalanga PGDS	16
1.4.3	Accelerated and Shared Growth Initiative for South Africa (ASGISA)	18
1.4.4	Mpumalanga Rural Development Programme (MRDP)	18
1.5	State of Development in GSDM and Analytical Overview of Municipal Services	19
1.5.1	District Population Dynamics	21
1.6	Municipal Transformation and Organization Development	21
1.6.1	Municipal Powers and Functions	21
1.6.2	Organizational Design	25
1.6.3	Institutional Capacity	29
1.6.4	Committee Service	33
1.6.5	ICT Services	33
1.6.6	Skills Development and Capacity Building	34
1.7	Municipal Financial Viability and Management.....	34
1.7.1	Credit Control and Debt Collection Strategy for Local Municipalities.....	35
1.7.2	Local Municipal Support.....	35
1.7.3	Supply Chain Management	40
1.8	Local Economic Development and Environmental Management Overview	40
1.8.1	Regional Economic Growth	40
1.8.2	Agricultural Development and Land Reform	44
1.8.3	Regional Fresh Produce Market	45
1.8.4	Potential Economic Hubs	45
1.8.5	Strategic Development Master Plans	48
1.8.6	SMME/Co-Operatives Development & Support.....	48
1.8.7	Tourism Development, Promotion and Support	49
1.8.8	Job Creation	49
1.8.9	Poverty Alleviation	51
1.8.10	Environmental Management and Protection	52
1.9	Infrastructure Development and Service Delivery	53
1.9.1	Access to Services: Regional Distribution	53
1.9.2	Water Provision	55
1.9.2.2.2	Sanitation	58
1.9.3	Electricity Supply	61
1.9.4	Human Settlement	62
1.9.5	District Spatial Development and Land Use	66
1.9.6	Roads and Transportation.....	67
1.10	Social Development and Community Services.....	74
1.10.1	Community Facilities (Summary).....	74
1.10.2	Municipal Health and Social Services	77
1.10.3	Sports and Recreation Programmes and Projects	86

1.10.4	Disability Coordination and Support.....	86
1.10.5	Youth Development	87
1.10.6	Gender	88
1.10.7	Rights of Children	88
1.10.8	Thusong Services Centres (TSCS)	88
1.10.9	Harnessing Safer, Secured and Healthier Neighbourhoods	89
1.10.10	Safety and Security.....	90
1.10.11	Disaster Management	91
1.10.12	Education.....	96
1.10.13	Cemeteries And Graveyards	99
1.11	Intergovernmental Relations, Good Governance and Public Participation	99
1.11.1	Municipal Audit Committee	99
1.11.2	Community Participation and Communication Mechanisms.....	99
1.11.3	Public Participation	101
1.11.4	Traditional Leadership	101
1.11.5	Supporting Local Municipalities	103
1.11.6	Partnerships	103
1.12	Conclusive Summary: Swot Analysis And Key Issues	104
1.12.1	Swot Analysis.....	105
1.12.2	Key Issues	106

2 PART TWO: GSDM VISION, DEVELOPMENT OBJECTIVES AND STRATEGIES AND MUNICIPAL PROJECTS/ PROGRAMMES

2.1	Our Vision, Mission and Corporate Values	114
2.2	Developmental Objectives, Strategies and Key Performance Indicators (KPIs).....	116
2.3	Municipal Projects and Programmes	144
2.3.1	GSDM Programmes and Projects	144
2.3.2	GSDM Programmes and Projects At Constituent Local Municipalities.....	150

3 PART THREE: OPERATIONAL STRATEGIES (SECTOR PLANS)

3.1	Sector Plans	160
3.1.1	Organisational Performance Management Systems	161
3.1.2	Spatial Development Framework	162
	Intended Transport Corridors	164
3.1.3	Skills Development Plan	164
3.1.4	District LED Strategy.....	164
3.1.5	Integrated Waste Management Plan	165
3.1.6	Integrated Transport Plan	166
3.1.7	District HIV/AIDS Plan	172
3.1.8	Communication Strategy	172
3.1.9	Disaster Management Plan	174
3.1.10	Integrated Water Services Development Plan (IWSDP)	175
3.1.11	Financial Plan.....	178
3.2	Policy Compliance & Implementation Monitoring and Evaluation.....	185
3.2.1	Performance Management and IDP Review	185

LIST OF MAPS

Map 1:	Locality
Map 2:	Access to Services
Map 3:	Land Use
Map 4:	Landcover and Settlement Hierarchy
Map 5:	Transportation Network
Map 6:	Health Facilities
Map 7:	Social Facilities
Map 8:	Educational Facilities

LIST OF TABLES

Table 1:	Local Municipalities Main Administration Offices
Table 2:	NSDP Classification for selected Municipalities in Gert Sibande
Table 3:	The UN Millennium Development Goals
Table 4:	GSDM Population size and Number of Households
Table 5:	GSDM Population Groups and Gender
Table 6:	Powers, Duties and Functions
Table 7:	Distribution of Powers, Duties and Functions within GSDM
Table 8:	Gert Sibande Administrative Capacity
Table 9:	Institutional Capacity/Institutional Plans
Table 10:	Progress Report on Implementation of the Property Rates Act No 6 of 2004
Table 11:	Revenue Breakdown per Municipality
Table 12:	Municipal Infrastructure Expenditure per Municipality
Table 13:	Capital Expenditure versus Operating Expenditure Ratios
Table 14:	Contribution per Municipality
Table 15:	Mining and Quarrying
Table 16:	Manufacturing – Labour Intensive
Table 17:	Gert Sibande State of HDI, Gini Coefficient and Poverty Rates
Table 18:	Labour Market Status (Estimated economically active population STATSSA 2001
Table 19:	Gert Sibande State of HDI, Gini Coefficient and Poverty Rates
Table 20:	District Extent, Population, and people below minimum living standard and household income
Table 21:	Estimated Household backlogs on Water and Sanitation Services Category A,B&C
Table 22:	Proposed eradication of water backlogs during current financial year 2008/09
Table 23:	Proposed eradication of sanitation backlogs during current financial year 2008/09
Table 24:	Estimated Funding Requirements on Refurbishment
Table 25:	Additional Funding Requirements on O & M
Table 26:	Proclaimed areas with access to electricity
Table 27:	Proclaimed areas with access to housing
Table 28:	Housing Typologies per Municipality
Table 29:	Municipal Roads
Table 30:	Community Facilities
Table 31:	Waste Quantities per category, per municipality as of 2005
Table 32:	Number of Formal Households with Access to Waste Collection
Table 33:	Estimated budget to eradicate waste management backlogs in GSDM
Table 34:	Summary of the status quo of each municipality with regard to this function
Table 35:	District Disaster Management Capacity
Table 36:	Highest Level of Education: Age 15+
Table 37:	Education Facilities
Table 38:	Communication Status Quo

LIST OF FIGURES

Figure 1:	IDP Review Process
Figure 2:	Gert Sibande District Municipality: Macro Organisational Structure
Figure 3:	Office of Municipal Manager
Figure 4:	Corporate Services
Figure 5:	Finance
Figure 6:	Planning and Infrastructure Development
Figure 7:	Intergovernmental Relations and Development

contents

PART ONE

Introduction & Current Situation

A DISTRICT MUNICIPALITY STRIVING TO EXCEL IN GOOD GOVERNANCE AND QUALITY INFRASTRUCTURE



1.1 INTRODUCTION

The Integrated Development Planning is a process through which a Municipality, its constituencies, various service providers, interested and affected parties come together to identify development needs, outline clear objectives and strategies which serve to guide the allocation and management of resources within the Municipal's jurisdictional area. From this planning process emanates the Municipal Integrated Development Plan (IDP), whose main objective is the improvement of coordination and integration of planning, budgeting and development within a Municipal Area. As a five (5) Year budgeting, decision-making, strategic planning and development tool, the IDP is used by the Municipality to fulfil its role of 'developmental local governance.' *Central to this are the overarching objectives and strategies encapsulated in the plan, which guides the Municipality in the realm of:*

- Municipal Budgeting;
- Institutional restructuring in order to realize the strategic intent of the plan;
- Integrating various Sectors in the form of Infrastructure, Land Use, Agriculture with Socio-economic and Ecological dimensions; and
- Performance Management System

This document therefore represents the Revised Integrated Development Plan as prepared by the Gert Sibande District Municipality (GSDM) as part of its 2009/10 IDP Review process.

It is submitted and prepared in fulfilment of the Municipality's legal obligation in terms of Section 34 of the Local Government: Municipal Systems Act, 2000 (MSA Act 32 of 2000).

GSDM is demarcated as D30 as per the Municipal Demarcation Board, and is one of the three (3) District Municipalities that constitute Mpumalanga Province as per the depiction (Map 1 and 2) below.

The District Municipality is bordered by Ekurhuleni Metro to the west and Sedibeng District Municipality to the south west respectively both in Gauteng Province, Northern Free State and Thabo Mofutsanyane District Municipalities to the south east both in the Free State Province, Ehlanzeni District Municipality to the north east and Nkangala District Municipality to the north respectively both in Mpumalanga Province, Amajuba and Zululand District Municipalities in KwaZulu-Natal Province to the south east, and Swaziland to the east.

Spatially Gert Sibande District Municipality is the largest of the three Districts in Mpumalanga Province at 31 846 km², covering 40% of the Mpumalanga Province's land mass.

The District is made of Seven (7) constituent Local Municipalities, viz: Albert Luthuli; Govan Mbeki; Dipaleseng; Lekwa; Mkhondo; Msukaligwa and Pixley Ka Seme respectively. The spatial size and main Administration Offices of these Municipalities are depicted in table 1 below.

Table 1: Local Municipalities Main Administration Offices

Local Municipality	Main Admin Location	Central Place Index	Area (km)	Average Density (Persons/km ²)
Albert Luthuli	Carolina	1.03	5 572,79	33.62
Dipaleseng	Balfour	1.2	6 016, 51	20.74
Lekwa	Standerton	2.98	4 868, 15	29.35
Msukaligwa	Ermelo	3.6	5.227.98	15.44
Mkhondo	Piet Retief	2.15	4 586, 19	22.51
Pixley Ka Seme	Volksrust	1.29	2 515, 28	14.77
Govan Mbeki	Secunda	3.08	2 958, 97	79.94
TOTAL			31 845, 87	28.26

1.2 POLICY AND LEGISLATIVE CONTEXT

In addition to the legal requirement for every Municipality to compile an Integrated Development Plan as referred to in section 1.1 above, (the original GSDM IDP), the Municipal Systems Act, Act 32 of 2000 (MSA) also requires that:

- the IDP be implemented;
- the Municipality monitors the implementation of the IDP;
- the Municipality evaluates its performance with regard to the IDP’s implementation; and
- the IDP be reviewed annually to effect improvements where necessary.

Section 34 of the Act deals with the Review and Amendment of the IDP and states that: “The Municipal Council:

a) Must review its Integrated Development Plan

- annually in accordance with an assessment of its performance measures in terms of Section 41 and;
- to the extent that changing circumstances so demand and;

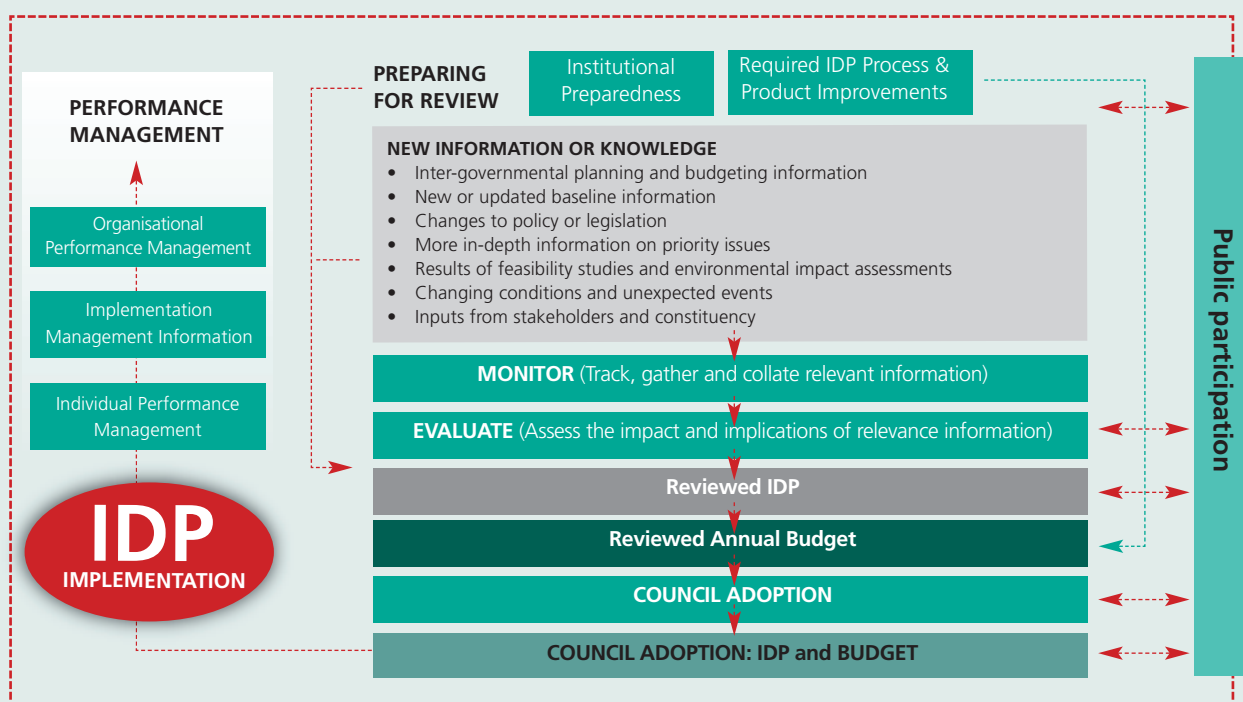
b) May amend its Integrated Development Plan in accordance with the prescribed process”

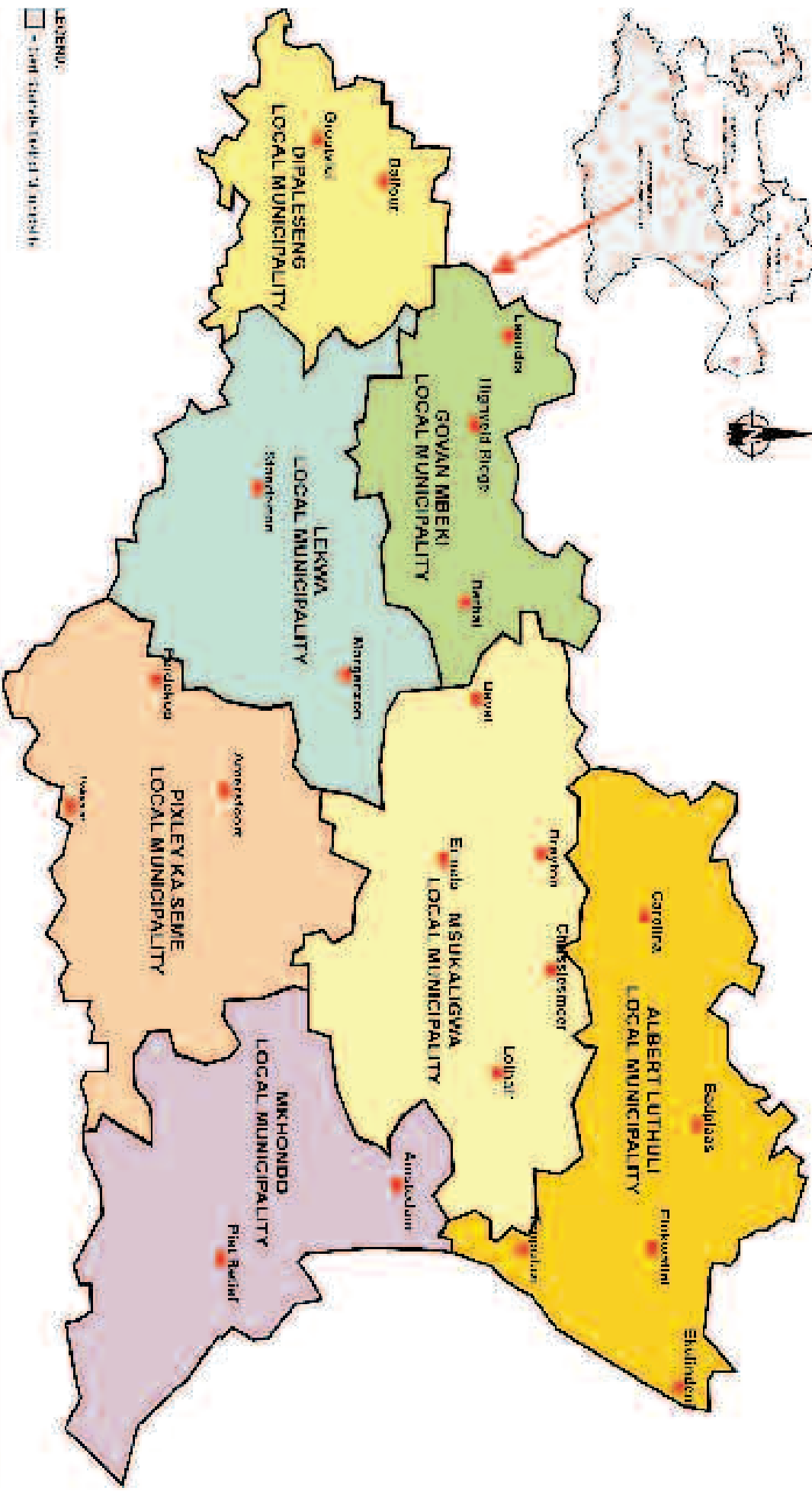
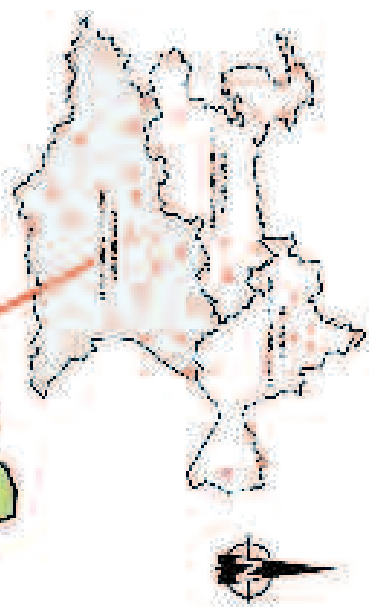
The annual review process thus relates to the assessment of the Municipality’s performance against organisational objectives as well as implementation delivery, and also takes into cognisance any new information or change in circumstances that might have arisen subsequent to the adoption of the previous IDP. The review and amendment process must also adhere to the requirements for public participation as articulated to Chapter 4 of the MSA (2000).

In terms of the IDP Review Guidelines, IDPs are reviewed based on 4 primary areas of intervention, i.e. Annual IDP Review, the IDP Process, Amendments in Response to Changing Municipal Circumstances, and Comment from the MEC.

The process described and outlined in the flow chart below represents a continuous cycle of planning, implementation and review. Implementation commences after the Municipal Council adopts the initial IDP whilst Public Participation remains pivotal throughout the process of the IDP.

Figure 1: IDP REVIEW PROCESS



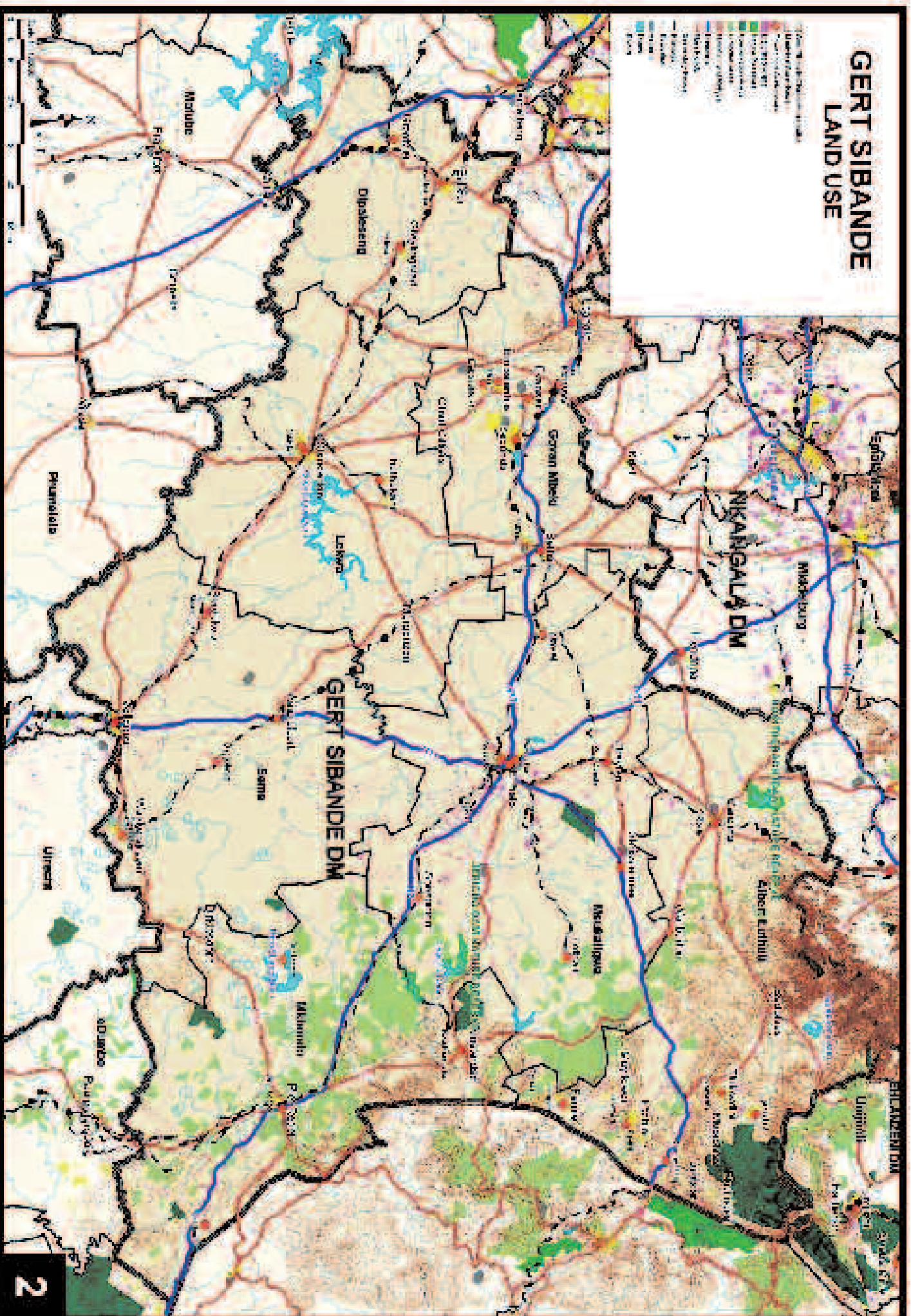


MINISTER OF LOCAL GOVERNMENT
 DEPARTMENT OF LOCAL GOVERNMENT

Municipal Areas in Gert Sibande

GERT SIBANDE LAND USE

- Legend**
- Water Bodies
 - Urban Areas
 - Industrial Areas
 - Commercial Areas
 - Residential Areas
 - Public Open Spaces
 - Green Spaces
 - Waterways
 - Roads
 - Railways
 - Other



Report Outline

This report comprises three main components:

PART ONE provides an overview of the legislative framework for the IDP Review process as well as the process followed. It also reflects on national and provincial planning frameworks impacting on the GSDM, and it concludes with an overview of the State of Development in the District and a specific focus on municipal services.

PART TWO deals with the municipal Vision and Mission, as well as Developmental Objectives, Strategies and Key Performance Indicators for each of the following Key Strategic Focal Areas which are also the Pillars of the 5 Year Local Government Strategic Agenda:

KPA1	KPA2	KPA3	KPA4	KPA4
Municipal Transformation and Organisation Development	Municipal Financial Viability and Management	Local Economic Development	Infrastructure Development and Service Delivery	Intergovernmental Relations, Good Governance and Public Participation

It then concludes with Municipal Projects and Programmes for each of these Key Performance Areas.

PART THREE reflects on the Operational Strategies of the GSDM with specific focus on the following Sector plans:

- Organisational Performance Management Systems
- Spatial Development Framework
- Disaster Management Plan
- Skills Development Plan
- Fraud Prevention Plan
- District LED Strategy
- Integrated Waste Management Plan
- Integrated Transport Plan
- District HIV/AIDS Plan
- Communication Plan
- Financial Plan
- Employment Equity Plan
- Integrated Water Services Development Plan
- Integrated Environmental Management Plan

The document then concludes (section 3.2) with an assessment on how the IDP compliance with policy requirements, and an indication on how implementation monitoring and evaluation will be conducted.

1.3 IDP PLANNING PROCESS

1.3.1 The IDP Process

During June 2008, Gert Sibande District Municipality adopted a Framework Plan for the 2009/10 IDP review throughout its area of jurisdiction, followed by Process Plans for the seven (7) respective Local Municipalities for their IDP Reviews respectively. These plans were adopted in accordance with the relevant legal prescripts and have dictated the process followed in reviewing this IDP.

During the review cycle, changes to the IDP process and content have been necessitated due to:

- Institutional Issues;
- Amendments in response to changing circumstances; and
- Improving the IDP process and content;
- Mainstreaming of HIV and Aids, Poverty and Gender, Disability programmes

Particular attention was paid to Institutional Issues, the IDP-Budget-PMS link, and an updated list of Projects.

Organisational arrangements were put in place as per the Framework/Process Plan and all legislative prescripts were adhered to. Of particular note have been the effective and efficient resuscitation and subsequent operations of structures such as the IDP Representative Forum, IDP Steering Committee and other IGR Fora.

These have executed their mandates in terms of the adopted Framework/Process Plan and ensured the achievement of key milestones and deliverables.

Strict compliance with Regulation 3(5) has been ensured through an ongoing process of consultation between the GSDM and all seven (7) Local Municipalities through the operations of the said structures.

• **District Framework Plan**

The District Framework Plan was formulated and adopted to serve as a guide to all of the local municipalities within the GSDM area of jurisdiction, in the preparation of their respective Review Process Plans. In brief, the District Framework Plan outlines the time frames of scheduled events/activities, structures involved and their respective roles and responsibilities of the respective stakeholders during the review process.

The GSDM Framework/Process Plan which was formulated and adopted by Council further outlines the way in which the GSDM embarked on its own IDP Review Process from its commencement in August 2008 to its completion during the month of March 2009.

The following structures guided the IDP Management and Review Process within the GSDM:

- IDP Representative Forums
- DP Technical Committees
- IDP Steering Committees
- Departmental Fora
- IDP Management Committee

The aforementioned structures were utilized during the IDP process in accordance with the roles and responsibilities assigned to them as stipulated in the table below:

Organizational Arrangements for Organised Public participation

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
1	Municipal Council	<p>The District Council will approve the reviewed IDP.</p> <p>Will consider the Framework/Process Plan which should set out the process for the new IDP cycle.</p>
2	Executive Mayor and Mayoral Committee	<p>The Mayoral Committee must:</p> <ul style="list-style-type: none"> • Decide on the Process Plan for IDP Review • Responsible for overall management, co-ordination and monitoring of the review process, and may assign responsibilities to the Municipal Manager • Submit reviewed IDP framework and draft IDP to Council • Develop terms and criteria for Representative Forum. • Give political direction
3	Municipal Manager with delegated powers to the Senior Director IDP	<p>The Municipal Manager is responsible for the management and co-ordination of the preparation of the IDP process which include but not limited to the following:</p> <ul style="list-style-type: none"> • Responsible for the day to day management of the planning process plan and ensuring that timeframes are being adhere to and resources are and managed effectively and efficiently; • Co-ordinate the involvement of all different role players; • Ensuring the horizontal and vertical alignment in the planning process, including Sectors; • Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained; • Ensuring compliance with National and Provincial requirements and legislations; • Ensure appropriate participation of all the relevant Stakeholders; • Ensure proper documentation of outcomes; • Chairing the Steering Committee, Technical Committee; and • Management of Service Providers

Organizational Arrangements for Organised Public participation *(continued)*

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
4	IDP Steering Committee	<ul style="list-style-type: none"> • Framework/Process Plan management structure; • Allocation of duties and monitoring; • Overall management including the appointment of technical consultants; • Decision on roles and responsibilities; • Commission research studies and recommend appointment of service providers; • Decide on matters to be referred to Technical Committee for alignment and integration purposes.
5	IDP Representative Forum	<ul style="list-style-type: none"> • The Executive Mayor or Representative chairs the forum meetings. • Constituted of the all the Executive Mayors/IDP managers/coordinators/CBO's/NGO's/Business Forums/Community Forums/Youth /Woman/ Disabled Org./ Political parties /Traditional Leadership • This Forum consist of community participation structure/stakeholders in their respective organised formations, to represent the interests of all stakeholders and ensure proper communication to guarantee representative and collaborative participation during the review process; • Will provide an organizational mechanisms for discussion, negotiations and decision making between the stakeholders including municipalities and government departments during the Municipal process; • Monitor the performance of the planning and implementation process. • Make recommendations to the council on planning and development priorities.
6	IDP Sectoral Forums: <ul style="list-style-type: none"> • CFOs Forum • Corporate Services/HR Forum • Infrastructure & Technical Services Managers Forum • District Communications Forum • HIV/AIDS Council • Disaster Management Forum • Transport Forum • Environmental Health Practitioners Forum • Pollution & Waste Forum 	<p>Each municipality will be represented by the head of department or second in charge in the department and senior representatives from sector departments operating within the District. The IDP Sectoral Forums will be responsible for:</p> <ul style="list-style-type: none"> • Advising the Steering Committee on terms of reference for the various planning activities; <ul style="list-style-type: none"> - Deliberate on reports and consider inputs from the relevant stakeholders. (study teams and consultants, and also inputs from provincial sector on sector departments and support providers); - processes, summarizes and document outputs; - consider and report on department outputs; - makes content recommendations, - prepare, facilitate and document meetings - Provide sectional IDP progress report on quarterly basis. - Discuss challenges encountered and recommend possible solutions within their respective line functions - ensure alignment regarding relational matters, and agree on the programme of action to be pursuit towards achieving goals as articulated in the respective Municipal IDPs - Use the 5 LGSA as the basis of their discussions and information assimilation and dissemination tool - Provide technical guidelines on environment and Municipal health issues , provide assessment of district state in terms of compliance and pollution matters
7.	IDP Technical Committee	<ul style="list-style-type: none"> • Will be chaired by the District Municipal Manager or a designated Official. Consists of all Municipal Managers and Heads of Departments as well as representatives from sector departments. • Will deal with matters relevant and relating to District wide issues; • Consider District wide programs and integration to PGDS; • Consider and advise the IDP Representative Forum on the evaluation of sector plans; • Attend to the alignment of the LM's' IDP's to that of the GSDM

Organizational Arrangements for Organised Public participation *(Continued)*

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
7.	IDP Technical Committee <i>(Continued)</i>	<ul style="list-style-type: none"> • Deliberate on inter-sectoral programmes and recommends to the Representative Forum; • Give advise to municipalities and foster sectoral alignment; and • Will timeously report on progress which will then be forwarded to the Steering Committee
8.	IDP Management Committee	<p>Will be responsible for among others the following functions:</p> <ul style="list-style-type: none"> • Chaired by the GSDM IDP Director and consisting of all the IDP Directors/Managers from the seven (7) Local Municipalities • Harness shared understanding of development between the Local and District Municipalities during the IDP implementation and review as well as other planning processes; • Support the planning and implementation management process of local municipalities and District municipality; • Establish and maintain close links with public and private service providers for proper programme alignment in municipal planning; • Provide information to municipalities on relevant national and provincial policy and legislative frameworks; • Organize/conduct relevant training events for municipalities to build their planning and implementation management capacity; • Liaise with donors and other state agencies for funding the municipalities.

1.3.2 Summary of Community Stakeholder Input

During October 2008 and February 2009 respectively over and above the public participation processes initiated by Local Municipalities, the District held its annual Mayoral IDP& Budget Izimbizo, where the Honourable Executive Mayor from the GSDM visited each local municipality with the aim of emphasizing on the Government's programmes, the importance of meeting the Millennium Targets, improvement in service delivery and ensuring better life for all District residents within constituent Local Municipalities. Community members who attended the Mayoral Izimbizo highlighted the development and infrastructural challenges confronting them as:

Albert Luthuli Local Municipality: Water reticulation, Sanitation, Roads, Storm water, Electricity, Land Tenure upgrade, Institutional Development – cell phone signal, Housing, Cemeteries, Parks and recreation, Spatial Development, Youth development.

Dipaleseng Local Municipality: LED, Infrastructure Development, Social and Community Facilities, Health and Environment, Safety and Emergency, Housing, Land Reform, Finance, Institutional Capacity, Development facilitation, Water, Sanitation, Electricity, Housing, Refuse Removal, Upgrade and construction of roads, Storm water management, Formalization of all informal settlements, MPCC Groetvlei and Greylingstad, Job Creation for youth.

Govan Mbeki Local Municipality: Access to housing, Access to clean water, Access to decent sanitation facilities, Access to waste collection, Access to electricity, Proper transport network, Access to youth / disability centres, Access to information and government / municipal services, Inaccurate billing and lack of support for indigent, Access to roads, Maintenance and fencing of cemeteries, Storm water channels, Maintenance of infrastructure, Community halls, Clinics, Job creation projects, Crime combating methods, Parks....

Lekwa Local Municipality: Water, Sanitation, Roads and Storm water, Electricity, Waste management, Housing, Cemeteries, Land Use management, Environmental Health, Local Economic Development, Safety and Security, Libraries Arts and Culture, Social Welfare, Sports and recreation, Emergency Services, Primary Health Care....

Mkhondo Local Municipality: Water, Housing, Sanitation, Electricity, Health services such as clinics and ambulances, Provision of schools and their accessibility, Poor road conditions, Land, High unemployment levels and a lack of skills, Poor access to schools/Bridges Community hall, Sports facilities, Roads, School Bus, Street lights, Cemetery, Sewer system, Houses, Electricity, Roads, Water, Police Station, School, Mobile Clinic, Toilets,

Msukaligwa Local Municipality: LED Projects, Skills training Centre, Job Creation, University or Technikon in Gert Sibande, Sports facilities or recreational centre, Traffic Control Centre, Streets name tags or street signage. Addition of speed humps in the main roads and grading of roads, Maintenance of storm water, Installation of street lights and high masters and also be maintained, Over head bridge on the R36 Ermelo and Caroline roads, Building more houses, Sewer plant should be attended regularly, Fencing of cemeteries and building of new halls, Water connection at Nganga village.

Pixley ka Seme Local Municipality: Housing, Roads, Sanitation/ Water cuts, Electricity, High unemployment rate, HIV/AIDS action plan and budget, Sports facilities, Youth projects, Bursaries, Crime rate, Site/stands and title deeds, Drainage system and bridges, Meter reading system, Training centre, Skills Development/youth and Manholes.

At the District level these issues can therefore be aggregated as follows:

- Access to Clean Air
- Access to housing
- Access to Sanitation
- Access to Roads
- Access to Electricity
- Storm water Drainage
- Land Use Management
- Economic Development
- Refuse Removal
- Job Creation
- Youth Development
- Cemeteries
- Social and Community Services
- Emergency Services
- Safety and Security
- Parks and Recreation
- Environmental Management
- Land Reform
- Infrastructure Maintenance
- Skills Development

1.4 NATIONAL AND PROVINCIAL PLANNING FRAMEWORKS AFFECTING GSDM

Development in South Africa is broadly guided and directed by a wide range of legislation. Some legislation is Sector specific e.g. housing, transport and environment, while others are more generic in nature, focusing on planning processes, alignment of planning processes and proposals, and the legal requirements pertaining to plans to be compiled.

In addition to existing legislation, a range of National, Provincial and Local development policies and plans exist to further guide and direct development in South Africa. Three of these, namely the National Spatial Development Perspective (NSDP), the Mpumalanga Provincial Growth and Development Strategy (MPGDS), and the Mpumalanga Rural Development Programme (MRDP) are of particular importance in developing a Development Framework for the Gert Sibande District Municipality.

The following section briefly deals with each, and highlights the most salient aspects emanating from the aforementioned plans.

1.4.1 National Spatial Development Perspective (NSDP)

The National Spatial Development Perspective was initiated in 1999 with the aim of not only providing a strategic assessment of the spatial distribution and socio-economic characteristics of the South African population, but gaining a shared understanding of the distribution of economic activities and potential across the South African landscape. Based on the research conducted, and with key trends and issues identified, the NSDP currently delineates a number of guidelines for infrastructure investment in South Africa.

The rationale behind the guidelines is rooted in the argument of rather than investing in physical infrastructure to improve the quality of life of people living in low productivity areas, government should rather invest in people. The logic of the latter

argument is that investing in people is a more efficient use of government resources. Investing in people potentially results in increased opportunity and choice to relocate to high growth areas. Investing in places can leave people trapped in low growth areas without any guarantee that this will attract new investment into the area.

Hence, in essence, the NSDP argues that government’s social objectives will be best achieved through infrastructure investment in economically sustainable areas with proven development potential. Therefore, areas displaying little or no potential for growth should only be provided with the constitutionally mandated minimum levels of services, and the focus of government spending should rather be on the people, i.e. social development spending. Social development spending may involve developing labour market intelligence, human resource development, and health and social transfers. Crucially, this kind of “development spending” is specifically aimed at enabling the South African youth located in areas in which they have no hope of finding employment, to gradually gravitate to areas with high economic potential.

Consistent with this philosophy, and given the need to reach and sustain an annual economic growth rate of 6% each year, the NSDP argues that resources and collaborative government action should be concentrated on maintaining and growing the economy in the 26 locations currently contributing 83% of the national GVA (of which the GSDM forms part). This strategy is supported by the belief that through investing in these areas, the bulk of those living in poverty in South Africa will also be reached. Currently, the GSDM hosts one of the 21 functional urban areas with the biggest contribution to the national economy, namely Secunda (Govan Mbeki Municipality).

In this spirit the NSDP proposes four sets of actions that the various spheres of government should partake in to reach its key economic and social inclusion targets. These are: (1) a set of generic actions such as more robust economic analysis, “proper” spatial development planning and improved monitoring and review; (2) actions aimed at diversifying, strengthening and sustaining the economy and improving the integration between spaces of need and economic activity in the areas of significant economic activity, high concentrations of people and high levels of poverty; (3) focused economic development actions in the areas with low levels of economic activity, high concentrations of people, and high levels of poverty; and (4) supportive actions to be undertaken by each of the spheres of government to give effect to the objectives of the State.

Following from the broad philosophy and actions put forward by the NSDP, five principles to guide development decisions have also been formulated. A brief summary of each principle is given below:

- **Principle One:** Economic growth is the prerequisite for the achievement of other policy objectives such as poverty eradication and equitable development.

- **Principle Two:** 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 Three:** Efforts to address inequalities should focus on people and not places.

- **Principle Four:** Areas with high levels of poverty and high development potential should receive investment beyond basic services to exploit this potential.

- **Principle Five:** 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.

By applying and contextualising the NSDP in the Province, the following spatial construct emerges for the Gert Sibande District Municipality from the Mpumalanga Growth and Development Strategy in terms of variations in social need (poverty), economic activity (potential) and environmental sensitivity.

Table 2: NSDP Classification for selected Municipalities in Gert Sibande

NO.	NSDP CLASSIFICATION	MUNICIPAL NAME
A	High Levels of Economic Activity (Potential)	Govan Mbeki LM Lekwa LM

Table 2: NSDP Classification for selected Municipalities in Gert Sibande continued

NO.	NSDP CLASSIFICATION	MUNICIPAL NAME
B	High Levels of Poverty Concentrations	Albert Luthuli LM Mkhondo LM Pixley Ka Seme LM Msukaligwa LM Govan Mbeki LM Dipaleseng LM Lekwa LM
C	Area of Combined Poverty and Economic Activity	Govan Mbeki LM Lekwa LM Msukaligwa LM Albert Luthuli LM Mkhondo LM Dipaleseng LM Pixley Ka Seme LM
D	Environmentally Sensitive/Irreplaceable	

Table 3: Business Function Index in the Gert Sibande Area

CHARACTERISTIC	HUMAN SETTLEMENTS
<p>Human Settlements with a Business Function Index of more than 1:</p> <ul style="list-style-type: none"> • High Levels of Formal Local Economic Activity; • High Dependence on surrounding Area for resource inputs; • Constitutes the first & second order/primary & secondary economic activity nodes 	<p>Ermelo Secunda Bethal Standerton Piet Retief Evander Carolina Volksrust</p>
<p>Human Settlements with a Business Function Index of less than 1:</p> <ul style="list-style-type: none"> • Low Levels of Formal Local Economic Activity; • High Dependence on higher order Settlements for specialised goods and services; • High Levels of Public Sector Investment 	<p>Amersfoort, Elukwathini Wakkerstroom, Amsterdam Badplaas, Leslie Greylingstad, Mpuluzi Langkrans' Breyten Morgenzon' Moolman Dundonald, Lothair Crissiesmeer, Oshoek Jericho, Davel Sheepmoor, Val</p>

1.4.2 Overview of Mpumalanga PGDS

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, as well as the Integrated Sustainable Rural Development Strategy as defined by national government.

A 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.” In essence then, the Provincial Growth and Development Strategies are aimed at providing strategic directives to District and Local Municipalities in formulating their more detailed Integrated Development Plans (IDPs), and Spatial Development Frameworks (SDF). It is thus essential that the issues and directives emanating from PGDSs’ be compatible with the vision, priority areas, and guidelines of SDFs of local and District municipalities.

Flowing out of a thorough SWOT analysis and identified trends, the Province has identified six priority areas of intervention as part of the PGDS, namely:

- **Economic Development** (i.e. investment, job creation, business and tourism development and SMME development);
- **Infrastructure Development** (i.e. urban/rural infrastructure, housing and land reform);

- **Human Resource Development** (i.e. adequate education opportunities for all);
- **Social Infrastructure** (i.e. access to full social infrastructure);
- **Environmental Development** (i.e. protection of the environment and sustainable development); and
- **Good Governance** (i.e. effective and efficient public sector management and service delivery).

In line with strengthening the intergovernmental planning system and to ensure that there is sustainable growth and development in the province, the PGDS has adopted the following as guiding posts:

- **Internationally**, the United Nation’s Millennium Development Goals (MDGs); and
- **Nationally**, the Accelerated and Shared Growth Initiative for South Africa (ASGISA) and the National Spatial Development Perspective (NSDP) of South Africa (as discussed in section 1.5.1).

Table 4: The UN Millennium Development Goals

NO.	GOAL	NO	TARGETS
1	Eradicate extreme poverty and hunger	1	Halve, by 2015, the proportion of people whose income is less than \$1 a day
		2	Halve, by 2015, the proportion of people who suffer from hunger
2	Achieve universal primary education	3	Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling
3	Promote gender equality and empower woman	4	Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015
4	Environmentally Sensitive/Irreplaceable	5	Reduce by two-thirds, by 2015, the under-five mortality rate
5	Improve Maternal Health	6	Reduce by two-thirds, by 2015, maternal mortality ratio
6	Combat HIV/AIDS, Malaria, and other diseases	7	Have halted by 2015 and begun to reverse the spread of HIV/AIDS
		8	Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases
7	Ensure Environmental Sustainability	9	Integrated the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources
		10	Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation
		11	Have achieved by 2020 a significant improvement in the lives of the least 100 million slum dwellers
8	Develop a Global Partnership for development	12-18	For comprehensive set of targets, please refer to the Millennium Development Goals of the United Nations

1.4.3 Accelerated and Shared Growth Initiative for South Africa (ASGISA)

The Accelerated and Shared Growth Initiative for South Africa (ASGISA) has identified a series of decisive interventions to ensure that South Africa achieves the set growth rate (6%) needed to meet its social objectives. The interventions have been classified into six categories:

- Infrastructure programmes;
- Sector investment (or industrial) strategies;
- Skills and education initiatives;
- Second economy interventions;
- Macro-economic issues; and
- Public administration issues.

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

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

1.4.4 Mpumalanga Rural Development Programme (MRDP)

The Mpumalanga Rural Development Programme (MRDP) was established in 2001, co-ordinated by the office of the Premier and technically supported by the German Technical Cooperation (GTZ) and the German Development Service (DED). The main objective of the Programme is to contribute towards an “improvement of the social and economic situation of the rural poor.” The programme focuses on the creation of income and employment in rural areas.

The key concepts of the programme include:

- **Self reliance/empowerment:** strengthen the self-help capabilities of the communities and emphasise development planning;
- **Economic growth:** encourage local economic development, employment and income generation through the promotion of small and micro-sized rural enterprises and the participation of the private sector;
- **Sustainability:** improve viable and sustainable natural resource utilisation;
- **Outreach:** upgrade and broaden the facilitation of government services to the impoverished;
- **Capacity building:** strengthen, advise and train service providers;
- **Innovation:** develop innovative concepts for public service delivery;
- **Mainstream:** get innovations on track;
- **Coping with HIV/AIDS:** plan, design and implement relevant strategies in order to cope with HIV/Aids; and
- **Stakeholder participation:** ensuring participation by all concerned.

It is important for the GSDM and its local municipalities to draw the concepts and principles of this plan down to local level, through spatial development policies and strategies.

Throughout the Gert Sibande District more than half of the population (52, 76%) and nearly two thirds of the households (62, 04%) reside in urbanized areas.

1.5 STATE OF DEVELOPMENT IN GSDM AND ANALYTICAL OVERVIEW OF MUNICIPAL SERVICES

1.5.1. District Population Dynamics

According to the 2007 estimates Gert Sibande is home to 981 561 people and accounts for 26.7% of the Mpumalanga population. Gert Sibande population has grown by 19% since 1996 at an average annual rate of 1.7% compared to the Mpumalanga and National rates of 1.6% and 1.3% respectively. In the same period, Mkhondo grew at an annual average rate of 3.9% making it the fastest growing municipal population followed by Pixley ka Seme (2.5%), Msukaligwa (2.4%), Lekwa (2.1%) and Govan Mbeki (1.6%) while Dipaleseng (0%) and Albert Luthuli (0.2%) rates were the below the Mpumalanga average.

In 2007 Gert Sibande was estimated to have 258 789 households which represent a 44% growth since 1996. Using 2007 estimates Table 1 shows that there are about 4 people per household in Gert Sibande.

Throughout the Gert Sibande District more than half of the population (52, 76%) and nearly two thirds of the households (62, 04%) reside in urbanized areas. An interesting scenario to note is that nearly a third of the households (29, 67%) reside on farmland, which increases pressure on local municipalities to collaborate with farm owners in providing, which has also proven to be a daunting task in most areas across the country. People residing in rural areas totalling to more than 8 % of the District population do not have ownership of land on which they reside, which in turn disqualifies them from housing subsidies which come with proper services. A proper study and strategy for formalizing rural settlements is therefore needed within the GSDM's jurisdictional, area.

Table 5: Gert Sibande Population Size and Number of Households

MUNICIPALITY	POPULATION BY MUNICIPALITY [000]				NUMBER OF HOUSEHOLDS (HH)			(HH) DENSITY [2007]
	1996	2001	2007	ANNUAL GROWTH	1996	2001	2007	
Albert Luthuli	186 750	189 051	191 311	0.2%	36 351	42 354	46 130	4.51
Msukaligwa	111 308	116 894	140 480	2.4%	26 347	34 337	39 729	3.54
Mkhondo	103 554	141 843	148 401	3.9%	19 362	30 724	33 566	4.42
Pixley ka Seme	71 653	77 565	91 091	2.5%	14 912	19 305	22 627	4.03
Lekwa	94 298	95 559	116 353	2.1%	21 526	27 668	31 942	3.64
Dipaleseng	40 003	36 766	39 901	0.0%	9 741	10 993	11 726	3.40
Govan Mbeki	216 406	198 536	254 031	1.6%	51 295	62 874	73 078	3.48
Gert Sibande	823 973	856 214	981 569	1.7%	179 534	228 256	258 798	3.79
Mpumalanga	3143 918	3445 199	3680 733	1.6%	674 875	832 070	969 997	3.79
National	41780 470	45145 618	47963 625	1.3%	9370 586	11364 451	13043 694	3.68

Source: Global Insight: Regional eXplorer 388 (2.2b)

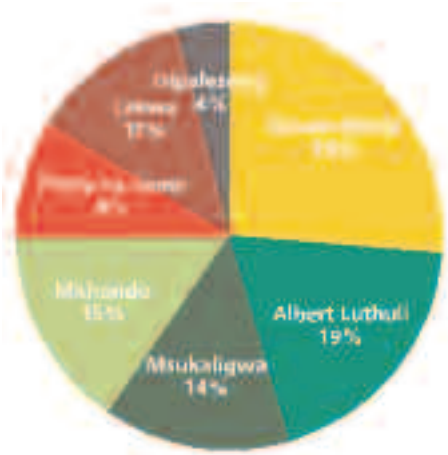
Table 5 below, depicts that in 2007 blacks accounted for the majority (90.7%) of the Gert Sibande population while Whites, Coloureds and Asians comprised 8.2%; 0.5% and 0.7% of the population respectively. This variable is consistent with both the provincial and national population characteristics.

Table 5: Population Groups and Gender

MUNICIPALITY	POPULATION GROUP BY %				GENDER %	
	BLACKS	WHITE	COLOURED	ASIANS	MALES	FEMALES
Albert Luthuli	187 402	3 370	240	300	91 241	100 070
Msukaligwa	127 249	11 956	304	971	69 906	70 574
Mkhondo	141 653	5 355	480	913	73 212	75 189
Pixley ka Seme	84 390	5 824	332	545	43 999	47 092
Lekwa	100 948	12 676	1 603	1 125	59 360	56 993
Dipaleseng	36 345	3 168	53	336	19 966	19 935
Govan Mbeki	211 807	37 901	1 944	2 380	129 440	124 592
Gert Sibande	889 793	80 250	4 956	6 570	487 122	494 446
Mpumalanga	3410 305	234 565	22 313	13 550	1815 502	1865 230
National	37821 955	4791 354	4174 477	1175 842	23587 607	24376 018

Source: Global Insight: Regional eXplorer 388 (2.2b)

Chart 1: Population by Municipalities (%) 20



With 254 031 people chart 1 shows that the Govan Mbeki population followed respectively by Albert Luthuli (19%), Mkhondo (15%), Msukaligwa (14%), Pixley ka Seme (11%), Dipaleseng (8%) and Lekwa (4%) the least populated municipality within the Gert Sibande, accounting for 39 901 people (4%) of the population.

Chart 2: Population Growth



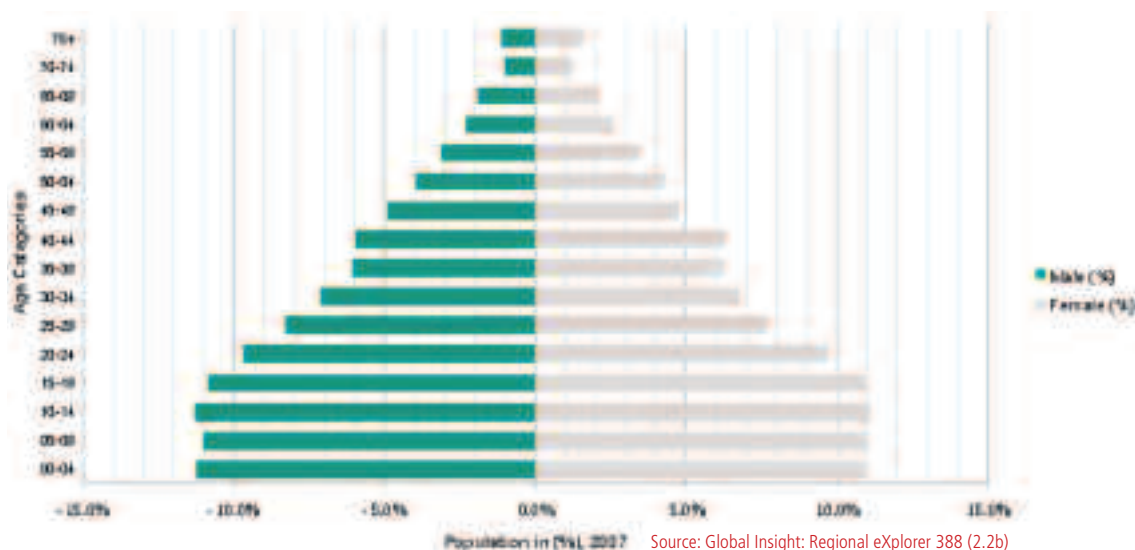
Chart 2 also shows that by 2007, Mkhondo had experienced the highest (43%) population growth followed respectively by Pixley ka Seme (27.1%); Msukaligwa (26.2%); Lekwa (2.1%) and Govan Mbeki (17.1%) municipalities. Gert Sibande’s population growth was in 2007 higher than both the Mpumalanga (17.1%) and nationally (14.8%).

The concentration of the Gert Sibande population within and around the Govan Mbeki local municipality is consistent with the assertion that, migration from rural to urban and peri-urban areas is driven by the hope of finding employment opportunities. Govan Mbeki has, as one of its magisterial areas, towns such as Secunda which is the heartland of the District economy. The population decline experienced by the Dipaleseng local municipality can probably be attributable to out-migration due to its proximity to some of the major cities of the Gauteng province.

In 2007 women made up the majority (50.7%) of the Gert Sibande population. During the same period the population below the age of 14 was estimated at 326 459 or 33.5% of the GSDM population while those aged 60 and above were estimated at 66 957 (6.8%) of the population.

The youth (aged between 15 and 34 years) constitute 35.5% while the economically active population (ages of between 15 and 64 years) account for 62.3% of the total population. Another important observation is that the youth account for 56.9% of the economically active population.

Chart 3: Gert Sibande Population by Age and Gender [2007]



Another indicator of population dynamics is the age dependency ratio which is defined as the ratio of the combined child population (0-14 years) and the aged population (65 years and over) or persons in the dependent ages, to every 100 people of the intermediate age population (15-65 years). In terms of the 2007 population estimates Gert Sibande has a dependency ratio of 64%.

Gert Sibande Municipality population exhibits many of the national population characteristics. Women and youth are in the majority and there is a relatively high population dependency. These characteristics have several related implications for economic development which include:

- A relatively high number of people below age 14 means that health and education must be given a priority status in development planning;
- The concentration of the economically active population below age 35 implies that employment and economic opportunities must reflect a bias towards youth which may include intensive skills development, on the job training etc;
- The youth, in particular young women are considered to be more vulnerable social and economic deficits and the risk of contracting HIV.
- The future size and quality of the economically active population will depend in large part on the ability of Gert Sibande to develop the appropriate skills and most importantly, to retain these skills within the District municipality.

1.6 MUNICIPAL TRANSFORMATION AND ORGANIZATION DEVELOPMENT

1.6.1 Municipal Powers and Functions

Local Government must provide a vision and leadership for all those who have a role to play in achieving local prosperity. The Powers and Functions of municipalities should be exercised in a manner that has a maximum impact on the social development of communities and on the growth of the local economy. In addition to providing traditional services such as water provision and refuse collection, municipalities have a new expanded role to play. They must also lead, manage and plan for development within their respective jurisdictions.

The lack of certainty with regard to the 'Powers and Functions' between the District and Local Municipalities is one of the fundamental challenges impeding effective Municipal Planning, whilst brewing unnecessary conflicts among the spheres of government at the same time.

Due to capacity constraints, GSDM has assumed responsibility for several functions at some of the LMs at varying levels, where most functions are shared. Table 9 below depicts Powers, Duties and Functions allocated to GSDM and the respective Local Municipalities within its jurisdictional area as enshrined in different pieces of National, Provincial and Local Government Legislation respectively. Accountability challenges that come with the sharing of Powers & Functions cannot be further emphasised.

Hence to allow for the functions depicted therein to be fulfilled, office space in the current GSDM building presents the District with some challenges as the current facility is not in the position to harness the optimal effectiveness of the District and it is not customer focused in relation to the service rendered to the public at large.

Amongst other key aspects that contribute to the District Municipality to not optimally perform all its Powers and Functions are the following:

- Current Grading
- Predominant rural nature of the District
- Operating in silos
- Inability to acquire and retain skilled workers
- Bureaucratic processes and delayed turn around time in the re-allocation of functions coupled with relational financial resources.

In view of the above, the District Council, inter alia, resolved to investigate the viability of remaining in the current facility, or relocating to a more accommodative and central facility in so doing respond to concerns around accessibility of the District by all residing within its area of jurisdiction. Gert Sibande District Municipality is currently engaging in the construction of new offices in Ermelo. Sufficient offices will be provided to cater for staff well into the century and the building is designed in such a way to allow for extensions without compromising the aesthetical value thereof. The decision to relocate from Secunda to Ermelo was not taken lightly and one of the main reasons was to establish the offices centrally in the Gert Sibande District Municipal area thus ensuring that travelling times are reduced to certain areas allowing for more productivity on the job.

Table 6: Powers, Duties and Functions

CONSTITUTIONAL MANDATE, POWERS AND FUNCTIONS	GERT SIBANDE DISTRICT	ALBERT LUTHULI	DIPALESENG	GOVAN MBEKI	LEKWA	MKHONDO	MSUKALIGWA	PIXLEY KA SEME
Water & Sanitation in terms of Section 84(3) & 1(d) of the MSA	✓	✓	✓	✓	✓	✓	✓	✓
LED in terms of Schedule 4 & 5 part (b) of the constitution & Chapter 7 (153)	✓	✓	✓	✓	✓	✓	✓	✓
MHS in terms of Section 84(1) (i) of the MSA	✓	✗	✗	✗	✗	✗	✗	✗
Municipal Airports in terms of section 84(i) (j) schedule 4 part (b)	✓	✓	✗	✓	✓	✓	✓	✗
Fire Fighting in terms of Section 84(i) (j) schedule 4 part (b)	✓	✓	✓	✓	✓	✓	✓	✓
Disaster Management in terms of section 25,42 & 53 of the DMA 57 of 2002	✓	✓	✓	✓	✓	✓	✓	✓
The Constitution of Republic of SA Act of 1996 in terms schedule 4 & 5 part (b) of the constitution	✓	✓	✓	✓	✓	✓	✓	✓
Electricity in terms of section 84(1) (c) accept planning of the MSA	✓	✓	✓	✓	✓	✓	✓	✓

Table 6: Powers, Duties and Functions continued

CONSTITUTIONAL MANDATE, POWERS AND FUNCTIONS	GERT SIBANDE DISTRICT	ALBERT LUTHULI	DIPALESENG	GOVAN MBEKI	LEKWA	MKHONDO	MSUKALIGWA	PIXLEY KA SEME
Waste Management in terms of schedule 4 & part (b) of the constitution	✓	✓	✓	✓	✓	✓	✓	✓
Housing in terms of providing land and bulk services	✓	✓	✓	✓	✓	✓	✓	✓
FBS – targeted indigent register available	✗	✓	✓	✓	✓	✓	✓	✓
Greening programme in terms of Schedule 4 & part (b) of the Constitution Environmental promotion	✓	✓	✓	✓	✓	✓	✓	✓
Municipal Planning in terms of MSA Section 84 (1) (a)	✓	✓	✗	✓	✓	✓	✓	✓
Municipal Roads in terms of Schedule 4 & part (b) of the Constitution	MSA S84(1)	✓	✓	✓	✓	✓	✓	✓
Child Care Facilities in terms of Schedule 5 & part (b) of the Constitution	✓	✓	✓	✓	✓	✓	✓	✓
Control of undertaking to sell liquor to the public in terms of Schedule 5 & part (b) of the Constitution	✓	✓	✓	✓	✓	✓	✓	✓
Facilities for accommodation, care/ burial of animals in terms of Schedule 5 & part (b) of the Constitution	✓	✓	✓	✓	✓	✓	✓	✓
Markets in terms of MSA S84(1)(k)	✓	✗	✗	✗	✗	✗	✗	✓
Municipal Abattoirs in terms of Schedule 5 & part (b) of the Constitution	MSA S84(1)(k)	MSA S84(1)(k)	✓	✓	✓	✓	✓	✓
Promotion of Tourism In terms of Schedule 4 & part (b) of the Constitution [planning]	MSA S84(1)(k)	✓	✓	✓	✓	✓	✓	✓

Table 6: Powers, Duties and Functions continued

CONSTITUTIONAL MANDATE, POWERS AND FUNCTIONS	GERT SIBANDE DISTRICT	ALBERT LUTHULI	DIPALESENG	GOVAN MBEKI	LEKWA	MKHONDO	MSUKALIGWA	PIXLEY KA SEME
Local Amenities / Sports facilities / Parks & Recreation in terms of Schedule 5 & part (b) of the constitution	X	✓	✓	✓	✓	✓	✓	✓
Billboards in terms of Schedule 5 & part (b) of the constitution	X	✓	✓	✓	✓	✓	✓	✓
Public Places in terms of Schedule 5 & part (b) of the Constitution	✓	✓	✓	✓	✓	✓	✓	✓
General comments on capacity in terms of	The District need to increase its capacity to support its local municipalities and build capacity. The municipality is having financial and human constrains to perform its function. The municipality is having a challenge to recruit and retain special skills and managers due to its rural nature and condition of services / salaries. The municipality needs to look into the institutional arrangements to improve on its capacity to deliver services and have a staff retention policy							
General comments from demarcation board assessments in terms of Priority 1-3 Functions	That there should be service level agreements were DWAF or other providers are still performing water services on behalf of the locals. That all locals must ring fence its budgets per service rendered independently. That municipalities should improve on the performance of their functions [service delivery mechanisms]							

Table 7: Within the District, these Powers & Functions are distributed to the Departments therein as follows:

MUNICIPALITY	DEPT PERFORMING THE FUNCTION	DESCRIPTION OF FUNCTION PERFORMED	STAFFING IN 2008	WHO'S FUNCTION	ADDRESSED IN THE ORGANOGRAM		
					MALES		FEMALES
Air Pollution	IGR	Policy (By-Law) Development & review	8	Shared	2		
Electricity Reticulation	I & TS	Coordination	1	DM	1		
Fire Fighting	IGR	As per S84 (j) MSA	2	Shared	1		
Local Tourism	IGR	Policy Development & Capacity Building	1	Shared	1		
Municipal Planning	MM and I & TS	Regional IDP and Planning support	3	Shared	3		
MHS	IGR	Environment & MHS	3	DM	11		
Municipal Public Transport	I & TS	Coordinate and Develop ITP	1	Shared	1		
Water (Portable)	I & TS	Bulk Meter Reading, Billing, Debt Collection & Infrastructure Procurement Services	1	DM	6	7	9
Sanitation	I & TS	Bulk Meter Reading, Billing, Debt Collection & Infrastructure Procurement Services	1	DM	8	10	12

Table 7: Within the District, these Powers & Functions are distributed to the Departments therein as follows:
continued

MUNICIPALITY	DEPT PERFORMING THE FUNCTION	DESCRIPTION OF FUNCTION PERFORMED	STAFFING IN 2008	WHO'S FUNCTION	ADDRESSED IN THE ORGANOGRAM		
					MALES		FEMALES
Sanitation	I & TS	Bulk Meter Reading, Billing, Debt Collection & Infrastructure Procurement Services	1	DM	8	10	12
Cemeteries, funeral Parlours and Crematoria	I & TS	Maintenance of the Regional Cemeteries	1	Shared	1		
Markets	IGR	Policy Development & Marketing	0	DM	1		
Municipal Abattoirs	IGR	Policy Development & Monitoring	0	Shared			
Municipal Roads	I & TS			Shared			
Refuse Removal, Refuse dumps & Solid Waste Disposal	I & TS		1	Shared			

The following Key Issues pertaining to Powers & Functions have thus been identified:

- Need to undertake an audit of all the powers and functions currently performed by varying stakeholders in the District
- Need to continually improve the design of the current staffing structures, so as to ensure that all the employees match and are able to perform all the assigned functions.



1.6.2 Organizational Design

Gert Sibande District Municipality accordingly comprises of both Political and Administrative components, with the former constituted of the Council, the Executive Mayor, six Mayoral Committee Members and the Speaker and Chief Whip respectively as reflected in Figure 2 below. A similar arrangement is also emulated across constituent Local Municipalities

This Political component of Council is supported by an Administrative component, which is arranged as thus: The Office of the Municipal Manager (Figure 3), Corporate Services (Figure 4), Finance (Figure 5), Planning and Infrastructure Development (Figure 6), and Intergovernmental Relations and Development (Figure 7).

Figure 2: Gert Sibande District Municipality: Macro Organisational Structure

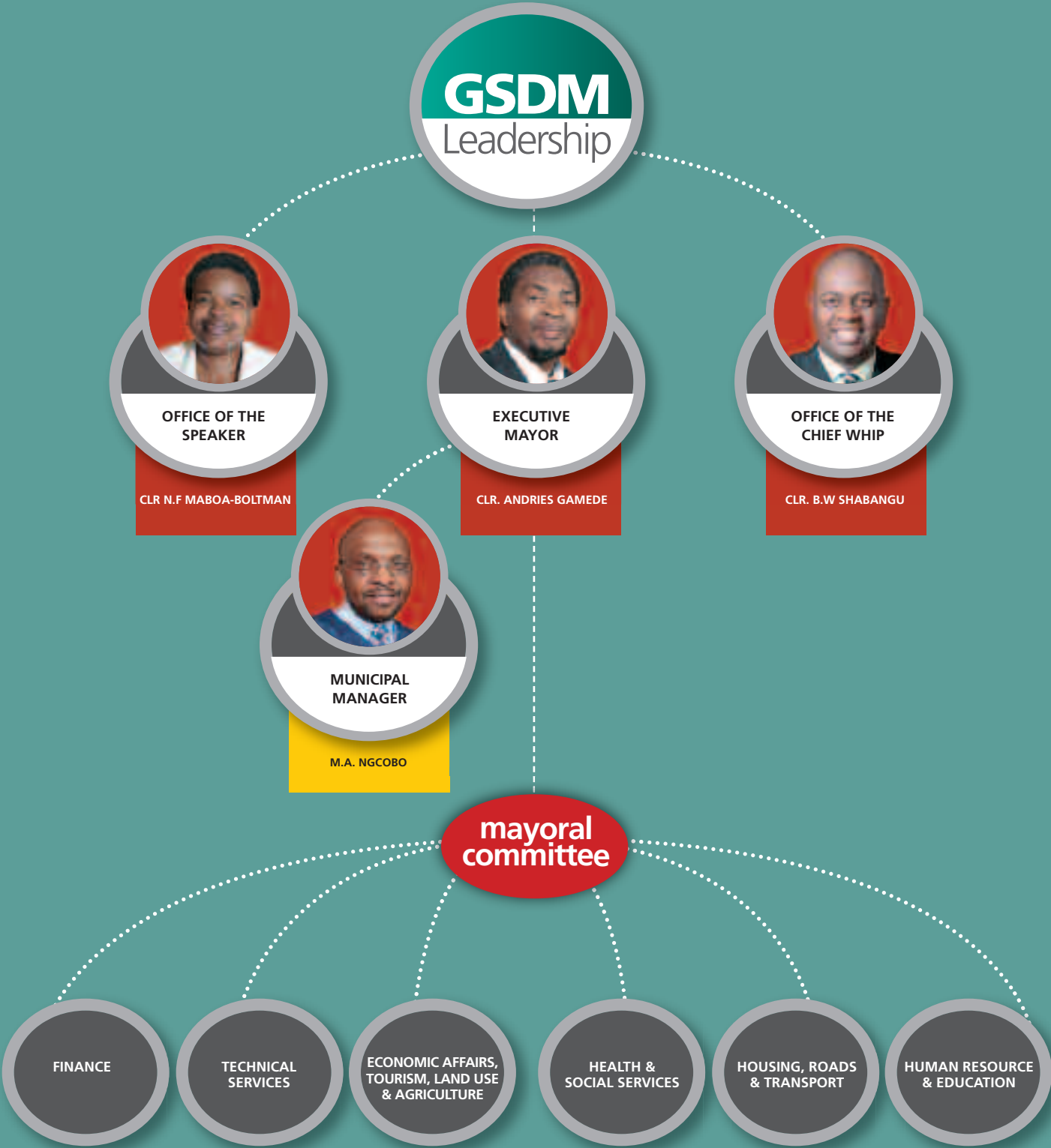


Figure 3: Office Of Municipal Manager



PURPOSE:

- Chief accounting and responsible Officer for management of the District.
- Total quality Management and Performance Management System
- Promote and facilitate Intergovernmental Relations
- Render Internal Audit function for the District Municipality
- Render institutional support to community participation processes

IDP AND POLICY SUPPORT UNIT PURPOSE:

- District wide IDP coordination
- Policy development and support

COMMUNICATIONS, MARKETING PURPOSE:

- Develop and implement communication policies and procedures
- Coordinate the Press release and media liaison
- Advice Council on publicity and Communication Strategy

CORPORATE SERVICES PURPOSE:

- Render Council Secretariat support.
- Render administrative support to District
- Provide ICT support function to District and LMs
- Render HRM functions to District and support to LMs
- Render Legal Services
- Render Labour Relations Functions to District and LMs

DEPARTMENT OF FINANCE PURPOSE:

- Render Budget and Treasury functions for the District Municipality.
- Render Financial Management and developmental support function to Local Municipalities.
- Render the Supply Chain Management function.

INFRASTRUCTURE & TECHNICAL SERVICES PURPOSE:

- Coordination and implementation of Infrastructure development
- Monitoring of Infrastructure maintenance Throughout the District
- Infrastructure Planning, Sector plans Development, EPWP compliance, and data Capturing, monitoring and reporting
- Provide, GIS, Town and Regional Planning
- Promote and foster Economic and Agricultural Development

INFRASTRUCTURE & TECHNICAL SERVICES PURPOSE:

- Promote, foster intergovernmental Relations and sector collaboration
- Facilitate and coordinate Gender, Youth Disability and HIV/AIDS function
- Provide efficient Municipal Health Services
- Facilitate and support ensuring a Safe and Healthy Environment
- Facilitation and Support of Sports, Arts and Culture

Figure 4: Department of Corporate Services



PURPOSE:

- Render Council Secretariat support.
- Render administrative support to District
- Provide ICT support function to District and LMs
- Render HRM functions to District and support to LMs
- Render Legal Services
- Render Labour Relations Functions to District and LMs

DIRECTORATE ADMINISTRATION PURPOSE:

- Render administrative support to District
- Render Council Secretariat support.
- Provide ICT support function to District and LMs

DIRECTORATE HUMAN RESOURCE MANAGEMENT PURPOSE:

- Render Human Resource Management functions to District and support to Local Municipalities

CORPORATE SERVICES PURPOSE:

- Provide Legal Services to the District and support Local Municipalities
- Render Labor Relations to District & Local Municipalities
- Provide policy formulation and development
- Represent council on legal matters

Figure 5: Department of Finance

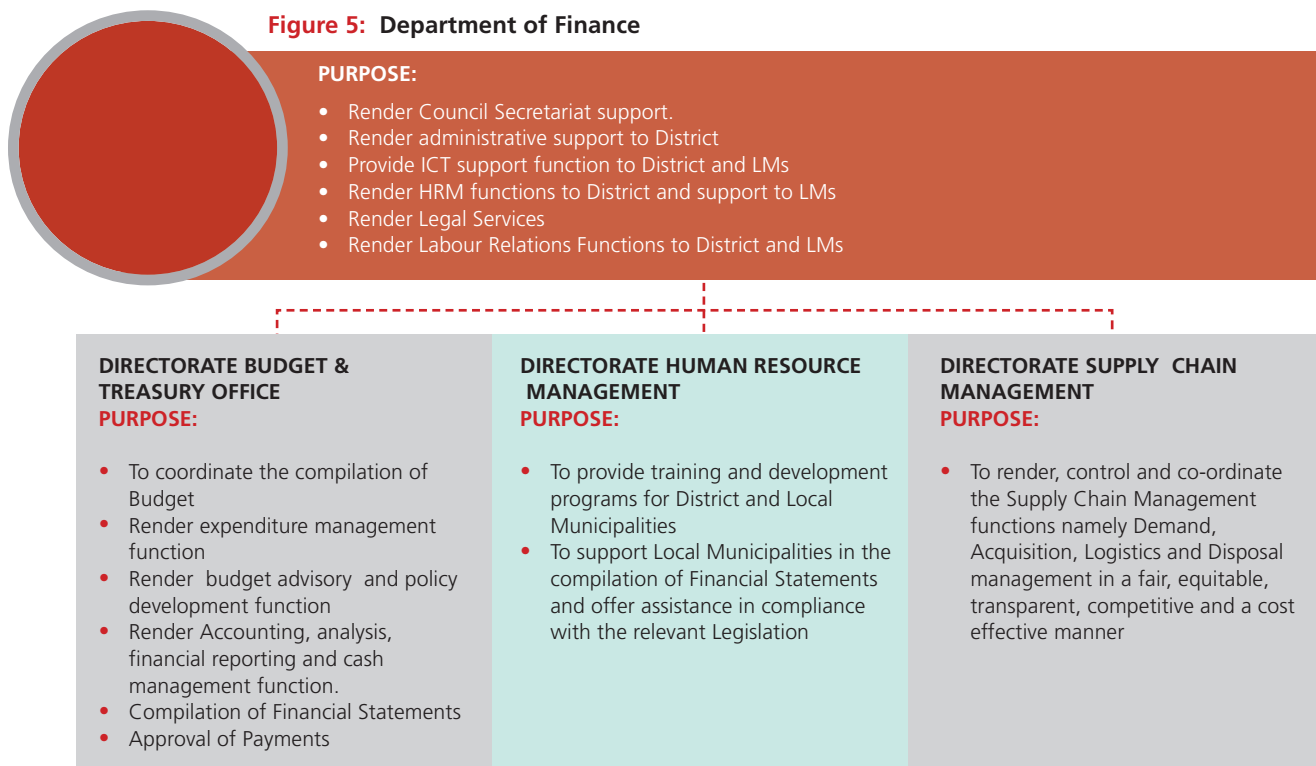


Figure 5: Infrastructure and Technical Services

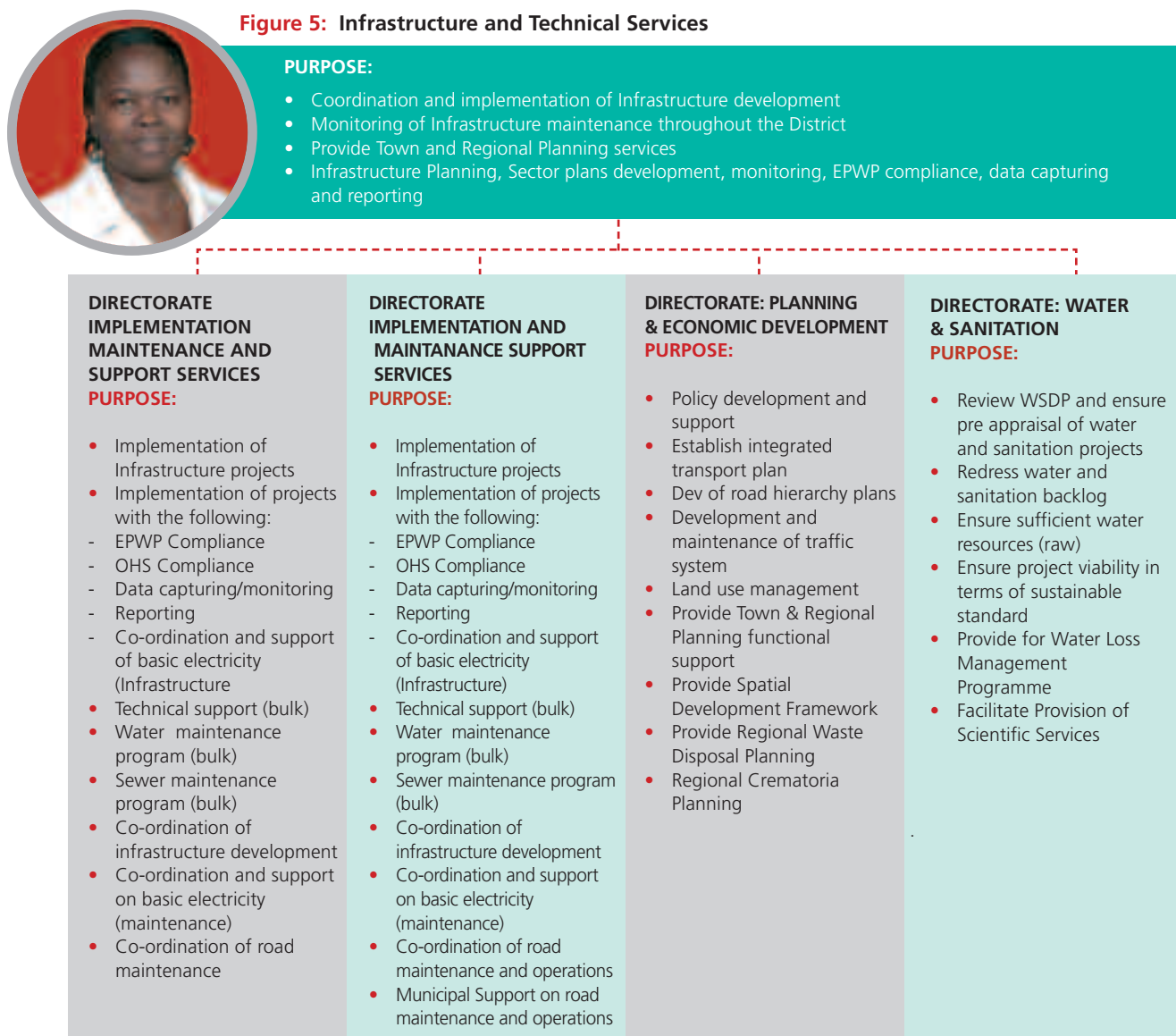




Figure 5: Intergovernmental Relations And Development

PURPOSE:

- Promote, Foster Intergovernmental Relations
- Render institutional support to community participation processes
- Facilitate and Support Sports, Arts and Culture
- Promote and foster Economic and Agriculture Development
- Facilitate and coordinate Gender, Disability and HIV/AIDS function
- Render Municipal Health Services and Disaster Management
- Provide the environmental planning management



Key Issues regarding the Organisational Structure of the District municipality include among others the following:

- Putting in place an organizational structure that will enable the Council to structure and transform itself in a manner that will harness its capability to adequately respond to its mandate, and optimally perform its functions.
- Create a conducive environment that will harness creation of a happy team of employees, and thus lead to a sustainable retention of organisational memory due to high retention of highly performing and experienced personnel. which will benefiting the entire staff, leadership and community at large
- Need to construct suitable and accessible accommodation for the District Municipality.
- Harness knowledge management and organizational memory among staff members.
- Harness and sustain Strategic Leadership through ensuring harmonious working relations between both Political and Administration components within the District

1.6.3 Institutional Capacity

In an endeavour to be adequately responsive to the Developmental mandate bestowed upon municipalities, Gert Sibande District Municipality and all the Local Municipalities within its jurisdictional area have accordingly approved their respective staff complements. (Refer to Table 8 below for the Gert Sibande Administrative Capacity).

Table 8 Gert Sibande Administrative Capacity

DEPARTMENT/OFFICE	POSITION	LEVEL	STATUS	GENDER	RACE
Executive Mayor	Executive Director	Sec 57	Filled	M	BA
	Economic Advisor	0	Vacant	n/a	
	Community Participation Coordinator	2	Vacant	n/a	
	Community Participation Coordinator	2	Vacant	n/a	
Speaker/Chief Whip	Administrative Manager	3	Filled	M	BA
Municipal Manager	Municipal Manager	Sec 57	Filled	M	BA
	Strategic Executive Director	Sec 57	Vacant	n/a	

Table 8 Gert Sibande Administrative Capacity

DEPARTMENT/OFFICE	POSITION	LEVEL	STATUS	GENDER	RACE
	Director Communication	1	Filled	F	BA
	Communication Officer	3	Filled	M	BA
	Chief Internal Auditor	2	Filled	M	Ind
	Senior IDP Manager	1	Filled	M	BA
	IDP Manager	3	Filled	F	BA
Corporate Services	Executive Director	Sec 57	Resigned		
	Director Administration	Contract	Filled	M	W
	Director Human Resources & Legal	1	Filled	M	BA
	IT Manager	2	Vacant	n/a	
	Labour Relations Spec.	3	Filled	M	BA
	Records Manager	3	Vacant	n/a	
	GIS Manager	Contract	Filled	M	W
Finance	Chief Financial Officer	Sec 57	Filled	M	Ind
	Deputy CFO	Contract	Vacant	n/a	
	Director Finance	1	Filled	M	W
	Deputy Director	2	Vacant	n/a	
	Budget Specialist	1	Filled	F	W
	Director: Supply Chain Management	1	Filled	M	W
	Assistant Director: Salaries	3	Filled	F	BA
	Assistant Director: Supply Chain	3	Vacant	n/a	
	Assistant Director: Creditors	3	Filled	F	W
	Assistant Director: Projects	3	Filled	F	BA
Infrastructure & Technical Services	Executive Director	Sec 57	Filled	M	W
	Director: Project Implementation	Contract	Filled	F	W
	Director: Project Implementation	1	Filled	M	BA
	Director: Planning & Econ Dev	1	Filled	M	BA
	Director: Water & Sanitation	1	Filled	M	W
	Deputy Director: Maintenance & TS	2	Filled	M	BA
	Deputy Director: Project Implementation	2	Resigned	n/a	n/a
	Town & Regional Planner	2	Vacant	n/a	
Intergovernmental Relations	Executive Director	Sec 57	Filled	F	BA
	Director: Municipal Health Services	1	Filled	M	BA
	Local Economic Development Manager	3	Vacant	n/a	
	Chief District Health Officer	3	Vacant	n/a	
	Chief Air Quality Management Officer	3	Vacant	n/a	

Table 8 Gert Sibande Administrative Capacity

DEPARTMENT/OFFICE	POSITION	LEVEL	STATUS	GENDER	RACE
Intergovernmental Relations	Chief Disaster Officer	3	Filled	M	BA
	Senior Manager Sports	Contract	Vacant	n/a	
	Senior Administration Officer	Contract	Vacant	n/a	
	Administrative Manager	3	Vacant	n/a	

It is evident from the table above that much has been achieved in terms of filling critical positions, whilst there are still those positions which must be filled with the Council's EEP in mind so as to harness the effectiveness of the District in adequately responding to its developmental mandate.

Politically all the eight municipalities have a full complement of Political structures, i.e. Executive Mayors; Speakers; Chief Whips and Mayoral Committees. Of the 8 Executive Mayors 4 are Female, Speakers at 5 municipalities are Female, and one (1) municipality has a Female Chief Whip.

Councillors' oversight role and accountability in terms of the MFMA

The MFMA clearly separates roles and responsibilities between the Executive Mayor (or Executive Committee) and council, and between the Executive Mayor and the Municipal Manager and other senior officials. It creates a clearer line of authority between the council, which must approve council policy; the mayor, who must provide political leadership; and the municipal manager, who is accountable to the mayor and council for implementing those policies.

Councillors provide the critical link between the municipality and the community. Councillors have important policy setting and oversight roles, particularly in relation to budgets, IDPs, budget-related policies, tariff setting for services, indigent policies, credit control policies and long-term borrowing policies. Councillors also set the parameters to guide municipal services, set strategic objectives and priorities, stating what outcomes and outputs are to be achieved, and monitor the implementation of the policies and priorities.

The oversight role of councillors through council (or committee) meetings has been expanded by the MFMA and other legislation. Councillors' oversight responsibilities mean that they cannot play an operational role, because this would interfere with the role of the municipal manager and weaken the performance and accountability of officials.

It is important for councillors to understand their roles and responsibilities to ensure effective performance management by officials.

The MFMA further emphasizes councillors' policy making and oversight responsibilities by prohibiting councillors from being members of the boards of municipal entities, and tender or bid committees. The MFMA anticipates that municipal councils will strengthen their oversight role by forming portfolio committees. The Municipal Structures Act allows a council to form a budget and finance committee, and a municipal services committee (to cover water, electricity and refuse removal).

Under the MFMA, councillors' policy setting and oversight functions include:

- setting the direction for municipal activities
- setting policy parameters to guide the municipal directives
- setting strategic objectives and priorities stating what outcomes and outputs are to be achieved
- Monitoring the implementation of policies and priorities.

Councillors' critical responsibilities include providing oversight and direction to the municipality's operations, overseeing the preparation of budgets and the achievement of financial and non-financial objectives expressed in the budget and IDP.

Delegation consistent with the provisions of the act can work to ensure that the municipality operates efficiently and effectively. However, delegation does not divest ultimate responsibility and accountability concerning the delegated duty.

Councillors and municipal staff are bound by a code of conduct which sets out standards of ethical behaviour and requirements for good governance. Schedule 1 of the MSA and MFMA regulations set out the provisions for the code of conduct for councillors.

For the District to be in a good state that will harness its ability to completely satisfy its obligations as espoused in the Constitution and other Acts of Parliament, the capacity of Councillors and Officials to adequately respond to tasks at their disposal must be continuously enhanced accordingly.

Table 9 below provides a summary of the status of Institutional Plans and Policies per municipality within Gert Sibande District Municipality.

Key Issues regarding Institutional Capacity are as follows:

- Retention and scarcity of skills (Engineers, Accountants, Planners etc)
- Capacity development of officials and Councillors
- Job Evaluation process
- Performance Management & Monitoring
- Compliance with legislative requirements
- Human Resources Information System
- Organisational grading – pay curve
- Staff Recruitment and filling of critical posts
- Welfare and well-being of staff

Table 9: Institutional Capacity / Institutional Plans

ISSUES	GERT SIBANDE	ALBERT LUTHULI	DIPALESENG	GOVAN MBEKI	LEKWA	MKHONDO	MSUKALIGWA	PIXLEY KA SEME
Organizational Structure	Approved	Approved	Approved and under review	Approved	Approved for 2008/09	Under review	Approved	Approved
Total Staff Composition	159	319	195	314	581	423	605	To be Reviewed
Filled Positions	88	319	195	314	556	424 being reviewed	605	28(58 budgeted for)
Job Evaluation	Awaiting for SALGBC's approval	In Planning Phase	Not yet done	Finalized, awaiting SALGBC's response	JDs Submitted to JE Manager 50% complete	In progress	In Progress busy with Job descriptions	Finalized, awaiting for SALGBC's response
Information Management System	In Progress	In Progress	One person and supported by the District	IT Dept in place & functioning	In Planning Phase	In Planning Phase	Outsourced	Registry unit established
Delegations	Approved & in place	Approved & in place	Approved & in Place	Approved & in Place	Approved & in place	Approved & in Place	Approved & in Place	Delegation register exists. under review
PMS	Finalised and Phase of developing a system in progress	In Progress	To be implemented	Approved. Unit under way of being re-developed	In Planning Phase	Partly Completed	Policy adopted but not yet implemented	Adopted until 2007. New system under review
Skills Development Plan	Approved	Approved	2007/2008 Plan in Place	Approved & in Place	WSP Submitted & Plan approved by the Training Committee	Approved & in Place	In Progress	Approved & in Place
Employment Equity plan	Approved	Approved	2007/2008 Plan in Place	Approved & in Place	Plan Approved & in Place	Approved & in Place	In Progress	Approved & in Place
Gender Equity Plan	Approved	In Progress	2007/2008 Plan in Place	Approved & in Place	Not in place	Approved & in Place	In Planning Phase	In process
Employment Assistance Plan	No	In progress	Not in Place	Approved & in Place	Not in place	Available	In Planning Phase	Adopted & in Place

Table 9: Institutional Capacity / Institutional Plans *(continued)*

ISSUES	GERT SIBANDE	ALBERT LUTHULI	DIPALESENG	GOVAN MBEKI	LEKWA	MKHONDO	MSUKALIGWA	PIXLEY KA SEME
Disaster Management Plan	Framework approved and the process of developing DMP in progressing.	Draft	None	None	Draft	None	Adopted	Draft
Integrated Environmental Management Framework/ Plan	In process of development	In process of development	In process of development	In process of development	In process of development	In process of development	In process of development	In process of development
Air Quality Management Plan	In process of development	No	In process of development	In process of development	In process of development	No	In process of development	In process of development
Municipal Health Plan	No	No	No	No	No	No	No	No

1.6.4 Committee Service

As part of governance process, Council meetings are held quarterly and Mayoral Committee meetings are held on a monthly basis. Excellence in the submission of professionally compiled items and subsequent preparation of agendas and minutes need to be in such a way that the agendas are timeously prepared and distributed to reach the Councillors well before the scheduled meetings to harness fruitful and well informed deliberations and subsequently informed decision-making during Committee meetings and ultimately Council meetings.

Coupled with capacity and late submission of items, the District is confronted with a challenge of effectively rendering a proper committee service in timeously delivering agendas to 47 councillors due to its spatial vastness, and many other relational factors. Whilst success has been attained in improving the standard of reports that are presented to Committees of Council and to Council, itself there are still areas that need continuous strengthening so as to optimize the excellence, functionality and decision-making capability of Council in all its seatings.

To this extent the following key Issues regarding proper administration of Committee Service must be addressed and attainments thereof sustained:

- Timeous submission and approval of items
- Timeous preparation and delivery of Agendas for at least 7 days prior to actual meetings (Council) and 3 days (Mayoral Committee).
- Finalisation of minutes soon after meetings in order to execute resolutions urgently.
- Progressively harness and retain excellent writing of reports that are factual and informative to Council, and all the stakeholders externally.

1.6.5 ICT Services

ICT is the backbone of any organisation aspiring to grow and market itself externally, hence as part of the Global Village where information and communication are equally vital we must ensure that all documentation and records are stored electronically, accessible to the public and that communication to and from the District at its most efficient levels. Special emphasis should thus be placed on proper maintenance and upgrading of IT equipment. Safeguarding of data is also vital. This does not only apply to Gert Sibande as a District Municipality, but the responsibility does further impact on the working relations with the respective Local Municipalities in the maintenance and upgrading of their IT equipment and especially the safe backup of data, and also web based communication of the information about the District as a whole.

To this extent the following key Issues regarding administration of proper ICT service must be addressed and sustained where excellence is attained:

- Ensuring that all computers are upgraded on generally accepted intervals (3 years for laptops, 4 years for desktop computers and 5 years for printers).
- Progressive Software upgrades to ensure and maintain a high standard service.
- Acceptable data storage, backup and recovery programs and procedures.
- Enable optimally functional District wide GIS

1.6.6 Skills Development and Capacity Building

Much is therefore required of Local Government; since developmental service delivery issues relating to management; financial and accountability demands placed on Local Government Sphere are enormous. In cases where municipalities do not stand up to these demands, skills shortages are often cited as the cause. Is the skills crisis across the country to blame, or are there additional reasons for service delivery challenges? This is the question that the District will continue to grapple with as we seek to reverse the negative impacts of the jobless nature of economic growth herein due to amongst other factors inadequacy concomitant to the District's economic requirements

It is known that certain skills categories including artisans, engineers, financial administrators & management, general planning, strategic planning and project management are in short supply in the Local Government Sphere. These are confirmed by the skills working areas identified for the Joint Initiative for Priority Skills Acquisition (JIPSA):

- High level, world class engineering and planning skills for the "network industries" transport, communications and energy all at the core of our infrastructure programme;
- City, Urban and Regional Planning and Engineering Skills which are desperately needed by our municipalities;
- Artisans and Technical Skills, with priority attention to those needs for infrastructure development;
- Management and Planning Skills in education, health and in municipalities;
- Specific Skills needed by the priority AsgiSA, sectors starting with tourism, BPO and cross-cutting skills needed by all sectors especially finance, project management and managers in general; and
- Skills requisite to Local Economic Development needs of municipalities, especially developmental economists.

As is the case at national level, the shortage of critical skills to support economic growth and development in the District is a main challenge. The District economy is growing, however it relies more on importing critical skills to support such growth while its institutions of higher learning and the inadequacy thereof, has not yet responded effectively to the challenge. This also affects service delivery at local municipalities in terms of operations, maintenance and planning. Urgent skills needed within the District include among others engineering and technical skills, financial, health, environment and skills in other professions. The inability to attract skilled people can be attributed to meagre salary scales and benefits paid by most local municipalities given their classification and thus financial muscle, and the rural nature of the larger portion of the District.

Whilst the challenges above remained, the District and majority of its constituent Local Municipalities have continued to gradually and successfully confront the developmental challenges therein, and lives of people have been enhanced through number of interventions that seeks to ensure better lives for citizens in the District.

Strides attained under the circumstances thus does attest to the fact that progressive and collective interventions in response to the following issues will yield excellent outcomes and amplify impacts of all our interventions to our National goal of Better lives for All:

- Harness and sustain the corporate and local governance management experience and skills at our disposal.
- Mobilizing all stakeholders to enter into a partnership and commit towards a comprehensive strategy aimed at addressing skills shortage in and around the Region
- Gradually addressing shortage of scarce and critical skills concomitant with the growing regional economic demands
- Optimising the capacity of Municipalities to effectively perform their functions through continuous skilling of Municipal Employees and Councillors.
- Catering for designated groups in all the skills development initiatives.

1.7 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

In order to maintain the financial viability and management, and ensure that the District achieves its objectives, the following priority areas have to be taken into consideration:

- Credit Control and Debt Collection Strategy for Local Municipalities
- Maintain efficient Financial Management Strategies
- Support to Local Municipalities: Institutional and Financial
- Benchmarking and introducing Best Practices
- Identifying Funding Mechanisms
- Harnessing Accountability and Responsibility

To date the District still has a huge backlog in terms of addressing the basic needs of its community. Much Financial resources have been invested towards accelerating the provisions of free basic services and other major infrastructural projects and more people are enjoying the benefits of democracy and access to basic services. Yet much still needs to be done as we progressively move towards attainments of MDGs and ultimately improving the lives of all our communities. Hence access to additional funding

from the Treasury Departments is of paramount importance. Currently the District has a fairly strong balance sheet and would be able to attract capital from the respective Government Departments.

1.7.1 Credit Control and Debt Collection Strategy for Local Municipalities

With GSDM currently financing the data cleansing operations of all seven local municipalities, this process would help to ensure that the data maintained on their financial systems are accurate. The accuracy of data will ensure that realistic revenue projections are done and hence collections would also be effective. Further with the introduction of the Municipal Property Rates Act by local municipalities, the management and recovery of outstanding debt is of extreme importance. The overseeing of the timeous implementation of the Property Rates Act will enable local municipalities to maximize their fixed revenue so as to finance the operational expenditure. In future GSDM's funding allocation will be applied in priority to areas where other significant service delivery demands are required.

The project is currently engaged with the field capture at the Albert Luthuli Local Municipality. The financial data is proving to be a concern, as the downloads are not taking place as speedily as expected, mainly due to the availability of trained staff. A problem with the live cycle of properties from being surveyed, to registration in the deeds office is being compounded here specifically due to the informal nature of mainly township establishment in the former TBVC states, which did not adhere to the conventional approach in the rest of the country. This is not seen as insurmountable as the layouts were done, but needs to be taken-up in the existing data. The employment of interns will greatly assist in this process, but due to the training required to bring the interns to the required skills level, it may take some time for the unit to reach it's full potential.

Progress and emanating challenges

The first phase of the project is currently engaging with the field capturing at Albert Luthuli Local Municipality. With regard to the remaining Local Municipalities, currently these institutions are scheduled to be completed by end July 2009. One of the challenges being addressed by GSDM is securing trained staff in order to assist in the extraction of the financial data from the financial systems of the Local Municipalities. GSDM is also working in conjunction with the Deeds Office and Surveyor General's Office in order to ensure that the property data relating to informal settlements in the former TBVC states is converted to accurate digital data format.

GSDM has successfully appointed Interns for the majority of Local Municipalities and currently there is a vigorous training and up skilling process through the Consultant - utilizing information systems under way that is being undertaken in order to ensure the respective personnel are of an adequate competent standard in order to bring the GIS Unit to its full potential. It is the intention of the GSDM to develop the Shared GIS System into an Integrated Management Information System at all the Local Municipalities and the District. The advantage of this new innovation is that at all times for Management decision processes to provide spatial location to all other information systems i.e. financial systems, spatial development frameworks, water services development plans, payment, management systems and property valuation information to ensure that service delivery goals are achieved.

1.7.2 Local Municipal Support

The major challenge during the 2009/2010 financial year is that the GSDM has to collectively with the Local Municipalities ensure that the Property Rates Act is implemented with effect from the 1st July 2009. The funding resources of the Local Municipalities would be considerably enhanced on the successful implementation of this Act. Also these funds would help promote economical and financial viability of the respective Municipalities.

Overview of the New Rating Legislation in terms of the Local Government: Municipal Property Rates Act 6 of 2005 (MPRA)

In terms of the ongoing support that the Gert Sibande District Municipality provides to its constituent Local Municipalities clearly one of the mandates is to provide support, financial or otherwise to municipalities to implement the MPRA and to ensure implementation within the legal framework. It must also be noted that the critical source of revenue for municipalities will assist the municipalities to achieve their constitutional objectives especially in areas that have been overlooked in the past. Gert Sibande District Municipality needs to assist the municipalities in fulfilling their respective responsibilities especially in the following areas:

- Communication strategy with rate payers
- Advise on the preparation of a municipal register of properties.
- Advise on the preparation of a rates policy, draft rates By-Laws, General valuation roll.
- Advise on the interface of the general valuation roll with the billing system.
- Provide assistance to the Local Municipalities when objections to valuations are forwarded to the Appeals Board.

A survey tabled at a SALGA meeting held on 24 February 2009 pertaining to the implementation of the MPRA was undertaken by Provincial Treasury and the results are highlighted on table 12 below.

Table 10: Progress Report on Implementation of the Property Rates Act, Act No 6 of 2004 as at 1 January 2009.

MUNICIPALITY	DRAFT RATES POLICY	TABLED TO COUNCIL FOR APPROVAL	ADVERTISED FOR PUBLIC COMMENTS	COMMENTS RECEIVED	FINAL APPROVAL OF RATES POLICY	DRAFT BY-LAWS
Pixley Ka Seme	Yes	Yes	Yes	Yes	Yes	Yes
Albert Luthuli	Yes	Yes	Yes	Yes	Yes	No
Lekwa	Yes	Yes	Yes	No	No	No
Dipaleseng	Yes	Yes	Yes	No	No	No
Mkhondo	Yes	Yes	Yes	No	No	No
Govan Mbeki	Yes	Yes	Yes	Yes	Yes	Yes
Msukaligwa	Yes	Yes	Yes	Yes	Yes	Yes

From table 12 it may be deduced that Msukaligwa has successfully implemented the Property Rates Act. With regard to the remaining Local Municipalities it may be observed that the implementation date would commence on the 1st July 2009 in compliance with the Property Rates Act legislation.

In terms of the Local Government Municipal Structures Act 1998, Section 83(3), the District Municipality should build the capacity of local municipalities in its area of jurisdiction to enable them to perform their functions and carry out their respective powers where such capacity is lacking.

In order for GSDM to meet these obligations, the following programmes are anticipated and currently service level agreements are being negotiated with respective Local Municipalities in terms of Section 88(2)(a) of the Municipal Structures Act .

- For the provision of bulk water services, water quality testing and the co-ordination of water services operations generally throughout the GSDM area of jurisdiction;
- For the joint eradication of water services backlogs by way of a co-ordinated approach to development between DWAF, DLG, DALA, GSDM and Local Municipalities. This will be achieved through the adoption of the Implementation Protocol on water services;
- Sharing of financial, technical & administrative information and experiences. In addition to the technical and administrative forum, a District Finance Forum meets regularly to discuss common areas of concern. Further, information relating to best practices, as well as Treasury Circulars are tabled at these meetings. Also matters discussed at the Municipal Managers Forum are cascaded down to the Finance Forum meeting.

The tables below reflect the financial situation within the District and Local Municipalities respectively and the capital investments done by all spheres of government. The challenge is still to address the infrastructure and service provision demands which amount to more than double the current expenditure.

Table 11: Revenue Breakdown per Municipality 2009/10 Financial Year

MUNICIPALITY	REVENUE							
	EQUITABLE SHARE	LGFMG	MSIG	MIG	NEP	WSOT	SCTCR	OWN REVENUE
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
GSDM								
2008/09	171,638		500	1,000	0	0	0	0
2009/10	227,431	0	750	735	0	0	0	0
Pixley Ka Seme								
2008/09	32,319	0	250	734	9,908	416	0	750

Table 11: Revenue Breakdown per Municipality 2009/10 Financial Year (continued)

MUNICIPALITY	REVENUE							
	EQUITABLE SHARE	LGFMG	MSIG	MIG	NEP	WSOT	SCTCR	OWN REVENUE
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
2009/10	49,468	0	750	735	19,056	0	0	902
Albert Luthuli								
2008/09	57,774	0	500	1,448	28,782	3,119	20,111	1,572
2009/10	88,310	0	2750	735	45,133	14290	12434	1890
Lekwa								
2008/09	29,494	0	500	734	14,390	1,235	0	965
2009/10	46,846	8,756	750	735	25,594	2,566	0	1,160
Dipaleseng								
2008/09	17,235	0	500	734	5,718	2,162	0	477
2009/10	26,363	0	1,000	735	12,944	0	0	567
Mkhondo								
2008/09	35,689	0	500	734	20,571	0	0	1,072
2009/10	54,595	0	1,000	735	34,612	15,929	0	1,289
Govan Mbeki								
2008/09	77,275	0	500	734	33,583	0	0	0
2009/10	120,456	0	750	735	53,629	7,583	0	0
Msukaligwa								
2008/09	40,381	0	500	734	13,141	1,152	0	1,143
2009/10	61,954	0	1,000	735	23,772	17,216	0	1,375
Total	461,805	0	3,750	6,852	126,093	8,084	20,111	5,979
2009/10	675,423	8,756	8,750	5,880	214,739	19,104	12,434	7,182

Information as obtained from 2008 DORA & National Treasury Budget information for the 2008 MTREF

The District and its constituent local municipalities have noted with concern the escalating debt within its jurisdictional area and through the data cleansing project they intend to provide needed assistance to address the challenges faced by the locals to reduce their debts.

Table 12: Municipal Infrastructure Expenditure per Municipality

MUNICIPALITY	OWN FUNDING		MSIG		MIG	
	CAPITAL BUDGET	CAPITAL EXPENDITURE	BUDGET	EXPENDITURE	CAPITAL BUDGET	CAPITAL EXPENDITURE
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
GSDM						
2006/07	2,419	2,314	1,605	501	27,636	25,179
2007/08	23,250	23,217	1,000	2,064	4,731	3,987

Table 12: Municipal Infrastructure Expenditure per Municipality (continued)

MUNICIPALITY	OWN FUNDING		MSIG		MIG	
	CAPITAL BUDGET	CAPITAL EXPENDITURE	BUDGET	EXPENDITURE	CAPITAL BUDGET	CAPITAL EXPENDITURE
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Pixley Ka Seme						
2006/07	21,097	66,978	36,545	10,561	30,130	9,793
GSDM Portion	-	9 142	-	11 314	-	7 806
2007/08	19,460	13,504	7,34	101	9,908	8,607
GSDM Portion	11,448	10,262	-	-	-	-
Albert Luthuli						
2006/07	-	13,592	77,118	57,279	56,937	36,612
GSDM Portion	-	12, 845	-	22, 597	-	13, 946
2007/08	75,312	56,328	1,484	1,484	40,755	40,930
GSDM Portion	16,845	11,065	-	-	-	-
Lekwa						
2006/07	32,171	29,347	38,124	40,948	35,968	35,968
GSDM Portion	-	28,293	-	7,200	-	16,081
2007/08	44,805	20,359	750	464	28,874	9,296
GSDM Portion	11,872	11,063	-	-	-	-
Dipaleseng						
2006/07	12,000	31,278	16,925	6,258	15,007	472
GSDM Portion	-	6,048	-	12 108	-	5,109
2007/08	23,582	10,896	734	292	6,859	4,649
GSDM Portion	7,670	6,942	-	-	-	-
Mkhondo						
2006/07	25,798	24,888	7,000	7,960	22,538	27,240
GSDM Portion	-	8,697	-	14,261	-	11162
2007/08	66,753	66,750	734	350	32,000	31,682
GSDM Portion	20,871	18,945	-	-	-	-
Msukaligwa						
2006/07	24,161	28,498	17,171	19,839	47,236	33,423
GSDM Portion	-	12,816	-	9,566	-	13,515
2007/08	33,656	26,706	734	734	13,411	5,624
GSDM Portion	19,482	16,112	-	-	-	-
Total 2006/07	162,530	219,200	289,509	238,639	307,033	239,393
GSDM Portion	-	94,932	-	101,751	-	81,419
Total 2007/08	368,373	243,327	7,201	6,520	172,121	114,602
GSDM Portion	97,091	82,042	-	-	-	-

Source Local Municipalities 2008

From the Table above it is evident that in the last 2 Financial Years 4 Local Municipalities managed to spend more than 75% of their Capital Budgets, whilst 1 Municipalities managed to spend less than 60% of their Capital Budgets. Municipalities that improved expenditure over years are 5 these are among the factors that lead to these improvements.

Table 13: Capital Expenditure versus Operating Expenditure Ratios 2008/09

MUNICIPALITY	BUDGETED AMOUNTS			
	CAPITAL BUDGET	CAPITAL EXPENDITURE	TOTAL BUDGET	CAPITAL EXP VS TOTAL BUDGET
	(R'000)	(R'000)	(R'000)	(R'000)
GSDM				
2007/08	129,1	109,9	239,0	54,02
2008/09	174,5	110,3	284,8	61,27
Pixley Ka Seme				
2007/08	30,1	94,0	124,1	24,25
GSDM Portion	12,5	-	-	-
2008/09	17,8	144,4	162,2	10,95
GSDM Portion	17,1	-	-	-
Albert Luthuli				
2007/08	47,2	86,8	134	35,22
GSDM Portion	19,5	-	-	-
2008/09	74,5	150,3	224,8	33,12
GSDM Portion	16,1	-	-	-
Lekwa				
2007/08	45,3	173,8	219,1	20,68
GSDM Portion	11,8	-	-	-
2008/09	80,5	216,6	297,1	27,1
GSDM Portion	13,8	-	-	-
Dipaleseng				
2007/08	2,0	5,9	7,9	25,32
GSDM Portion	8,4	-	-	-
2008/09	25,7	68,7	94,4	27,23
GSDM Portion	12,2	-	-	-
Mkhondo				
2007/08	78,7	123,7	202,4	38,88
GSDM Portion	21,5	-	-	-
2008/09	12,6	154,0	166,6	7,59
GSDM Portion	12,6	-	-	-
Govan Mbeki				
2007/08	81,5	604,8	686,3	11,88
GSDM Portion	11,4	-	-	-
2008/09	89,5	804,3	893,8	10,02
GSDM Portion	19,8	-	-	-
Msukaligwa				
2007/08	25,0	183,7	208,7	11,98
GSDM Portion	20,7	-	-	-
2008/09	61,3	265,0	326,3	18,80
GSDM portion	11,2	-	-	-
Total 2007/08	438,90	1 382,60	1 821,5	17,89

Source: National Treasury Budget information for the 2008 MTREF & Lekwa LM 2008/09 budget

The main focus of the aforementioned and any other financial investments throughout the District is to:

- Harness the Municipalities' capacity to adequately address community needs
- Enable Municipalities to progressively contribute towards the attainment of the millennium targets
- Harness the creation of an environment suitable for sustainable creation of jobs & continued investment in skills development for the Regional economy
- Harness excellence and sustained improvement of service delivery & infrastructure maintenance
- Harness improved communication with and optimal community participation of all the relevant stakeholders in all the developmental imperatives of the District within and beyond the jurisdiction of the District

1.7.3. Supply Chain Management

The Local Government: Municipal Finance Management Act requires Municipalities to adopt a Supply Chain Management Policy that provides legislative guidance to:

- Procuring goods and services;
- Appointment of contractors and other external mechanisms to provide assistance in the provision of Municipal Services; and
- Disposing of assets, including goods no longer needed.

The objective for municipality's Supply Chain Management Policy is focussed on integrity, efficiency and realizing the best value for money. This is envisaged to harness public confidence that public funds are being spent prudently, on its behalf, and not for the personal benefits of public office bearers, officials or their friends. Diligent care must therefore be taken in establishing controls in order to eliminate even the perception of fraud or abuse, which can be just as destructive to the public trust in reality.

GSDM has thus adopted an SCM Policy. With the appointment of the SCM Director is gradually working towards establishing a fully fledged SCM Unit. This is to enable GSDM to effectively and efficiently execute all its procurement processes within the spirit of the Law, and ensure excellent performance of all its Powers and Functions. It is therefore envisaged that the turnaround time for the appointment of Service providers and the relational challenges that transpired in the absence of the Unit will be improved upon.

Key Issues to be addressed in regard to Financial Viability include among others the following:

- Successful implementation of the Property Rates Act No 6 of 2004 for Local Municipalities
- Standardisation of financial aspects throughout the District.
- Sufficient financial resources to enable municipalities to be in compliance with various legislation requirements.
- Adequately supporting all Local Municipalities in all financial matters as and when called upon to do so.
- Compliance to all the Local Government Legislation's Financial Management prescribes.
- Ensuring as far as practicable unqualified Audit reports are being received.
- Ensuring sound Internal control and Financial Management practices
- Ensuring that risk and fraud prevention plans are in place as mechanisms to mitigate corrupt practices
- Coordinating the implementation of GAMAP/GRAP standards for Local Municipalities.
- Ensuring that the Supply Chain Management and Procurement issues are in place and adhered to.
- Ensuring that all improvements implemented within the Local Municipalities are sustainable.

GSDM has thus adopted an SCM Policy. With the appointment of the SCM Director is gradually working towards establishing a fully fledged SCM Unit. This is to enable GSDM to effectively and efficiently execute all its procurement processes within the spirit of the Law, and ensure excellent performance of all its Powers and Functions. It is therefore envisaged that the turnaround time for the appointment of Service providers and the relational challenges that transpired in the absence of the Unit will be improved upon.

1.8 LOCAL ECONOMIC DEVELOPMENT AND ENVIRONMENTAL MANAGEMENT OVERVIEW

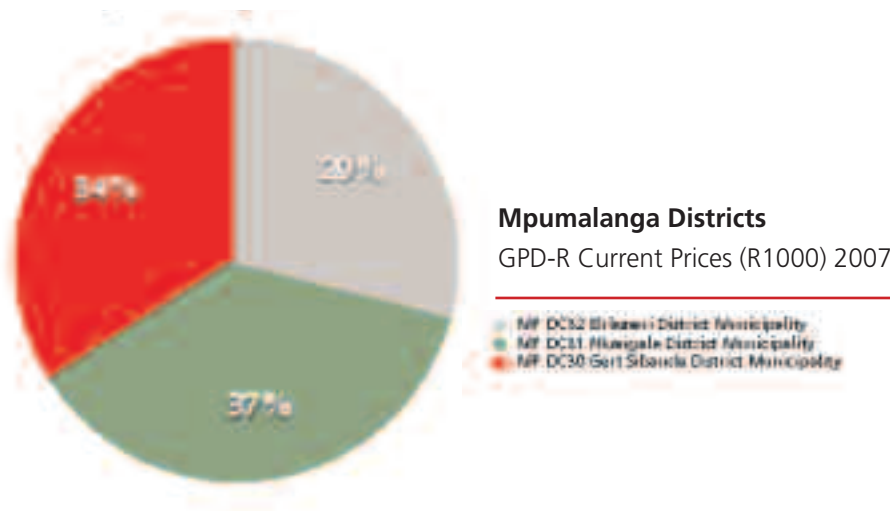
1.8.1. Regional Economic Growth

GSDM has a strong economy within the region which is predominantly mining (The coal belt starts from Govan Mbeki, Msukaligwa & Pixley Ka Seme, and gold from Govan Mbeki to Dipaleseng LMs the District's forestry stretches from Mkhondo, Pixley Ka Seme & Albert Luthuli and farming (cattle & sheep breeding and maize production). The District host one of the largest petro-chemical industries in the country (SASOL) and 4 Eskom coal powered stations, viz: Majuba; Thuthuka; Grootvlei and Campdon respectively.

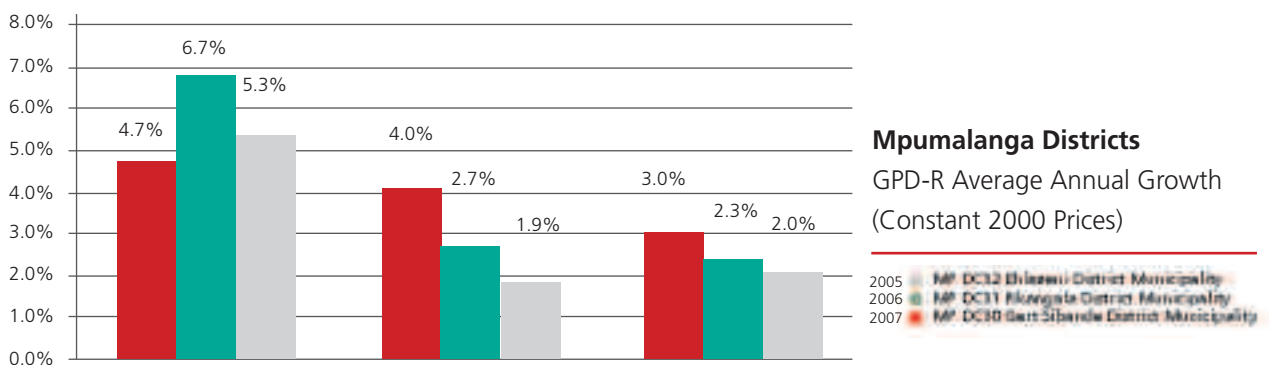
The Key Sectors that Drive the Economy of the District are:

- Manufacturing;
- Mining;
- Energy Supply;
- Agriculture

The District contributes 34% to the Province's total Gross Added Value. Increasingly, the Manufacturing and Mining sectors are becoming more dominant as an important economic sector. The Tourism and Recreation industries are also growing. A large number of resorts, guesthouses, health spas and hiking trails have been established to take advantage of the rural tranquility experienced within some parts of the District. The Nooitgedacht research station of the department of Agriculture conducts research into crop production and animal husbandry.



Of the three District Municipalities, Gert Sibande DM contributed 34% of the Provincial Gross Value Addition. (GVA) While Ehlanzeni DM contributed 29% and Nkangala DM contributed more than the other two Districts at 37%. This is clearly depicted in the graph below, where the trend over 3 years is displayed between the 3 District Municipalities in the Province.

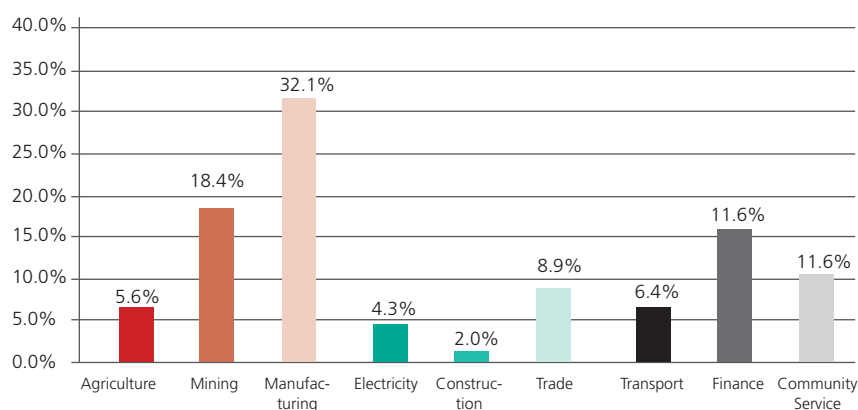


Whilst the depiction above might have been interpreted to signal that Gert Sibande had the highest average annual growth in 2005, 2006 and 2007 respectively, Gert Sibande was in fact the second to Nkangala when it comes to contribution to the Mpumalanga economy.

Source: Mpumalanga DEDP: Base Data Global Insight REF, 2008]

Manufacturing is by far the greatest contributor to Gert Sibande's economy (32.1%) followed by mining (18.4%). The mining activities are mainly tied to coal mining which acts as input material into the petro-chemicals industry in Govan Mbeki Municipality as well as input into electricity generation in the various power stations. Gold mining in both Govan Mbeki and Dipaleseng LMs also contribute to the mining output in the District.

The manufacturing sector is driven mainly by SASOL's petro-chemical/synthetic fuels plant at Secunda in Govan Mbeki local municipality. This area contributes 60% of Gert Sibande's total economy. Govan Mbeki's economy together with trade, transport and government related activities in Msukaligwa as well as electricity and mining in Lekwa make up for over 80% of the District Municipality's economy.



Mpumalanga Districts
GVA-R Sector's Share of regional total (%) 2007

The tables below indicate the sectoral contribution per municipality to the District economy. As far as tourism is concerned it is clear that Govan Mbeki is by far the largest contributor to the District economy (see table 14).

Table 14: Contribution per Municipality

MUNICIPALITY	GVA (R)
Albert Luthuli	39 123
Dipaleseng	8 578
Govan Mbeki	121 640
Lekwa	40 262
Mkhondo	19 757
Msukaligwa	45 353
Pixley Ka Seme	8 061
Gert Sibande District	282 775

Source: Global Insight: Ricon (Pty) LTD. Regional Economic Explorer Version 2.0C

The same principle applies to Mining and Quarrying (refer to table 15) and Manufacturing (see table 16).

Table 15: Mining and Quarrying

MUNICIPALITY	MINING AND QUARRYING (TONS)
Albert Luthuli	117 776
Dipaleseng	140
Govan Mbeki	4 186 523
Lekwa	173 435
Mkhondo	86 670
Msukaligwa	242 351
Pixley Ka Seme	25 084

Source: Global Insight: Ricon (Pty) LTD. Regional Economic Explorer Version 2.0C

Table 16: Manufacturing- Labour Intensive

MUNICIPALITY	MANUFACTURING – LABOUR INTENSIVE [R. 000]
Albert Luthuli	64 246
Dipaleseng	23 966
Govan Mbeki	10 969 693
Lekwa	107 693
Mkhondo	213 661
Msukaligwa	69 396
Pixley Ka Seme	16 967
Gert Sibande District	11 465 574

Source: Global Insight: Ricon (Pty) LTD. Regional Economic Explorer Version 2.0C

Moving forward, the District must then strategically decide as to whether in collaboration with all its strategic Partners it will try and spatially re-distribute the economy or build on the strength of agglomeration.

1.8.1.1 GSDM's Economic Indicators

Human Development Index (HDI) is a reliable indicator of development, which is measured by life expectancy; literacy and income. The HDI for the District Municipality at the beginning of the current financial year has dropped from 0.55 to 0.53, which is still above 0.50 indicating a moderate level of development within the District.

GINI Coefficient: Is used as a measure of the distribution of income across a group of people. The number can range between 0 and 1.0 where "0" represents a perfectly equitable distribution and "1" a completely inequitable distribution. The GINI Coefficient of GSDM is 0.64, which is equal to the National and Provincial figures and varies to that of Ehlanzeni (0.65) and Nkangala (0.62) District Municipalities respectively. The net effect is that the gap between the higher income earners and the lower income earners has grown and this exhibits characteristics of an emerging market driven economy.

The challenge for the GSDM will be to sustain the growth in the HDI whilst gradually reducing the growth in income disparities especially within the previously disadvantaged communities. Although free market policies tend to promote these disparities to a certain level, Government together with its social partners, needs to progressively come up with ways of dealing with this potentially damaging trend.

Location Quotient: Is an indicator of the Comparative Advantage of a economy. A Provincial or Magisterial economy has Location Quotient larger (smaller) than one or a Comparative Advantage (Disadvantage) in a particular Sector when the share of that Sector in the Province economy is greater (less) than the share of the same Sector in the National Economy.

Table 3 below shows that, at (0.63) the HDI for Govan Mbeki is higher than both the Mpumalanga (0.53) and the national one (0.60). Also that, in addition to Govan Mbeki, only Msukaligwa (0.53) and Lekwa (0.55) are have HDI's equal to or above that of Mpumalanga. Of concern is that the indices for Mkhondo, Pixley ka Seme and Lekwa have not changed in past 7 years while that of Msukaligwa has decreased. Similarly, where improvements were observed, they were found to have been slower compared to the national levels. The improvements in HDI suggest that the various development interventions have had some impact albeit marginal over the past 11 years.

Table 17: Gert Sibande State of HDI, Gini Coefficient and Poverty Rates

MUNICIPALITY	HUMAN DEVELOPMENT INDEX (HDI)			GINI COEFFICIENT			% PEOPLE LIVING IN POVERTY		
	1996	2001	2007	1996	2001	2007	1996	2001	2007
Albert Luthuli	0.39	0.45	0.46	0.57	0.62	0.63	63.0%	62.9%	62.5%
Msukaligwa	0.53	0.54	0.53	0.57	0.65	0.68	44.3%	50.5%	47.8%
Mkhondo	0.44	0.43	0.43	0.58	0.65	0.66	50.8%	58.1%	56.1%
Pixley Ka Seme	0.45	0.48	0.48	0.61	0.67	0.68	53.7%	57.1%	53.6%
Lekwa	0.53	0.55	0.55	0.57	0.62	0.65	37.5%	48.8%	48.0%
Dipaleseng	0.48	0.48	0.49	0.56	0.60	0.63	55.1%	70.1%	68.6%
Govan Mbeki	0.58	0.62	0.63	0.61	0.66	0.67	32.1%	38.4%	29.2%
Gert Sibande District	0.50	0.53	0.54	0.61	0.67	0.68	47.8%	53.4%	48.8%
Mpumalanga	0.49	0.52	0.53	0.61	0.66	0.68	50.4%	56.0%	51.2%
National	0.56	0.59	0.60	0.62	0.66	0.67	40.8%	48.1%	42.8%

Source: Global Insight: Regional eXplorer 388 (2.2b)



The District intends to coordinate development and support for agricultural sector with emphasis to enhancing partnerships, training and development, management within the agricultural sector, farm worker labour training and development and overall economic empowerment within the agricultural sector for the District agricultural communities.

In terms of Table 17 above, most Gert Sibande local municipalities have relatively high Gini coefficients or high levels of income inequality. While the levels of inequality are broadly characteristic of the broader South Africa, the fact that they have continued to increase since 1996 and remain above the national level is a cause for great concern.

Mpumalanga Province enjoys a Comparative Advantage in four major Sectors, viz: Agriculture; Mining; Manufacturing and Electricity Generation. GSDM exhibits a similar profile to that of the Province in that it has a Comparative Advantage in Agriculture; Mining; Manufacturing and Electricity Generation.

1.8.2 Agricultural Development and Land Reform

Sustainable Integrated Agricultural Programme for GSDM Economic Viability of 77 Land Reform Projects

There are 77 communities who have benefited from land re-form projects in our District. Due to uncoordinated capacity building and support for the beneficiaries, this has led to some challenges in the sustainability in most of the previously economically viable farms. The District intends to coordinate development and support for agricultural sector with emphasis to enhancing partnerships, training and development, management within the agricultural sector, farm worker labour training and development and overall economic empowerment within the agricultural sector for the District agricultural communities.

The District envisages coordinating participation and support of the agricultural unions, Department of Agriculture Land Affairs and Department of Labour. These partners will be encouraged to form joint focus initiatives to focus on the following key development areas:

- Training and skills transfer on management of farms
- Advance training on farming methods
- Partnerships and marketing

There is more work to be done by different stakeholders to address support services needed, mentorship and investment to ensure sustainability and effective utilisation of these farms. These will require proper integrated planning and targeted support services for the above farms. This new approach must integrate sustainable farming techniques with various other elements such as poultry, livestock, traditional medicinal plant and traditional crops to succeed. The District Municipality in partnership with the Mpumalanga Department of Agriculture (District Offices) and the Agricultural Colleges in the various Local Municipalities need to forge Spatial Development Initiative to establish a centre for Sustainable Development of the sector within the Gert Sibande District Municipality.

The centre should encourage, integrated training and Demonstration Centre where the above mentioned activities have been established amongst other things, to enable hands-on training for rural communities. The Integrated Agricultural Project will compose of the Land Restitution Programme (communal land) where land have been made available and owned by the original inhabitant, tribal land / traditional areas in consultation with the Amakhosi of the areas and some urban areas where subsistence farming is in active practise.



1.8.3 Regional Fresh Produce Market

GSDM is a rich agricultural hub, with different agricultural products being exported from the District in raw form and brought back as finished. The District would therefore like to conduct a study on the viability of establishing a fresh produce market within its jurisdictional area to take advantage of the opportunities that emanate in the value chain of agriculture, e.g. storage, warehousing, packaging, transportation, etc. The District has realised that the whole agricultural value chain and the benefits emanating from there are not benefiting communities within its jurisdictional area. In order to turn that around, it is important to derive methods to retain most of the economic benefits therein. The viability study on the Fresh Produce Market will go a long way in establishing the potential that exist in this area.

The following represents the GSDM Potential LED Anchor Projects identified per municipality:

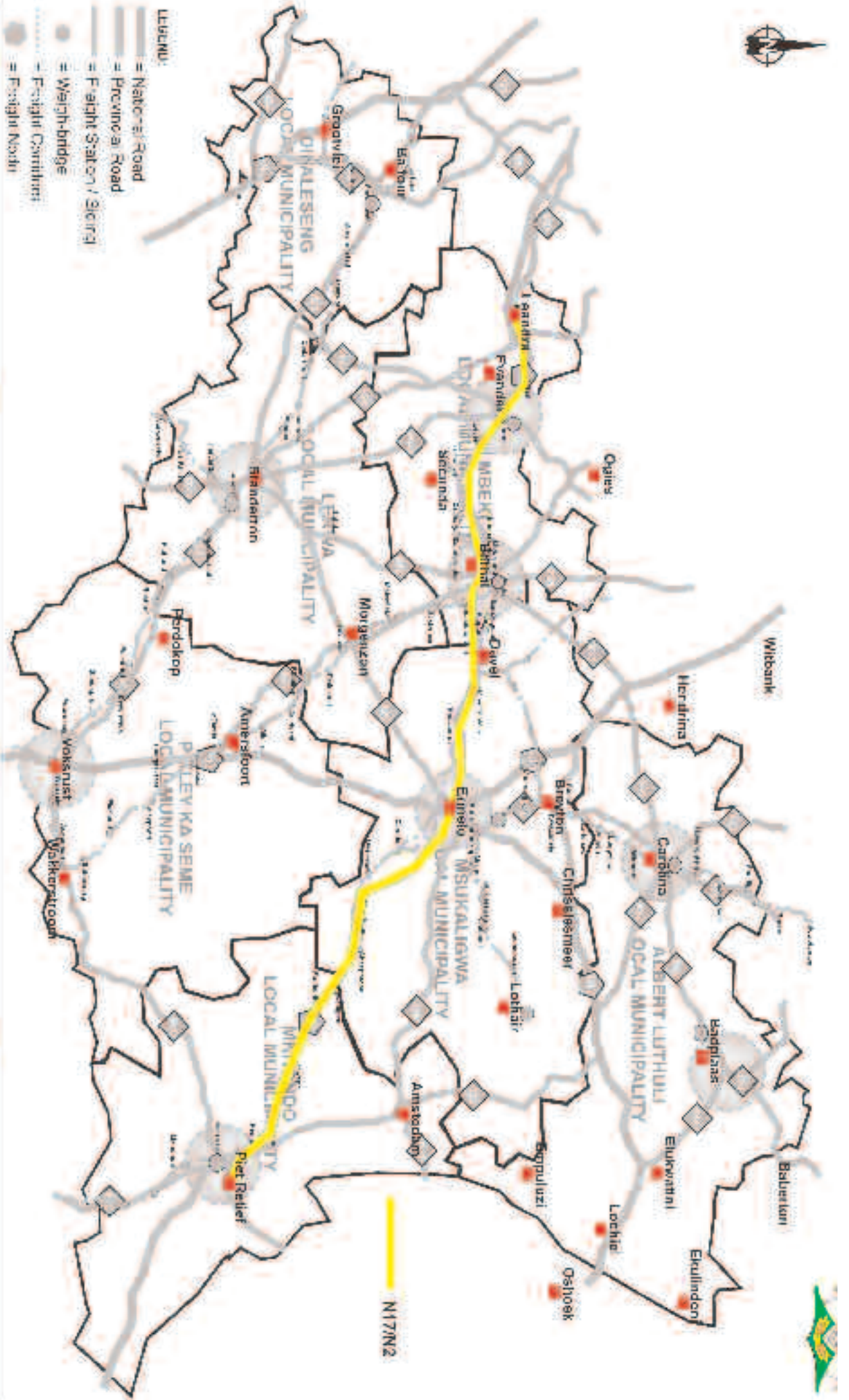
1.8.4 Potential Economic Hubs

The GSDM has identified potential development along N17 Corridor. N17 is a national road linking Mpumalanga with Gauteng and cuts across Gert Sibande ending at Oshoek border post entry to Swaziland. It is a currently highly strategic logistics corridor moving goods and people between Gauteng, Mpumalanga and Swaziland linking up to the Maputo Development Corridor and the N2 to KZN. N17 has been identified as a major corridor within the District that could be developed to provide downstream industries for petro chemical industry and the mines within the District including forestry beneficiation industries. The District in partnership with investors and other spheres of Government and Private Sector will be looking at undertaking feasibility study along the corridor for the following:

1. Manufacturing Hubs-industrial zones (light and medium industrial parks)
2. Industrial Workshops
3. Cold rooms and storage facilities
4. International Conference Centre
5. Regional sport facilities

The feasibility study into the development of the N17 Corridor will result in proper planning and implementation to harness the growth of the District. The District thus has confidence in the economic potential of the corridor which will amongst other aspects translate into the following benefits;

- Medium and High income Housing Projects
- Shopping Centres/Mall
- Leisure Facilities
- Improve revenue for the local municipalities to provide improved services



**N17/N2 Development corridor between
Leandra and Piet Retief**



WESTERN CAPE PROVINCIAL GOVERNMENT
DEPARTMENT OF ROADS AND TRANSPORT

1.8.4.1 N11 Development Corridor from Pixley Ka Seme to Albert Luthuli

GSDM has also identified potential development along N11 Corridor. N11 is a national road linking Mpumalanga with KZN and traverse Gert Sibande ending at Volksrust to KZN. It is a currently highly strategic logistics corridor moving goods and people between Mpumalanga and KZN. N11 has been identified as a major corridor within the District that could be developed to provide beneficiation downstream industries for forestry industry, tourism services and facilities including mining within the District.

The District in partnership with investors and other spheres of Government and Private Sector will be looking at undertaking feasibility study along the corridor for the following:

1. Manufacturing Hubs industrial zones (light and medium industrial parks)
2. Leisure facilities
3. Agro processing facilities

The proposed feasibility study into the development of the N11 Corridor will result in long term planning and key anchor projects to diversify economic growth of the District. The District believes that the contribution of the private sector in this venture will translate into the following potential impact to the community,

- Medium and High income Housing Projects
- Tourist attraction facilities and centres (cultural villages, game reserves, art galleries, museum)
- Improve revenue for the local municipalities to provide improved services

1.8.4.2 N2 Development Corridor

The N17/N2 Development Corridor has been identified as a potential economic hub within the District. N2 is a national road linking Mpumalanga with KZN and cuts across Gert Sibande joining N17 and ending at Gauteng. It is a currently highly strategic logistics corridor moving goods and people between Mpumalanga and Gauteng. N2 has been identified as a major corridor within the District that could be developed to provide beneficiation downstream industries for forestry industry, tourism services and facilities including mining within the District.

The District in partnership with investors and other spheres of Government and Private Sector will be looking at doing feasibility study along the corridor for the following:

1. Forestry Downstream Manufacturing Hubs
2. Tourist and Leisure facilities
3. Agro processing facilities and enhanced farming

The proposed feasibility study into the development of the N17/N2 Corridor will result in long term planning and key anchor projects to diversify economic growth of the District. The District believes that the contribution of the private sector in this venture will translate into the following potential impact to the community,

- Tourist attraction facilities and centres (cultural villages, game reserves, art galleries, museum)
- Improve revenue for the local municipalities to provide improved services
- Economic diversification and economic empowerment

1.8.4.3 Establishment of the GSDM Development Agency

The District has noted that in order to enhance its local economic development and support it needs to have a focus implementation agency / entity which will strategically focus on delivering the following mandate on behalf of the District:

- to coordinate and manage the identified economic development initiatives (projects)
- coordinate and manage key stakeholders
- facilitate marketing and investment initiatives
- Solicit funding and technical support for the identified anchor projects and the identified beneficiaries.

Through the establishment and support of cooperatives the District in partnership with the agency envisage achieving the following objectives:

- To broaden and diversify the economic base of the District
- facilitate, support the development, capacity building and skills development of SMME's including emerging entrepreneurs
- To facilitate, promote and support agriculture, mining, manufacturing, and tourism development, down streaming and local beneficiaries
- To facilitate and support programmes aimed at reducing unemployment
- To facilitate, support and address initiatives that are aimed at addressing economic inequalities with emphases on women, youth and the disabled.

The main objectives envisaged to be achieved through the Economic and Development Agency includes but not limited to the following

- To attract specialised skills to drive the implementation of the economic and development programs and projects
- To increase implementation capacity and minimize bureaucracy
- To manage liaising, consultation and involvement of key stakeholders, private sector and government departments and Parastatals.
- To explore investment opportunities and initiatives
- To facilitate the development and sustainability of existing businesses, development and investment initiatives
- To facilitate and coordinate effective functioning of business structure and forums (Business organisations, SMME Forums, Hawkers Associations, Farmers Associations, etc)
- To coordinate the establishment and management of the Economic and Development Database for the District
- To coordinate the effectiveness of the LED Forums at municipal level.
- To facilitate and coordinate economic research and make recommendations to the District on economic and development matters.

In an endeavour to better the lives of its citizens, the District in collaboration with its 7 constituent Local Municipalities and other stakeholders will optimize the impacts of economic growth therein through addressing among other issues the following:

- Finalization and implementation of the District LED Strategy
- Partnerships towards progressively responding to skills need by the growing Regional Economy.
- Visible promotion of SMMEs
- Visible promotion of Tourism aspects of the Region
- Place Marketing of the Region as a whole.
- Increasing local beneficiation and shared Economic Growth across the District
- Promoting and supporting sustainability of the existing businesses within the District.
- Identification and implementation of high impact LED projects/programmes.
- Providing support services, mentorship and investment towards ensuring sustainability and effective utilization of farms attained through Land Reform Programme
- Training of Co-operatives by municipalities
- Funding
- Database of Co-operatives and other SMMEs

1.8.5 Strategic Development Master Plans

1.8.5.1 Heyshope Dam Development Master Plan and cultural Village

The dam area, by virtue of its location and unique features, comprising aquatic feature, secluded location with both rural and urban characteristics, has the potential to be developed into a an attractive leisure, lifestyle as well as holiday and conference hub that will attract tourists and water sports enthusiasts comparable to that of the famous Hartbeespoort Dam west of Pretoria in Gauteng.

1.8.5.2 District Industrial Development Strategy (DIDS)

With the adoption of the National Industrial Policy Framework (NIPF) and the draft Regional Industrial Development Strategy (RIDS), it has become imperative for the GSDM to start re-focussing itself into growing its industrial base. The focus of the envisaged DIDS would be on the four sectors identified in the NIPF for their high growth, export and job creation potential.

These sectors are

- Chemicals, plastic fabrication and pharmaceuticals
- Capital or transport equipment and metals sector
- Mining and Industrial Workshops
- Forestry, pulp and paper and furniture manufacturing

1.8.5.3 Mining Beneficiation Master Plan

Gert Sibande District Municipality is a mining District. Despite having several mining operations within the District, there is limited benefits and economic empowerment from the mining activities for the surrounding communities. The Master Plan will enable and promote coordination of all stakeholders' interest partnership, resources and efforts to contribute to downstream economic beneficiation, implementation of BBBEE, community development and economic empowerment including significant.

1.8.6 SMME/Co-operatives development & support

Co-operatives

Beneficiation from Sectors like Manufacturing and Mining e.g. Gold at Govan Mbeki and Dipaleseng and Coal across the District In an endeavour to harness the prospects of SMMEs within the District, the following aspects amongst others must be addressed:

- Promotion and Development of Local enterprises;

- Ensuring access to the finance
- Initiating and Supporting job creation projects;
- Building capacity of Service Provides; and
- Supporting development of Cooperatives

1.8.7 Tourism Development, Promotion and Support

Tourism may not have been a key sector in the District economy, but this sector has incredible potential, for a number of reasons:

- The availability of tourist attraction facilities and natural sites e.g. conferencing facilities, casino, resorts, motels, game farms, wetlands and Bed and Breakfast accommodation.
- There is a new tourism phenomenal which has been developed within the District which is township and industrial tourism, this offer a unique tourist adventure to our petrochemical industry and township site visits.
- The District also boasts the following attractive leisure and conservation areas:
 - Lake Chrissimeer (wetlands) has a large collection of bird species in the country
 - Badplaas Resort it boasts with its conference facilities, game reserve and leisure facilities for both adults and kids.
 - Game Reserves offer a variety of animals including some of the Big 5.
 - Leisure Dams as a mouth of the Vaal River, we have a variety of Leisure dams that can be used for swimming, fishing, skeeing and boat rides.
- Hospitality Industry in the District is striving amongst others we have the following facilities: casino, hotels, guesthouses, B&B and emerging township tours and pubs.
- Conference Facilities within the District ranges from the ones found in the farms, informal towns providing excellent quiet environment conducive to host conferences, meetings and corporate functions.
- Tourist attraction facilities include the Grass & Wetlands, Cosmos Country which boost amongst others the following attractions annually, bird watching, golf tournaments, athletics, jazz festivals, aartepfels festival and frog viewing. The District also hosts some of the historic battle fields and places of historical significant in our country's history.

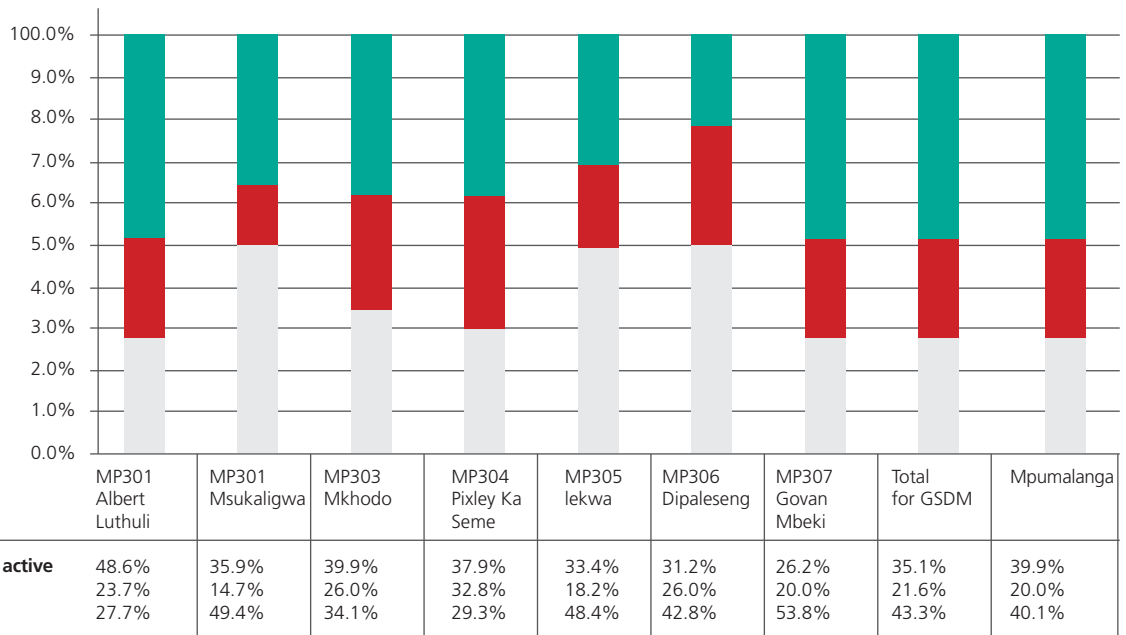
To optimize the impacts of the aforementioned tourism opportunities GSDM is looking at addressing the following Key issues:

- Development of the Tourism Strategy including the Marketing Plan
- Revival of LTO and RTO
- District Tourism Information Centre
- Identification of Heritage Sites
- Database on all the guesthouses in the District

1.8.8 Job Creation

Table 18: Labour Market Status [estimated economically active population]

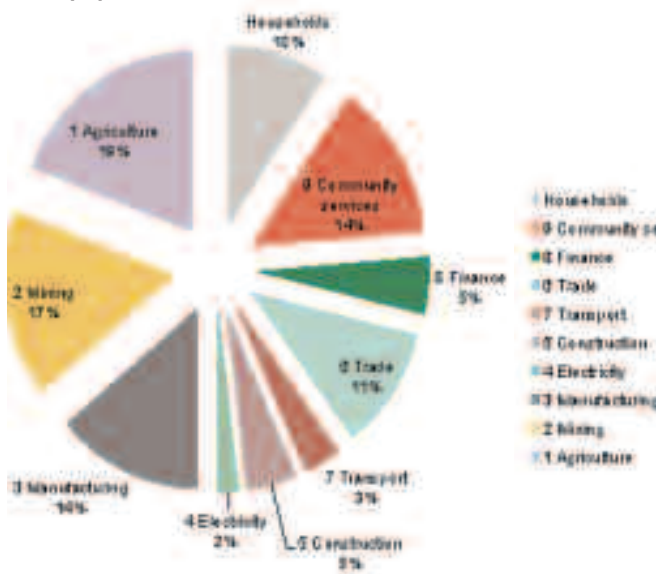
MUNICIPALITY	ECONOMICALLY ACTIVE		NOT ECONOMICALLY ACTIVE	PENSIONERS & UNDER AGE [ESTIMATED]	TOTAL POPULATION
	EMPLOYED	UNEMPLOYED			
Albert Luthuli	28 848	24 704	50 720	89 811	194 083
Dipaleseng	10 269	6 244	7 482	13 877	37 872
Govan Mbeki	99 201	36 944	48 222	84 585	268 952
Lekwa	27 677	10 410	19 142	33 904	91 133
Mkhondo	20 053	15 309	23 429	47 665	106 456
Msukaligwa	38 528	11 423	27 983	48 329	126 272
Pixley Ka Seme	10 772	12 052	13 938	29 169	65 931
GSDM	235 348	117 095	190 916	374 340	890 699



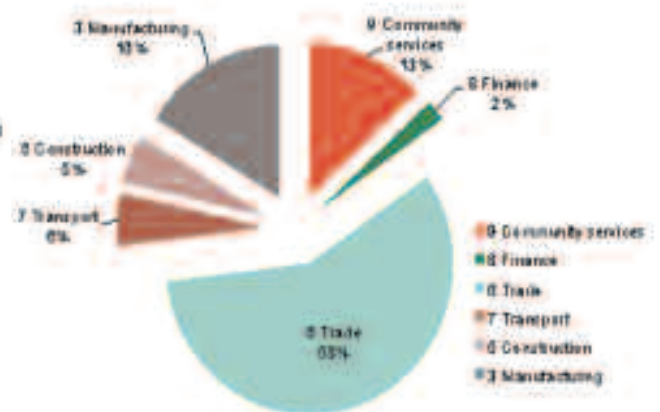
Except for the Govan Mbeki LM, both the highest rates and largest amounts of unemployed and economically in-active individuals are still found within the far eastern extents of the District (Albert Luthuli, and Mkhondo) which use to form part of the former homelands. Consequently, these are also more or less the same areas featuring the most people living in absolute poverty within the District.

The tables and graphs below reflect the status of the labour market within the District and total household income per municipality. It clearly demonstrates the huge challenge the District is faced where a huge percentage of its populace (nearly 39.4 %) is unemployed, due to the demand of skilled labour in our economic industry, the District main economic activities cannot absorb most of the semi and unskilled labour force in the District thus high unemployment rate.

Gert Sibande Formal Employment Sector's share of Regional Total (%) 2007



Gert Sibande Informal Employment Sector's share of Regional Total (%) 2007



From the graph above it is clear that Agriculture (19.2%), Mining (16.9%), Manufacturing and community services are the leading sectors when it comes to formal employment in Gert Sibande

The Trade sector is a leading sector in informal employment at 53%, followed by manufacturing at 15% and the Community Services at 12%

Due to huge influx of migrant labour into our region, the District is faced with a huge challenge of unskilled and semi skilled labour which comes mostly for short term contract work in the petro-chemical industry and energy industry (shutdown and maintenance of plants) however majority remains within our municipalities and increase our unemployment rate. The major challenge is for all key stakeholders to form partnerships to create sustainable jobs and develop and support entrepreneurs and SMME's.

1.8.9 Poverty Alleviation

Poverty is often defined as deprivation of those things that determine the quality of life, including food, clothing, shelter and safe drinking water, as well as "intangibles" such as the opportunity to learn and to enjoy the respect of fellow citizens. One of the important indicators of poverty in a region is the number of households with an income below the Minimum Living Level (MLL). The MLL is annually determined by the Bureau of Market Research (UNISA). It is calculated for different regions, racial groups, household sizes, and reflects the minimum amount a household needs to earn to meet its basic needs.

Table 19: Gert Sibande State of HDI, Gini Coefficient and Poverty Rates

MUNICIPALITY	HUMAN DEVELOPMENT INDEX (HDI)			GINI COEFFICIENT			% PEOPLE LIVING IN POVERTY		
	1996	2001	2007	1996	2001	2007	1996	2001	2007
Albert Luthuli	0.39	0.45	0.46	0.57	0.62	0.63	63.0%	62.9%	62.5%
Msukaligwa	0.53	0.54	0.53	0.57	0.65	0.68	44.3%	50.5%	47.8%
Mkhondo	0.44	0.43	0.43	0.58	0.65	0.66	50.8%	58.1%	56.1%
Pixley Ka Seme	0.45	0.48	0.48	0.61	0.67	0.68	53.7%	57.1%	53.6%
Lekwa	0.53	0.55	0.55	0.57	0.62	0.65	37.5%	48.8%	48.0%
Dipaleseng	0.48	0.48	0.49	0.56	0.60	0.63	55.1%	70.1%	68.6%
Govan Mbeki	0.58	0.62	0.63	0.61	0.66	0.67	32.1%	38.4%	29.2%
Gert Sibande District	0.50	0.53	0.54	0.61	0.67	0.68	47.8%	53.4%	48.8%
Mpumalanga	0.49	0.52	0.53	0.61	0.66	0.68	50.4%	56.0%	51.2%
National	0.56	0.59	0.60	0.62	0.66	0.67	40.8%	48.1%	42.8%

Source: Global Insight: Regional eXplorer 388 (2.2b)

In terms of Table 19 above Dipaleseng has the highest number (68.6%) of people living below the MLL while the number is lowest (29.2%) in Govan Mbeki. While it is encouraging that poverty rates have declined across all municipalities within GSDM since 2001 they remain above the national rate of 42.9%. The decline has been widely attributed to the extension of the state's social security network.

Another important variable in measuring poverty is the poverty gap. This measure is used to derive the difference between each poor household's income and the poverty line. It thus measures the depth of poverty of each poor household. The aggregate poverty gap is calculated by summing the poverty gaps of each poor household. It is thus equivalent to the total amount by which the incomes of poor households need to be raised each year to bring all households up to the poverty line and hence out of poverty. It is the amount of income that would be required to bring every poor person exactly up to the poverty line, thereby eliminating poverty. According to IHS Global Insight (2007) the poverty gap has seen a marked increase in all municipalities since 1996.

Halving poverty by 2014 is the policy goal of South African government. Attaining this goal requires better targeting, effective coordination and integration of poverty intervention programmes across all spheres of government. This, in turn depends on the ability of all stakeholders to understand both the causes, manifestations, spatial characteristics and impact of poverty across age, gender of poverty. The increase in the number of people living in poverty suggests that, the current interventions are beginning to have desired impact.

Table 20: District Extent, Population, and People below Minimum Living Standard and Household Income.

MUNICIPALITY	EXTENT (HA)	POPULATION STATS SA 2001	PEOPLE BELOW MINIMUM LIVING STANDARDS	% PEOPLE BELOW MINIMUM LIVING STANDARDS	TOTAL HOUSEHOLD INCOME	% TO TOTAL HOUSEHOLD INCOME FOR GSDM
Albert Luthuli	555 939	187 936	159 283	84,75	822 163 456	11,44
Dipaleseng	261 720	38 618	31 841	83,14	185 155 723	2,57
Govan Mbeki	295 470	221 747	102 287	45,83	3 115 704 748	43,36
Lekwa	458 519	103 265	58 948	56,87	961 911 944	13,39
Mkhondo	488 216	142 893	80 540	56,14	743 010 159	10,34
Msukaligwa	601 566	124 812	67 720	54,38	973 950 375	13,55
Pixley Ka Seme	522 723	80 737	56 034	69,54	383 760 842	5,35
GSDM	3 184 154	900 008	556 897	61,70	7 185 657 248	100,00

SOURCE: GSDM WSDP 2006

Almost half the household income generated in the District comes from the Govan Mbeki Municipality with none of the other municipalities generating more than 13% of the total District Income. This has a great impact on the ability of the local municipalities to provide sustainable services with the community having very little ability to pay for services – see the high percentage of people (average 61,7%) living below the minimum living standard.

Gert Sibande had poverty rate 46.7% which increased by 2.4% to reach 49.1% in 1998. The poverty rate was at its highest at 54.3% in 2004 only to decline to 48.2 in 2007.

1.8.10 Environmental Management and Protection


The District is home to some of the country's rich wetlands, it also has a huge unique environment that is not only sensitive but unique Bio – Diversity, the challenge is maintaining a balance between the economic needs and environmental protection and conservation, the District lakes, streams form tributaries that feeds water to Vaal River system that sustain and supply the country's economic hub with water (Gauteng).

The District aims through its environmental management programmes to support all development that is geared towards meeting the following objectives:

- Bio-diversity
- Promotion and protection of indigenous plants and vegetation
- Rehabilitation and revival of local streams, wetlands and rivers (water networks)
- Conservation and Rehabilitation of the Environment
- Pollution and waste Control
- Awareness and promotion of sustainable environmental use and practices
- Development and revival of parks

Govan Mbeki, Dipaleseng, Lekwa, Pixley ka Seme and Msukaligwa local Municipalities have been included in the recently declared Highveld Priority area by the Minister of Environmental Affairs and Tourism, GSDM in partnership with the DEAT & DALA are in a process of establishment of air quality monitoring systems, initially, in Embalenhle and Ermelo. Over and above this, the District will source professional support to develop the Integrated District Environmental Management Framework and Plan, before the end of 2009.

Pertaining to Environmental protection, the District with its vast landscapes, mining activities, wetlands, industries, sewerage treatment plants and farming, has a significant challenge that is faced with in terms of trying to balance the economic, and developmental needs that are equally competing against the need to protect, conserve the natural environment and put stress on its natural ability to resuscitate itself and prevent environmental pollution. The District also as part of the republic is bound by the international treaties signed by the government to protect the environment; these include efforts to implement all environmental protocol and conventions signed or commitments made by government



Pertaining to Environmental protection, the District with its vast landscapes, mining activities, wetlands, industries, sewerage treatment plants and farming, has a significant challenge that is faced with in terms of trying to balance the economic, and developmental needs that are equally competing against the need to protect, conserve the natural environment and put stress on its natural ability to resuscitate itself and prevent environmental pollution.

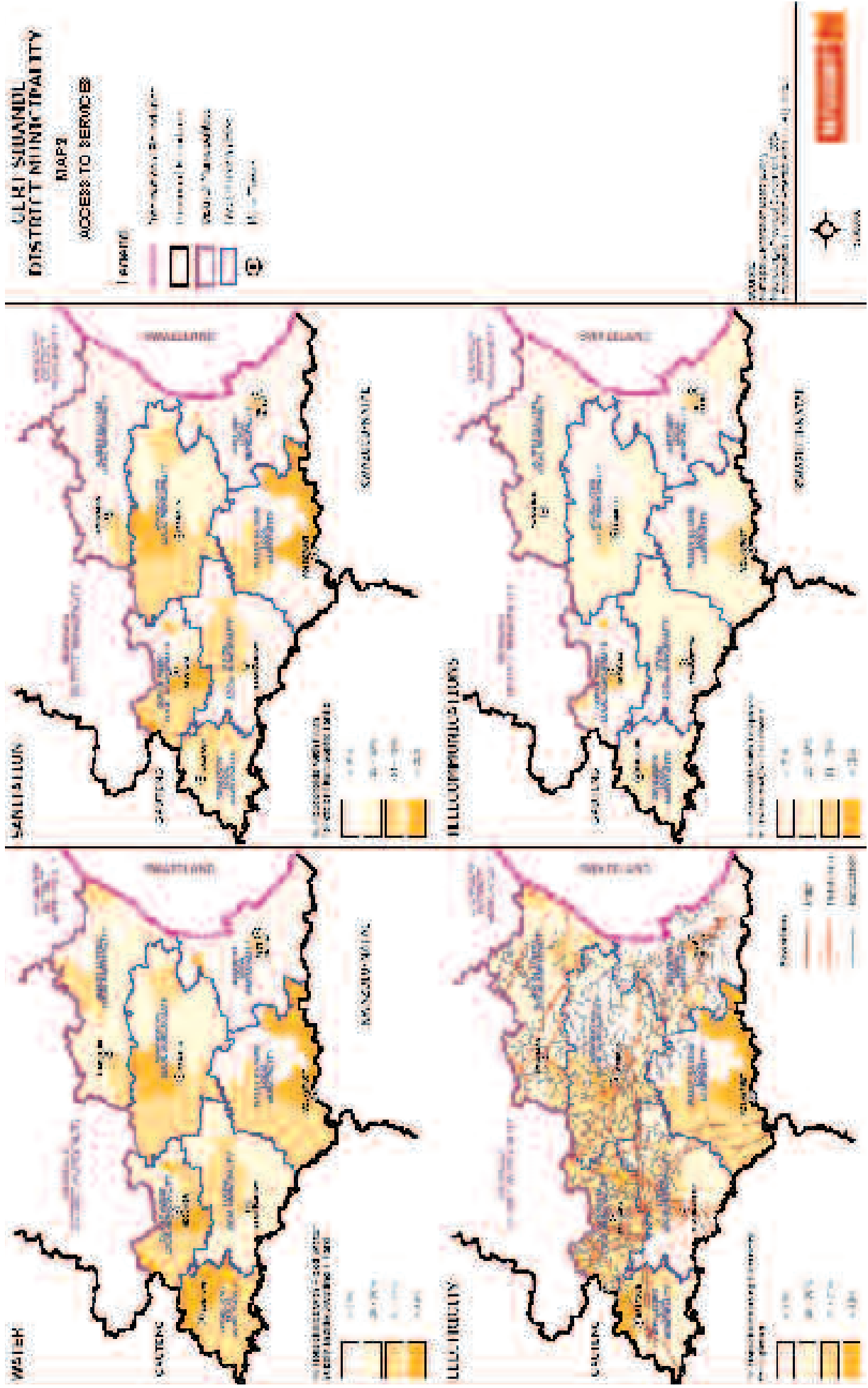
Key Issues pertaining to Environmental Management and protection includes among others the following:

- Development of District By- laws
- Air quality Management
- Environmental Management
- Protection and rehabilitation of sensitive areas and wetlands
- Prevention of Pollution of our rivers and streams
- Control of Invasive plants and trees
- Water conservation
- Bio- diversity
- Air Quality Management
- Conservation of natural resources
- Prevention Soil Pollution
- Community and social partners involvement in conservation and pollution control
- Economic development with balance to environmental protection
- Facilitation and development of Environmental clubs and support for NGO's and CBO's involved in environmental promotion and conservation

1.9 INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY

1.9.1 Access to Services: Regional Distribution

Map 2 below reflects the spatial distribution of water, sanitation, electricity and telecommunication services within the GSDM. From this it is evident that the percentage of households served is highest around the major towns and settlements in each municipal area and it rapidly declines into the rural areas. Water and electricity are the two most extensive services provided in the District. Mkhondo Local Municipality has the most limited distribution of engineering services in the entire District Municipality.



1.9.2 Water Provision

Emanating from the Resolutions of the GSDM Council and other forums, roles and responsibilities have been shared to encourage intergovernmental cooperation, in terms of Section 88 of the Structures Act, between municipalities and other Spheres of Government so as to harness improvements in service delivery. The Roles and functions have been defined as follows:

ROLES & RESPONSIBILITIES	
Local Municipalities	District Municipality
Planning (WSDP)	Planning (IWSDP)
Water Services Authority Activities	Bulk Water & Sanitation Supply (including plants treatments)
Water Reticulation and Distribution	Water Quality Management & Pollution Control
Water and Sanitation network O & M	Rudimentary Water Supply (Rural and Farms Area)
Water metering installation & maintenance	Water Loss Management
Meter reading for distribution	Water Conservation and Water Demand Management
Tariff and standards	Bulk meter installation / maintenance & reading
Billing and collection	

In view of the schedule above, the GSDM is concentrating on the implementation of Bulk Water Supply Projects i.e. Water Treatment Plants and rudimentary water supply projects. It is evident that planning (WSDP's) and water quality management needs to be supported within the District and therefore strategic steps involving all the relevant stakeholders are currently being taken in this regard.

1.9.2.1 Water Conservation and Demand Management. (Water Services)

In terms of regulations under the Water Services Act, 1997 (Act 108 of 1997), compulsory national standards were established. These Compulsory National Standards (Section 9(1)) Potable Water) refer to water conservation, demand management and unaccounted for water as follows:

Under the aspect of water and effluent balance analysis and determination of water losses the following must be performed by the WSA on a monthly basis:

- measure the quantity of water per supply zone;
- determine the quantity of unaccounted for water;
- measure the quantity of effluent received at sewage treatment plants; and
- Determine the quantity of water supplied but not discharged to sewage treatment plant.

Every WSA has the obligation to progressively reduce the quantity of unaccounted for water and records of the quantities of water measured must be retained. To do this and to ensure the measurement or control of water supplied, suitable water volume measuring devices must be provided for at all consumer connections. It is also evident that most of the WSA's have no comprehensive records of their water services reticulations and other water services infrastructure. All these details need to be captured and the reticulations need to be modelled to provide information for future planning and development.

The intension of GSDM is to perform water demand and loss studies of all the reticulations within its jurisdictional area and capture all the as built information for the entire water services infrastructure within the District. All this information will be provided to the WSA's and captured on the District wide Geographical Information System (GIS) on completion of the studies. The information will further be maintained by GIS officers that the District has appointed and is in the process of training.

1.9.2.2 Water Services Backlog

The District through its Water Blue Print will strive to contribute towards attaining the Millennium Development Targets through ensuring access of water to all by 2014 through partnerships with all spheres of government and the private sector (the National target of 2008 is not achievable due to insufficient funding and human resources capacity. The backlogs are large and it will not be possible to achieve the said targets in time.

The estimated backlogs for the provision of a basic water and sanitation service is as provided and has been derived from information obtained from a number of sources, which will be continuously verified by DWAF and the WSA's within the GSDM.

The Premiers Coordinating Forum recommended that the backlog in projects to be implemented be categorised according to an order of priority, as follows:

The District through its Water Blue Print will strive to contribute towards attaining the Millennium Development Targets through ensuring access of water to all by 2014 through partnerships with all spheres of government and the private sector (the National target of 2008 is not achievable due to insufficient funding and human resources capacity).

- **Category "A"** - those communities with no infrastructure given the highest priority and including sanitation bucket eradication projects.
- **Category "B"** - projects that require refurbishment or its replacement as a matter of urgency.
- **Category "C"** - projects which are purposed to improve the level of service to a community.

As reflected in table 21 below there are approximately 54,915 households without access to water services and approximately 79,485 households without access to sanitation services.

Table 21: Estimated Household backlogs on Water & Sanitation services

MUNICIPALITY	NO OF HOUSEHOLD WITHOUT WATER	% OF TOTAL IN RELATION TO DISTRICT BACKLOG	NO OF HOUSEHOLD WITHOUT SANITATION	% OF TOTAL IN RELATION TO DISTRICT BACKLOG	ESTIMATED RURAL WATER & SANITATION BACKLOG
Albert Luthuli	4,819	9%	32,105	40%	36,924
Dipaleseng	2,096	4%	4,570	6%	6,666
Govan Mbeki	5,170	9%	12,154	15%	17,324
Lekwa	8,218	15%	10,462	13%	18,680
Mkhondo	15,517	28%	13,229	17%	28,746
Msukaligwa	11,764	21%	2,405	3%	14,169
Pixley Ka Seme	7,331	13%	4,561	6%	11,892
GSDM	54,915	100%	79,485	100%	134,400

SOURCE: GSDM WSDP 2006

The estimated backlogs for the provision of a basic water and sanitation service is as provided and has been derived from information obtained from a number of sources, which will be continuously verified by the DWAF and the WSA's within the GSDM.

The Premiers Coordinating Forum recommended that the backlog in projects to be implemented be categorised according to an order of priority, as follows:

- **Category "A"** - those communities with no infrastructure given the highest priority and including sanitation bucket eradication projects.



- **Category “B”** - projects that require refurbishment or its replacement as a matter of urgency.
- **Category “C”** - projects which are purposed to improve the level of service to a community.

The estimated backlogs for the provision of a basic water and sanitation service is as provided and has been derived from information obtained from a number of sources, which will be continuously verified by the DWAF and the WSA’s within the GSDM.

1.9.2.2.1. Water

Table: 22 Proposed eradication of Water backlogs (Categories A, B & C) during the current (2008/09) financial year are as follows:

Table 22: Proposed eradication of Water backlogs (Categories A, B & C) during the current (2008/09) financial year are as follows:

LOCAL MUNICIPALITY	H/H BACKLOG BEGINNING 2008/09	BACKLOG ERADICATION - 2008/09	PROPOSED BACKLOGS ERADICATION 2009/10	POSSIBLE REMAINING BACKLOGS
Albert Luthuli	5,635	816	72	4747
Dipaleseng	2,205	109	109	1987
Govan Mbeki	5,307	137	570	4600
Lekwa	8,362	144	144	8074
Mkhondo	15,555	38	117	15400
Msukaligwa	12,626	861	604	11161
Pixley ka Seme	7,632	301	71	7260
Total	57,321	2 406	1,686	53229
Remaining household backlogs (Beginning of 2009/10)				54,915

In view of the schedule above, 2 406 hh’s which is 4, 20% were eradicated through secured GSDM and MIG funding the 2008/09 financial year. The 2009/10 funding allows for the 3.1% eradication of the outstanding 54 915 hh’s (22.6%) backlogs leaving a balance of 53,229 hh’s still for eradication in the following years.

There is currently inadequate funding available to the GSDM to meet the target for the eradication of water services backlogs. The shortfall in funding required to meet the backlog is R 529 856 105 for water provision.

CATEGORY A BACKLOGS - BASIC LEVEL OF SERVICE

On analysis of the backlogs of category "A" projects (basic services) only, statistics record that 2,102 hh's will be eradicated representing a 4% reduction on water services backlogs of 44,590 at the beginning of the 2008/09 financial year leaving a balance of 42,488 hh's still to be eradicated. The remaining backlog in terms of water services at the beginning of the 2009/10 financial year where no basic services has been provided is 18% of the total household count of 242 488.

1.9.2.2.2. Sanitation

The District through its Water Services Blue print will strive to contribute towards attaining the Millennium Targets through ensuring access of a basic level of sanitation to all by 2014 through partnerships with all spheres of government and the private sector (the National target of 2010 was not achieved due to insufficient funding and human resources capacity).

Variety of Plans has been compiled by Municipalities to eradicate emanating backlogs. These have been linked as higher impact projects for the Water for All Flagship project with specific targets. MIG and own funds from municipalities shall be utilized towards the eradication of the backlogs.

Table 23: Proposed eradication of Sanitation backlogs (Categories A, B & C) during the (2008/09) financial year are as follows:

LOCAL MUNICIPALITY	H/H BACKLOG BEGINNING 2008/09	H/H BACKLOG 2008/09 ERADICATION	PROPOSED BACKLOGS ERADICATION 2009/10
Albert Luthuli	35,401	3 296	2,335
Dipaleseng	4,792	222	116
Govan Mbeki	13,033	879	879
Lekwa	10,684	222	222
Mkhondo	14,787	188	188
Msukaligwa	2,496	90	90
Pixley ka Seme	6,031	1 470	792
Total	87,223	7 738	4,623
Remaining household backlogs (Beginning of 2009/10)			79,485

In view of the depiction above, 7 738 hh's will be eradicated through secured funding from the GSDM and MIG during the 2008/09 financial year. This represents a 8,87% eradication of the outstanding backlog of 87 223 hh's at the beginning of the year leaving a balance of 79 485 hh's still remaining for eradication.

There is currently inadequate funding available to the GSDM to meet the target for the eradication of water services backlogs. The shortfall in funding required to meet the backlog is R 610 232 209 for sanitation provision.

CATEGORY A BACKLOGS - BASIC LEVEL OF SERVICE

On analysis of the backlogs of category "A" projects (basic services) only, statistics record that 7,081 hh's will be eradicated representing a 8% reduction on water services backlogs of 81,916 hh's at the beginning of the 2008/09 financial year leaving a balance of 74,835 hh's still to be eradicated.

The remaining backlog in terms of sanitation services at the beginning of the 2008/09 financial year where no basic services has been provided is 34% of the total household count of 242 936.

Bulk water & Sanitation Supply (including W & S Treatment Plants)

The Gert Sibande District Municipality is well underway with the determination of the status quo in relation to the needs and functionality of bulk infrastructure and more specifically that of the Treatment Plants within the District. Although this process is not completed as yet, estimations on the required funding needed to start up the much needed refurbishment at the various purification plants has been calculated.

In line with the recommendations mentioned above, one of the key projects which require vast amounts of funding is the refurbishment and upgrade of Water and Sanitation Treatment Plants in the entire area of the Gert Sibande District region. In addition to the refurbishment of bulk infrastructure, the GSDM is also implementing a number of projects for the upgrade of bulk infrastructure for which inadequate funding is available to complete the projects.

General State of W & S Purification Plants in the GSDM region

The majority of the treatment plants within the GSDM are in a bad state of repair. As a result of the comprehensive assessments that have been completed, the following is a good indication on the Capex and Opex funding required to refurbish and Operate and maintain the existing bulk infrastructure.

Table 24: Estimated Funding Requirements on Refurbishment

MUNICIPALITY	EST. COST - REFURBISHMENT		TOTAL
	WATER	SANITATION	W & S
ALBERT LUTHULI	R 4,800,000	R 7,300,000	R 12,100,000
DIPALESENG	R 754,450	R 2,250,100	R 3,004,550
GOVAN MBEKI	R 0	R 11,959,250	R 11,959,250
LEKWA	R 1,539,369	R 3,417,090	R 4,956,459
MKHONDO	R 2,170,000	R 20,150,000	R 22,320,000
MSUKALIGWA	R 4,090,352	R 9,004,024	R 13,094,376
PIXLEY KA SEME	R 1,189,400	R 5,587,500	R 6,776,900
TOTALS:	R 14,543,571	R 59,667,964	R 74,211,535

It must be emphasised that the funding requirements provided above is only to refurbish existing infrastructure where the purification plants are not in a state to be operated effectively. No funds required as mentioned above is earmarked for any extension or upgrading of bulk services to meet the Millennium Targets.

To enable such a construction programme it is necessary for the GSDM to acquire additional funding in the form of Loans or grant funding, should this become available.

Table 25: Additional Funding Required for O & M

MUNICIPALITY	EST. COST - REFURBISHMENT		TOTAL
	WATER	SANITATION	W & S
ALBERT LUTHULI	R 0	R 0	R 0
DIPALESENG	R 3,402,234	R 4,397,752	R 7,799,986
GOVAN MBEKI	R 220,784	R 10,258,032	R 10,478,816
LEKWA	R 5,727,718	R 4,698,817	R 10,426,535
MKHONDO	R 17,837,820	R 12,899,880	R 30,737,700
MSUKALIGWA	R 6,439,446	R 5,807,274	R 12,246,720
PIXLEY KA SEME	R 11,655,195	R 13,082,027	R 24,737,222
TOTALS:	R 45,283,197	R 51,143,781	R 96,426,978

Note: The OPEX figures for Albert Luthuli are currently been determined

There is a possibility that funding may be sourced from a Department of Water Affairs initiative to refurbish all bulk treatment plants throughout the country for which the GSDM is active in pursuing.

1.9.2.3 Rudimentary Water Supply (Rural and Farms Area)

The District is progressing with the implementation of rudimentary water and sanitation supply by way of planning of the location of such projects and the production of standard tender documentation for both rudimentary water and sanitation supply.

The District has also through proactive work been appointed by the Department of Water Affairs and Forestry (DWAF) for the implementation of the water and sanitation to schools programme for all the schools within the GSDM area.

1.9.2.4 Water Conservation and Water Demand Management

As one of the functions prescribed above, the GSDM must provide assistance to the LM's on water conservation and demand management. This is critical so as to conserve our water resources and also to extend the life of our infrastructure, delaying the need to spend capital on the upgrading of some water and sewage treatment plants.

After inspection of all the Section 78 Assessments for the LM's within the GSDM it is noted that the LM's are not effectively providing water conservation and demand management. Most of the LM's do not have proper records of their reticulations and have no management of their networks. Most of the records of the infrastructure are within the institutional memory of the LM's and should the personnel be lost then the knowledge of the systems will be lost. Most of the LM's have no way of determining whether the existing infrastructure can cope with new developments and there is very little Infrastructure replacement planning performed at this time.

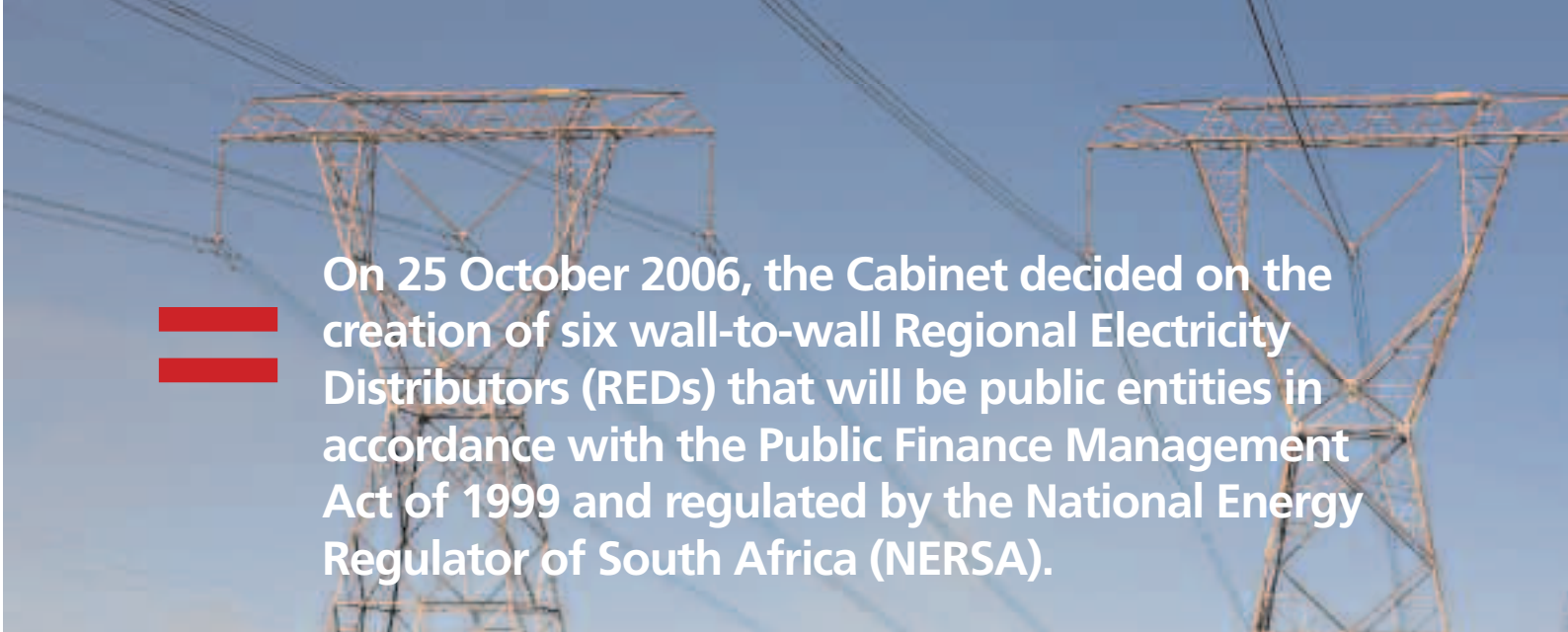
It is vital that the GSDM begin with the water loss / lost revenue section so as to minimize water losses and start building up records of the infrastructure. It is necessary that existing reticulations are modeled and that future development is carefully catered for in the planning function.

Key Issues amongst others with which the District and all the Local Municipalities must emphatically confront pertaining to Water Services include the following:

- Progressively ensuring that rural communities enjoy the same rights and benefits as urban communities in terms of free basic services and provision of housing. Much has been done to provide water [boreholes] and sanitation [VIP toilets] on most farms. Continuous engagements will be used to resolve and address these challenges.
- The legacy of service provision in all the Local Municipalities needs attention with the challenges of low payment rates for services, small tax base, little investment or no significant economic activities.
- Sustainable use and conservation of Water (Water resources)
- The modelling of infrastructure through water conservation and demand management studies to reduce water losses in the reticulations.
- Performance of a bulk water master plan study for the entire District.
- Need for an Integrated WSDP for the entire GSDM area.
- Eradication of the remaining backlogs
- Performance of status quo investigations of water services treatment plants to establish the refurbishment and O & M costs and other critical operations information.
- The refurbishment and proper operation of the Water & sewer treatment plants
- The proper allocation of funding to the operations and maintenance budgets for the water & sewage treatment plants and associated infrastructure
- The training of operators of the water & sewer treatment plants.
- The establishment of an accredited water quality testing laboratory within the GSDM.
- The establishment of systems for the proper monitoring and testing for water quality.
- The rationalisation of the operations reporting information systems into a District wide reporting system to improve efficiencies and customer service.
- The performance of an asset management study, for the consolidation of all information regarding the existing infrastructure assets within the GSDM that is currently belonging to the LM's and the GSDM.
- The performance of an infrastructure investment strategy for the entire GSDM, taking into account all the services that are provided within the GSDM.

Key issues to be addressed pertaining to water and sanitation at Local Municipality level:

- Bulk water and sanitation treatment plants require refurbishment and an amount of R79,30 million rand (including for escalation) is required to refurbish the infrastructure. This funding is not budgeted for and it is proposed that loan funding be obtained to perform the work.
- Proper training of the operators of the treatment plants to effectively operate the plants.
- The GSDM is performing reasonably well with this function however are reliant on DWAF for the resolving of land ownership issues for the schools programme. This procedure could delay the GSDM implementation programme.
- Most of the municipalities do not have water conservation and demand management strategies or programmes, and few have systems for performing water balances.
- Very little work is currently been performed on this vital aspect of water services, with little or no expertise available within the GSDM area to perform the required work. The appointment of a Senior Engineer – Water Conservations and Demand Management is urgently required.
- General operations and maintenance of the water and sewerage reticulation
- Development of maintenance, refurbishment and water quality monitoring plans
- Development of water services by-laws
- Ring-fencing their water authority functions from their water operations functions
- Most municipalities are struggling with revenue and debt collection.



On 25 October 2006, the Cabinet decided on the creation of six wall-to-wall Regional Electricity Distributors (REDs) that will be public entities in accordance with the Public Finance Management Act of 1999 and regulated by the National Energy Regulator of South Africa (NERSA).

1.9.3 Electricity Supply

The electricity supply backlog in GSDM is about 64 825 units which comprises about 27% of the total households. Largest electricity backlogs occur in the Albert Luthuli and Govan Mbeki Local Municipalities respectively.

Bulk supply of electricity, which includes for the purpose of such supply, the transmission, distribution and, where applicable, the generation of electricity is guided in accordance to the Municipal Structures Act: Section 84 (c).

On 25 October 2006, the Cabinet decided on the creation of six wall-to-wall Regional Electricity Distributors (REDs) that will be public entities in accordance with the Public Finance Management Act of 1999 and regulated by the National Energy Regulator of South Africa (NERSA). Gert Sibande District Municipality concur with this position and accept the electricity reticulation function. The District's intention is to co-ordinate strategic and cost effective electricity distribution by entering into Service Level Agreements with all the seven (7) Local Municipalities who will act as Service Providers on behalf of the Gert Sibande District Municipality.

Table 26: Proclaimed areas with access to electricity

MUNICIPALITY	APPROACH	NO. OF H/HOLDS	REGISTERED INDIGENT	FBE: MUNICIPALITY	FBE: ESKOM	ESTIMATED BACKLOG
Albert Luthuli	Targeted	44 237	1 071	10 000	1 195	16 418
Msukaligwa	Broad-based	34 020	965	33 121	749	8451
Mkhondo	Targeted	33 085	3 237	3 237	65	9677
Pixley Ka Seme	Broad-based	28 700	6 190	28 300	600	7567
Lekwa	Broad-based	20 522	3 246	20 947	369	6712
Dipaleseng	Broad-based	10 472	660	9 000	400	2 910
Govan Mbeki	Broad-based	69 167	11 000	60 000	8 000	13 090
GSDM Total		240 203	26 369	164 605	11 378	64 825

Source: DWAF figures – April 2005

An analysis of electricity provision in each local municipality is as follows:

- At Albert Luthuli a total of 65% households, schools, clinics, farms currently have access to electricity in the Albert Luthuli municipality.
- At Pixley ka Seme, 99% of urban areas and only 1% of farm workers have access to electricity.
- At Dipaleseng the municipality has set aside a budget of +R4m, +R3m and +R3m for the provision of electricity in the following areas in the next 3 financial years:
 - Provision of electricity on rural or farms workers households –
 - Provision, upgrading and maintenance of electrical network and electrification of all households in the municipality
 - Provision of electricity to Clinics
- A total of 70% of Govan Mbeki households, schools, clinics, farms currently have access to electricity

Key issues pertaining to Electricity:

- Eradication of the remaining backlogs



1.9.4 Human Settlement

Provision of Housing remains the function of the Provincial Department of Housing, to this extent the District plays a supporting role in terms of ensuring all the necessary development requirements in collaboration with its constituent local municipalities.


Of the eleven municipalities in Mpumalanga who have lower percentage of households with formal dwellings below the provincial average of 77% with the exception of Msukaligwa at 79,6%, all the other six constituent municipalities have the lower percentages as follows, Albert Luthuli (70,1%), Mkhondo (68,8%), Seme (76,4%), Lekwa (60,1%), Dipaleseng (52,2%), Govan Mbeki (59,2%). And of the remaining municipalities in the province only two are from Gert Sibande which have a higher percentage of households with informal dwellings above the provincial average of 11,7%, with Dipaleseng local municipality(43,4%) having the highest percentages and Govan Mbeki (25,7%) .

The main contribution of the District is the provision and upgrade or maintenance of bulk infrastructure servicing both new and existing settlements, facilitation of Development applications as well as well as assisting low capacity LMs in fast tracking the proclamation of unproclaimed Townships. The District intends to embark on a project to compile a database of all unproclaimed areas in the District and determine the cause of the delays with the intention to assist unblocking the bottlenecks in the system

The housing backlog in GSDM as depicted in Table 27 below is estimated at about 98 500 units in the urban areas and about 27 707 units in the rural parts of the District. The biggest backlogs were recorded in the Albert Luthuli and Govan Mbeki Local Municipalities respectively, which is in some instances due to the influx of people seeking employment opportunities particularly in Govan Mbeki Local Municipality where the scenario of urban areas is concerned.

Table 27: Proclaimed areas with access to housing

MUNICIPALITY	UNIT ALLOCATIONS (2000-2005)	ESTIMATED BACKLOG ON HOUSING UNITS NEEDED	ESTIMATED RURAL BACKLOG
Albert Luthuli	8 775	18 000	6 246
Msukaligwa	11 241	14 500	4 791
Mkhondo	7 330	11 000	5 251
Pixley Ka Seme	6 428	15 000	2 001
Lekwa	5 337	12 000	6 207



The main contribution of the District is the provision and upgrade or maintenance of bulk infrastructure servicing both new and existing settlements, facilitation of Development applications as well as assisting low capacity LMs in fast tracking the proclamation of unproclaimed Townships.

Table 27: Proclaimed areas with access to electricity (Continued)

MUNICIPALITY	UNIT ALLOCATIONS (2000-2005)	ESTIMATED BACKLOG ON HOUSING UNITS NEEDED	ESTIMATED RURAL BACKLOG
Dipaleseng	3 061	8 000	2 020
Govan Mbeki	11 044	20 000	1 191
GSDM Total		98 500	27 707

Source: DLG&H figures – April 2005

The main contribution of the District is the provision and upgrade or maintenance of bulk infrastructure servicing both new and existing settlements, facilitation of Development applications as well as assisting low capacity LMs in fast tracking the proclamation of unproclaimed Townships. The District intends to embark on a project to compile a database of all unproclaimed areas in the District and determine the cause of the delays with the intention to assist unblocking the bottlenecks in the system

There is a demand for Human Settlement developments judging by the number of Township Establishment Applications that the District receives on an annual basis.

The Ethandakukhanya Housing Project in Mkhondo Local Municipality in Piet Retief is one of the National Housing Programme for Upgrading of Informal Settlements. It has 1 200 subsidies and the total project value is R 38 million. Bulk infrastructure services have been installed and the township layout plan has been finalised in the light of current housing backlogs District wide. More of these projects and partnership are needed to address the current housing backlog.

The private sector sufficiently caters for middle and high income groups. However, state subsidised housing and social housing need to be fast-tracked as the communities needing these types of houses has increased dramatically. The Mpumalanga Department of Local Housing, in partnership with the local municipalities need to come up with a comprehensive Municipal Housing Development Plan to address the growing housing demand, including investigating the possibility of establishment of Agri- villages.

The table below reflects the different types of housing per municipal area in the Gert Sibande District Municipality's jurisdictional area.



The District has a duty to ensure that the roads planning and geometric design process enhance the accessibility, safety and mobility of roads in cognizance with other relational factors. In the development of roads projects, socio-economic, safety and environmental aspects should taken technical issues so that the ultimate outcomes and impacts are in the best interest of the broader public.



Table 28: Proclaimed areas with access to housing

TYPE OF DWELLING	ALBERT LUTHULI	MSUKALIGWA	MKHONDO	PIXLEY KA SEME	LEKWA	DIPALESENG	GOVAN MBEKI
Formal	2 3187	1 9428	1 0743	2066	1 3692	5459	36413
Informal	2740	4051	2125	2104	8657	3312	23879
Traditional	6246	4 791	5251	2001	6297	2020	1191
TOTAL	32173	2 8270	1 8119	6171	2 8646	10 791	6 1483

It can be deduced from the table above that majority of the people in the District dwells within formal housing type. Whilst this is an appreciated fact those that dwells in less formal housing type remains unbearably high, with Govan Mbeki Local Municipality due to economic developmental dynamics therein been the worst affected by higher numbers of people stating in informal dwellings (23 879).

Key issues relating to housing include amongst others the following:

- Need to speedily address challenges relating to allocation of units per Municipality.
- Need to increase the pace with which houses are provided.
- Supporting Municipalities with the purchasing of land for residential purposes.
- Need to come up with a comprehensive Integrated Human Settlement Strategy for the District.
- Need to proactively prevent emergence and spread of informal settlement whilst formalising the existing backlog.

1.9.5 District Spatial Development and Land Use

Maps 3 and 4 below reflect the land use and spatial structure of the GSDM area of jurisdiction. The major urban areas in the District include Secunda, Bethal, Standerton, Volksrust, Piet Retief, Ermelo and Carolina. Most of these urban centres are located along the N17/N2 corridor which runs from east to west through the District. The major urban complex in the District (both in terms of population and economic activity) is the Secunda complex in the Govan Mbeki Local Municipality.

The western portion of the District mostly comprises typical Highveld vegetation and climate, with the eastern end of the District being more mountainous and characterised by extensive forestry and rural settlements and tribal villages in the north-east in the Albert Luthuli Local Municipality near the Oshoek Border Post with Swaziland.

The concentration of conservation and protected areas also increases towards the east.

Apart from the east-west orientated N17/N2 corridor running through the GSDM, there are also two main north-south routes running through the District: the N3 freeway to the west, and the N11 route running through the central part of the District (see Figure 5).

There is generally a lack of District – wide spatial integration and alignment of the Spatial Development Frameworks in particular nature and dynamics of Land Uses owing to the out-dated nature of the current District SDF coupled with lack of capacity at local levels to compile SDFs that will highlight their respective developmental trajectory as per availability of land and the uses thereof.

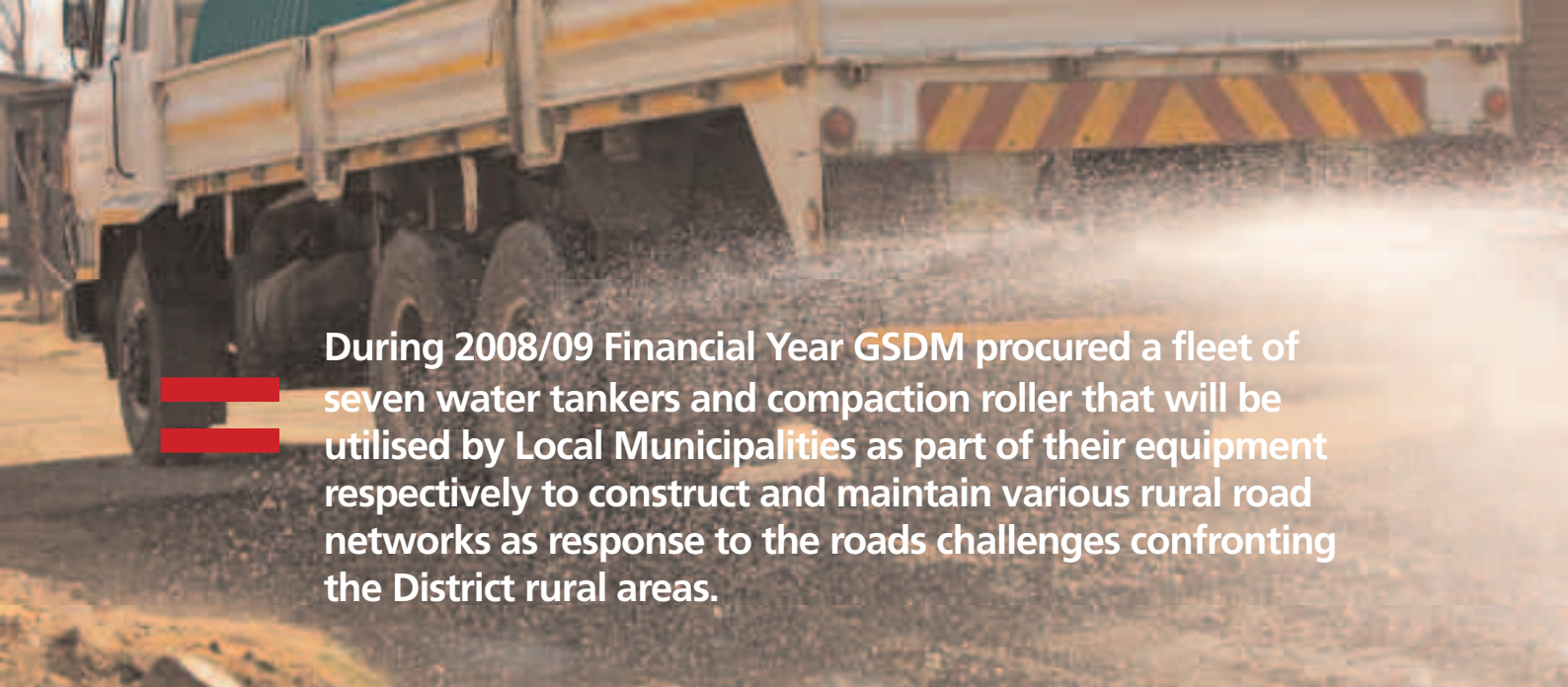
Local Municipalities rely on old Town Planning Schemes that are mostly reactive or development control oriented rather than development proactive or facilitative.

To further harness the alignment of the District’s planning imperatives through the IDP, with those of the other spheres of government, the District will be participating in the next roll out of contextualizing the National Spatial Development Perspective principles at the District level, in partnership with the Mpumalanga Premier’s Office and the Presidency.

It is through this engagement that the shared spatial understanding across all stakeholders in the Region will be harnessed.

Key issues pertaining to Land Use and Spatial Structure includes among others the following:

- Inconclusive and less informative Spatial Development Frameworks;
- Fragmented Town Planning Schemes.
- Inadequate knowledge of land ownership and uses of varying pockets of land across the District
- Addressing the problems related to using obsolete Town Planning Schemes that are reactive to development
- Addressing the capacity related issues with regard to planning.
- Lack of exclusive authority to create Townships and amend Municipal planning schemes. Developers may choose whether to lodge Land Use applications Municipalities or to the Provincial Development Tribunals, two Forums that use differing criteria to make decisions.



During 2008/09 Financial Year GSDM procured a fleet of seven water tankers and compaction roller that will be utilised by Local Municipalities as part of their equipment respectively to construct and maintain various rural road networks as response to the roads challenges confronting the District rural areas.

The District is in the process of reviewing its Spatial Development Framework to respond to the key issues as identified above. Coupled with this, a comprehensive Land Audit is being prepared which will assist the GSDM to identify available land and strategically located land for Development that will go along way in responding to the above challenges.

1.9.6 Roads and Transportation

The District roads are in a bad state due to high volumes of coal haulage trucks that transport coal to the four power stations within and beyond its jurisdictional area; thus inflating the maintenance expenditure of all three spheres of government on roads across the District.

To this extent Gert Sibande District Municipality, together with its seven constituent Local Municipalities, subscribe to the national government's Local Government Strategic Agenda and its objective of implementing and monitoring the government Programme of Action, construction and Maintenance of Roads within Rural and Urban areas alike

National, provincial and municipal roads construction and maintenance is joint effort from three spheres of government, hence the significance of a joint alliance to be established towards addressing matters of common interest.

The District has a duty to ensure that the roads planning and geometric design process enhance the accessibility, safety and mobility of roads in cognizance with other relational factors. In the development of roads projects, socio-economic, safety and environmental aspects should taken technical issues so that the ultimate outcomes and impacts are in the best interest of the broader public.

During the past two Financial years (2006/07 and 2007/08 respectively), as part of its support to the constituent Local Municipalities, the District has invested R23 106 000.00 in purchasing of equipment and vehicles for roads maintenance. There are however still challenges that must be emphatically confronted in collaboration with all the relevant stakeholders, so that all our roads are safer and infrastructure is supportive to the economic demands therein.

The District has purchased construction equipment and vehicles to address backlogs on rural roads, to be able to maintain the fleet a mechanical workshop has to be established for the District. The District is presently having a fleet of 28 construction equipment and vehicles, 7 Fire engines and Community Participation vehicles to the total of 42. Head office pool vehicles are not included in this total. It is imperative for the District to have its own Mechanical Workshop to be able to handle its fleet. Annually the District is budgeting for an additional fleet for Rural Roads Maintenance.

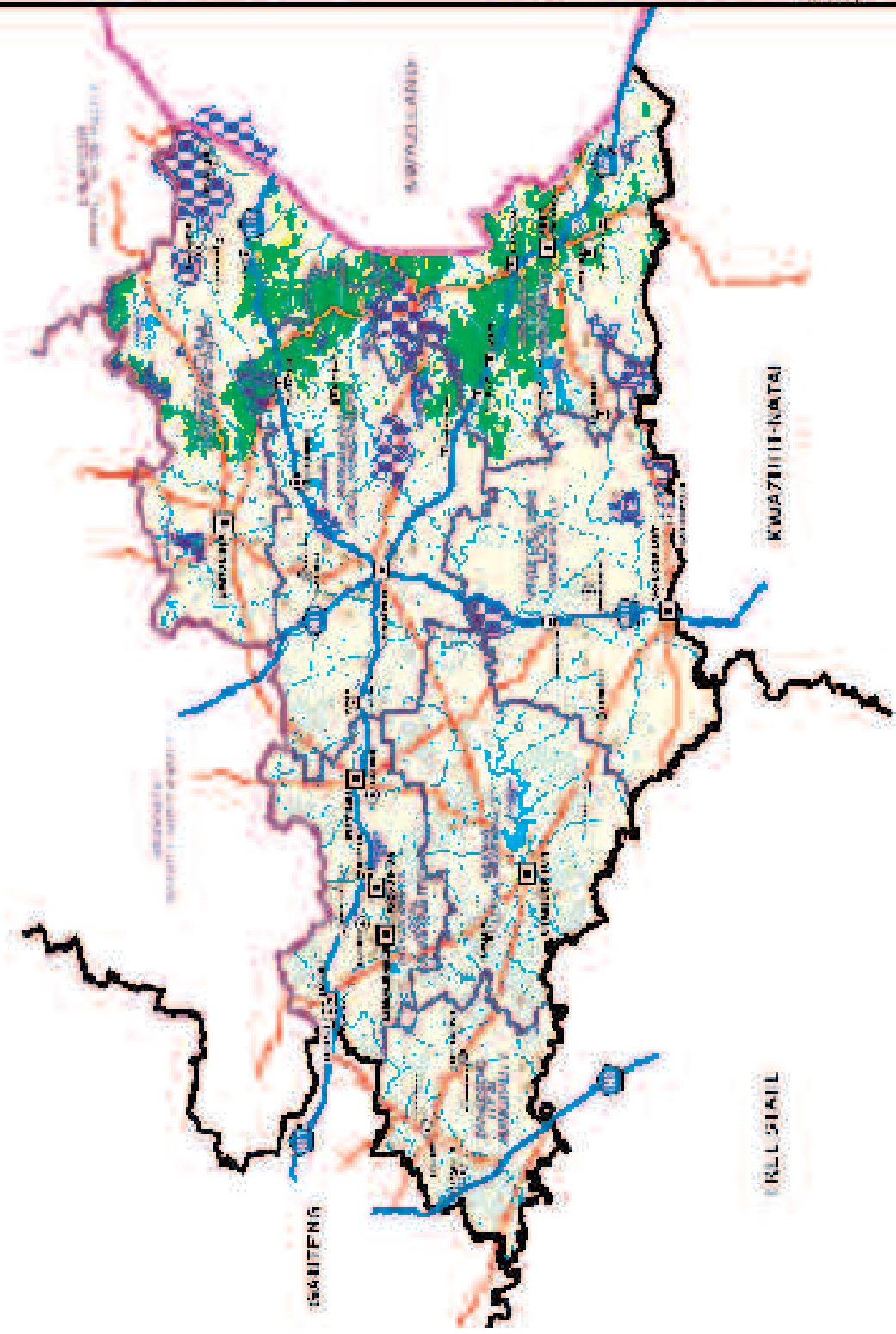
During 2008/09 Financial Year GSDM procured a fleet of seven water tankers and compaction roller that will be utilised by Local Municipalities as part of their equipment respectively to construct and maintain various rural road networks as response to the roads challenges confronting the District rural areas.

A Comprehensive Integrated transport Plan covering both freight and passenger transport issues has also been completed during September 2008 for the District, and its implementation started in the second half of the 2008/09 financial year. The Plan was informed largely by the situation on the ground and will be utilized to implement projects intended to respond to previously identified problems.

GERT STRANDIF DISTRICT MUNICIPALITY

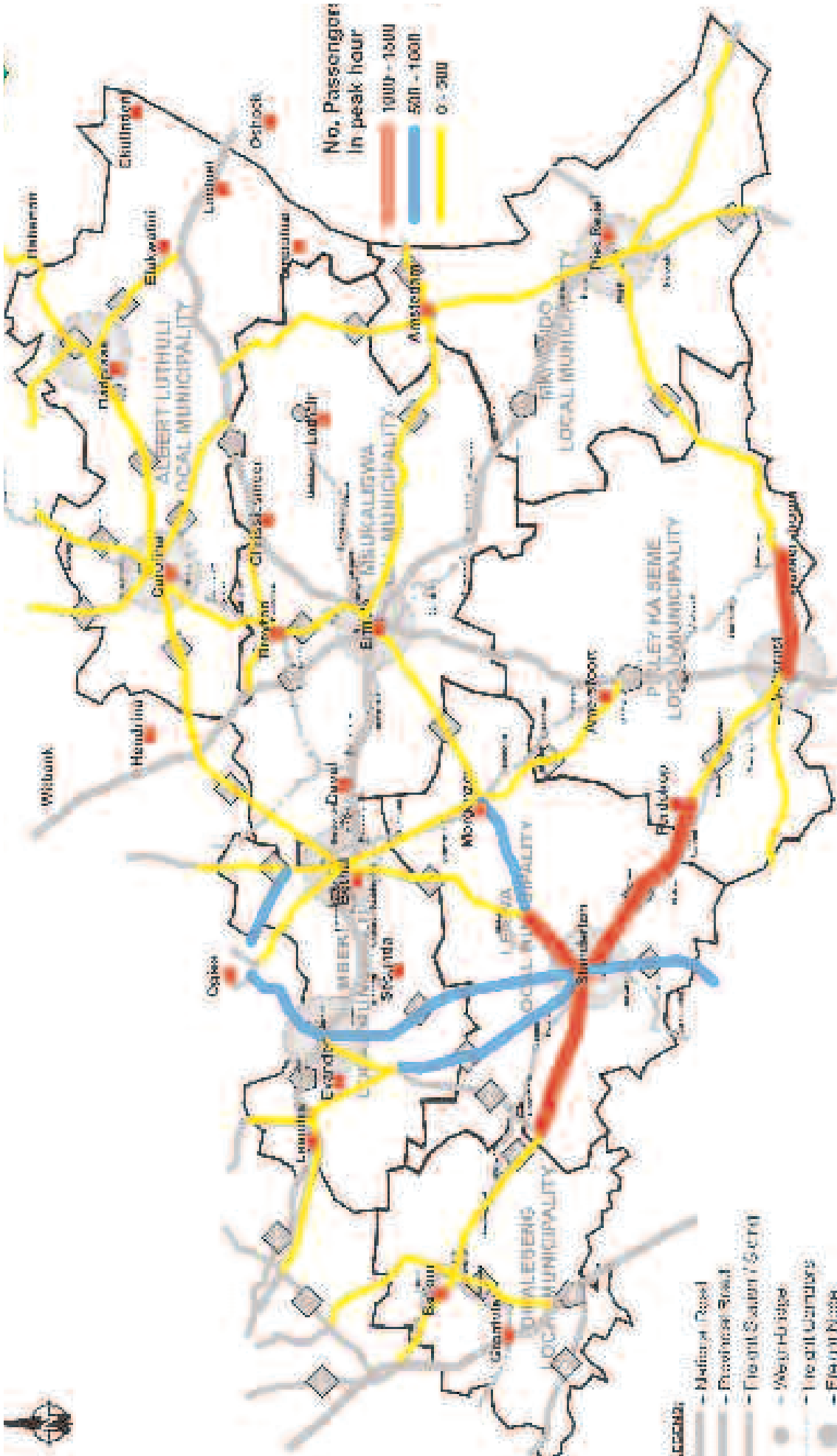
STAGE 1
LAND USE

- Legend**
- Institutional/Commercial
 - Residential
 - Commercial/Industrial
 - Rural/Residential
 - Rural/Industrial
 - Rural/Residential
 - Rural/Industrial
 - Rural/Residential
 - Rural/Industrial
 - Rural/Residential
 - Rural/Industrial
 - Rural/Residential
 - Rural/Industrial
 - Rural/Residential
 - Rural/Industrial
 - Rural/Residential
- Transportation**
- Provincial Road
 - District Road
 - Local Road
 - Footpath
 - Municipal Road
 - Other
- Water / Wetlands**
- River
 - Dam
 - Wetland
 - Water Body
 - Water Body
 - Water Body
 - Water Body
 - Water Body
 - Water Body
 - Water Body
 - Water Body
 - Water Body
 - Water Body
 - Water Body
 - Water Body
- Land Use**
- Residential
 - Commercial/Industrial
 - Rural/Residential
 - Rural/Industrial
 - Rural/Residential
 - Rural/Industrial
 - Rural/Residential
 - Rural/Industrial
 - Rural/Residential
 - Rural/Industrial
 - Rural/Residential
 - Rural/Industrial
 - Rural/Residential
 - Rural/Industrial
 - Rural/Residential
 - Rural/Industrial



Scale: 1:50,000
 Date: 2014
 Author: [Name]
 Date: 2014





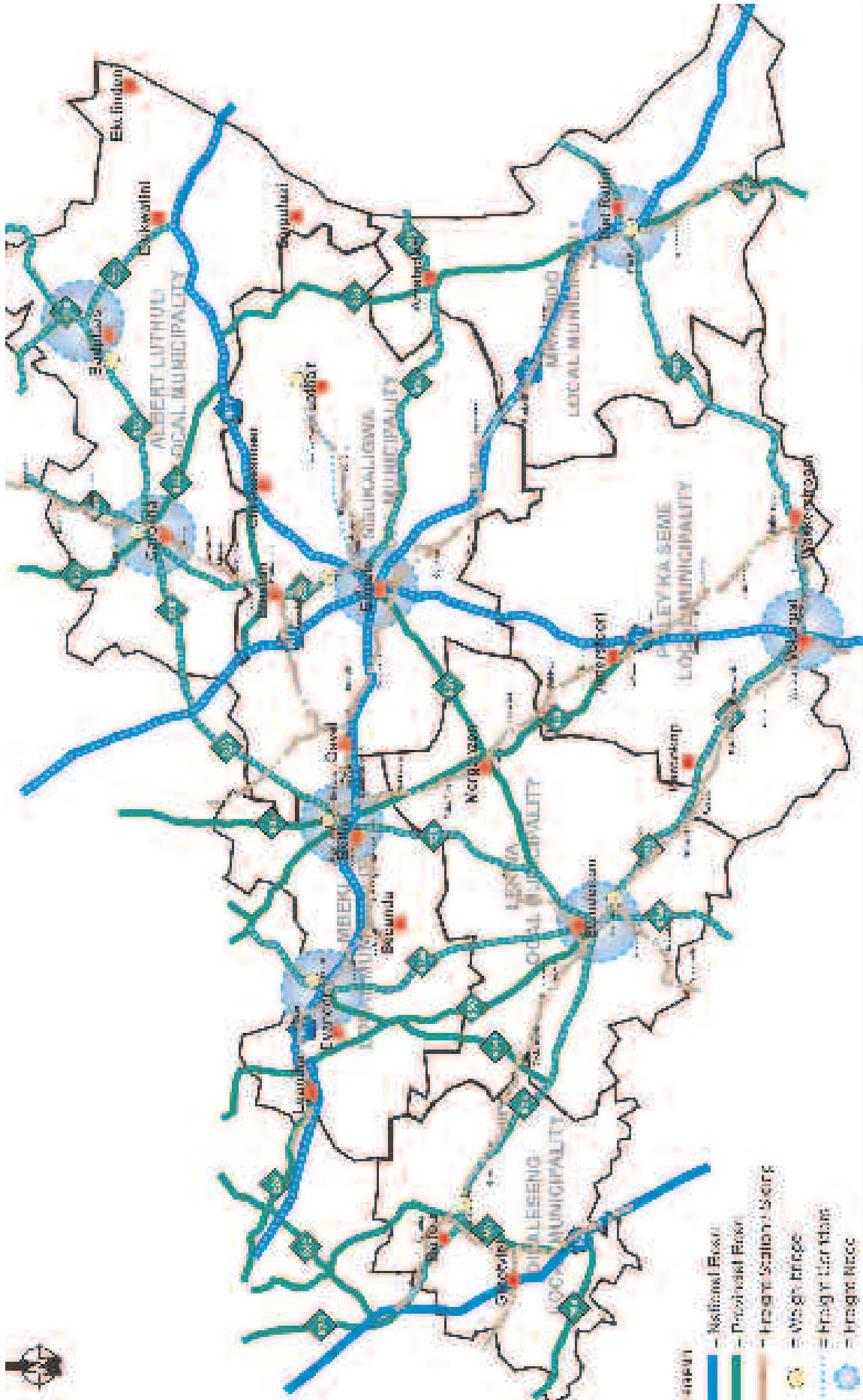
**No. Passengers
in peak hour**

- 1000 - 1500
- 500 - 1000
- 0 - 500

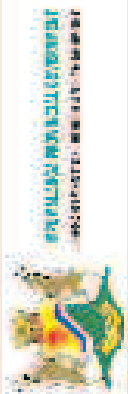
- LEGEND:**
- Metrorail Road
 - Provincial Road
 - Freeway/ National Route
 - Waterbody
 - Flight Corridor
 - Flight Route



Number of Public Transport Passenger (Peak hour, both directions)



Freight Transport Facilities





Lekwa Local Municipality is surrounded by **80% rural roads** and the following provincial paved roads: R23, R546, R50 and R39.

Table 29 below is a summary of some of the most salient features pertaining to municipal roads in each of the Local Municipalities in the GSDM area.

Table 29: Municipal Roads

STATUS	ALBERT LUTHULI	MSUKALIGWA	MKHONDO	PIXLEY KA SEME	LEKWA	DIPALESENG	GOVAN MBEKI
Total Km per municipality	153.84 km	240.3 km	193.15 km	122 km	195.7 km	121.4 km	527.6 km
Improvements per km from 2000	47,3 km	23,95 Km	120 km	42,1 km	32,4 km	8,2 km	183,3KM
Budget spent since 2000	R37 904	R16 900	R28 815	R7 760	R12 993	R8 000	R41 701
Informal areas	44,4 km	32 km	350,4 km	2 km	30 km	6,5 km	90,4 km
Gravel roads	76,84 km	25 km	50 km	30 km	39,9 km	76,6 km	90,5 km
Tarred roads	112, 6 km	127,2 km	32,6 km	90 km	51,5 km	12,25 km	183,3 km

The GSDM intends establishing a District Rural Roads Strategic Betterment Unit and in doing so, the following elements will be considered:

- The establishment of the Rural Roads Betterment Strategy Unit is to benefit the entire community.
- The principles of the National Spatial Development Perspective will be taken into consideration in this regard.
- The conditions of the entire District Rural and Urban roads network will to be considered.

A summary of each municipal roads infrastructure is as follows:

- Albert Luthuli Local Municipality lies along the R 36, R 38, R 33 and R 501 Provincial routes that form part of major regional collection routes. 80% of the municipal area is serviced by gravel roads and the establishment of the rural roads unit will benefit this municipality immensely.
- Mkhondo Local Municipality lies along the National route N 2, Provincial routes R 65, R 543 and R 33. The region is mainly surrounded with rural routes that form part of mining areas and plantation collection routes.
- The N3 is the main National road passing through Dipaleseng Local Municipality. There are also provincial roads in the area like R 23, R 546, R 50 and R 51, provincial routes and rural roads are connected to the N 3. The municipality has



set aside a budget of more than R8 million for rehabilitation of roads in the next 3 financial years. A Transport Master Plan is being developed to address the backlog on roads infrastructure.

- The National and Provincial routes around Pixley Ka Seme Local Municipality are, N 11, R 23 and R 543. The roads in the area consist of 90% rural and 10% paved roads.
- The national and provincial road networks that connect to the rural roads are the N17, R547, R546, R38 and R35. The rural roads form 70% of the entire roads network in the area and the rest are paved. To reach the target of 2013, Gavan Mbeki Municipality is in need of R2 billion for construction of new roads.
- All rural access and collection roads in Msukaligwa Local municipality are connected to the national and provincial roads N11, N2, N17, R65 and R35.
- Lekwa Local Municipality is surrounded by 80% rural roads and the following provincial paved roads: R23, R546, R50 and R39.

Management of Rural Roads around the Gert Sibande District

The establishment of the Rural Roads Betterment Strategic Unit will have the following key performance areas:

- I. Developing the Rural Settlement Road Network Strategy;
- II. Ensuring the existence of rural roads and storm water drainage management plan;
- III. Develop a rural roads collection plan;
- IV. There must be a community facility access rural roads management strategy, linking to the entire rural road network in the areas.
- V. Consider the development of the Rural Roads Master Plan as well as Storm Water Management Plan;
- VI. The strategy on Pedestrian Foot Bridge and Foot Path Access Plan has to be part of the Master plan.
- VII. The Rural roads Transport Plan is to form part of the Master Plan.

The Gert Sibande Technical Forum, Land Owners, Traditional Leaders, Department of Local Government and Housing, Department of Water Affairs and Forestry, Department of Education and Department of Land and Administration are to form part of the establishment of the Unit.

Key issues pertaining to Roads and Transportation includes among others the following

- Addressing the over usage of roads by heavy coal haulage and other freight trucks
- Supporting Municipalities in improving the status of rural road network
- Addressing the current state of poorly repaired roads in the District.
- Reducing to acceptable levels the volume of haulage trucks on the roads
- Improving or reducing the road hazard potential caused by large volumes of overloaded trucks on the roads
- Lack of overload monitoring and enforcement resources in the District

1.10 SOCIAL DEVELOPMENT AND COMMUNITY SERVICES

1.10.1 Community Facilities (Summary)

There is a wide range of community facilities and services available within GSDM as reflected in table below and on Maps 6 and 7.

The focus of the District is not only on the number and spatial distribution of such facilities, but also on the nature and quality of services provided in such facilities to optimise their functionality, and thus accessibility of services by all the communities

In addition to these facilities, District also adopted the concept of a Thusong Services Centre formerly Multi Purpose Community Centre to provide a comprehensive range of services under one roof in an effort to provide all residents in the GSDM area one-stop access to services within their proximity (\pm 10 KM).

The depiction in the table below is however not what should be as 5 Locals Municipalities only have 1TSCs, with only Msukaligwa and Dipaleseng having 4 each.

Table 30: Community Facilities

STATUS	ALBERT LUTHULI	MSUKALIGWA	MKHONDO	PIXLEY KA SEME	LEKWA	DIPALESENG	GOVAN MBEKI
Private Hospitals	0	1	0	0	1	0	2
Primary Health Clinics	19	6	5	7	5	4	10
Mobile Clinics	3	4	1	2	2	3	4
Government Hospitals	3	1	1	2	1	0	2
Private Doctors	2	20	12	10	17	5	36
Dentists	2	1	3	1	4	1	15
Gynaecologists	1	0	0	0	0	0	4
Internists	0	0	0	0	0	0	3
Ear specialists	0	0	0	0	0	0	3
Eye specialists	4	0	0	0	0	0	0
Social workers	17	12	10	3	2	3	12
Pension Pay-out Points	26	6	12	6	3	4	6
Places of care	0	20	0	0	0	0	0
Hospices	6	0	6	3	1	1	3
Inst. Disabled	1	0	0	0	0	1	4
Old Age home	3	0	1		1	1	5
Day care centres/ crèches	38	40	32	24	18	23	97
Police stations	7	5	5	3	4	4	9
MPCC	1	4	1	1	1	4	1
Post offices	4	5	1	4	2	3	6
Community halls	13	6	7	8	5	4	9

GLRI SUBURBAN DISTRICT MUNICIPALITY

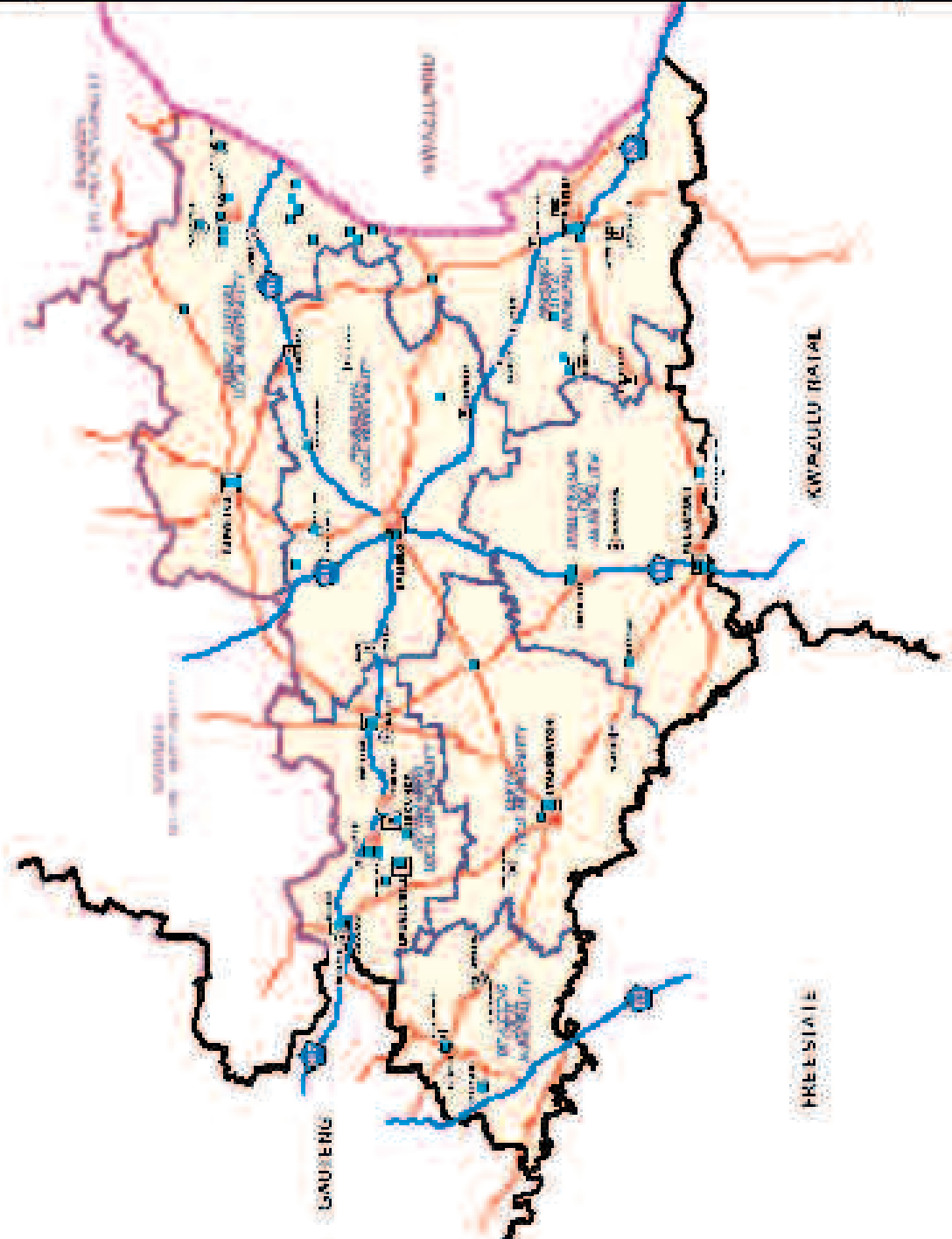
EXAMPLE HIERARCHICAL ITINES



Scale:
 1:100,000
 1:50,000
 1:25,000
 1:12,500



GLRI

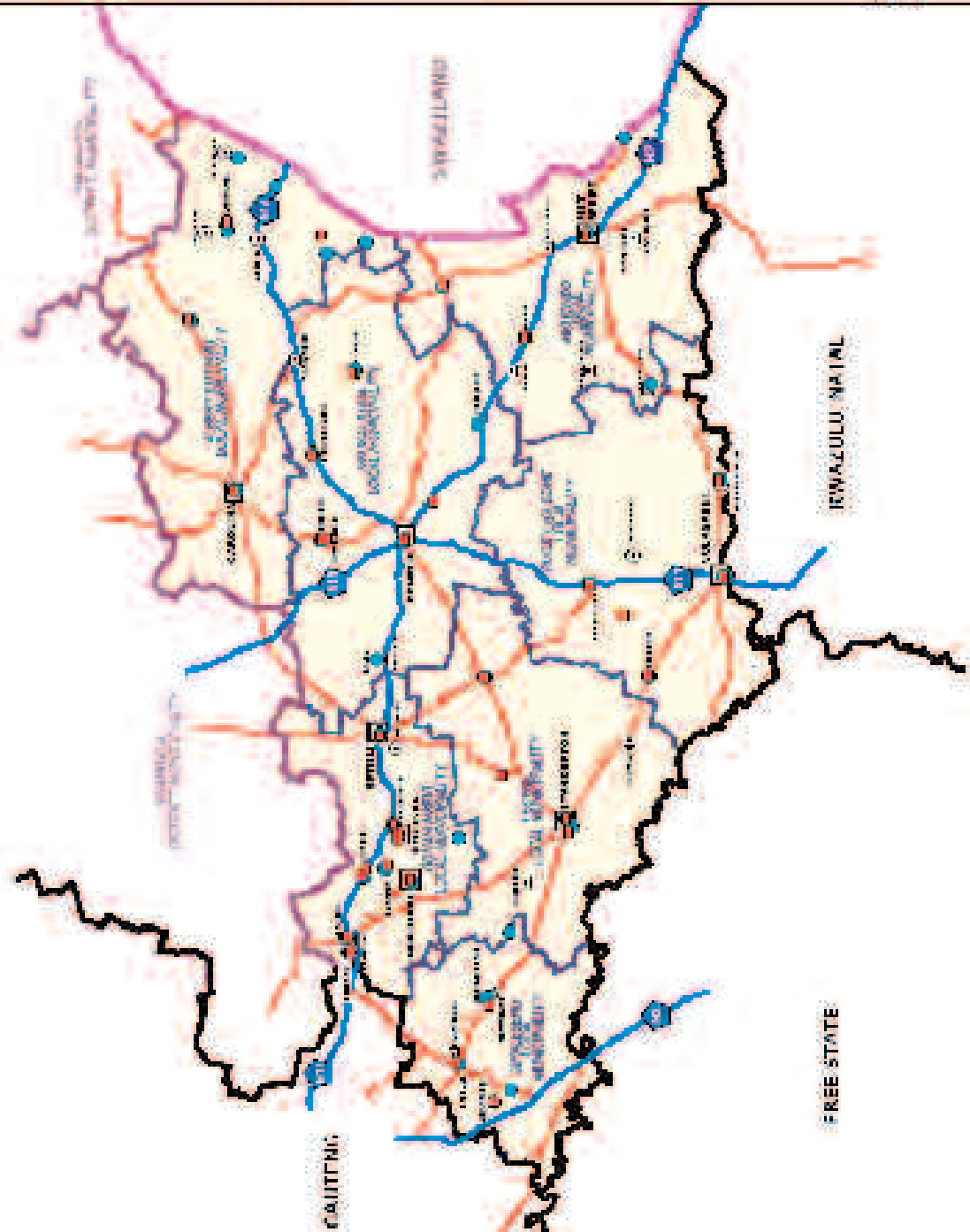


GERTSIDANDE DISTRICT MUNICIPALITY

16 APRIL 2017
508006/REP/PROJ/TF/ES

Legend

- International boundary
- Provincial boundary
- Local Municipality
- Catchment Area / River / Dam / Reservoir
- Local Road
- National Road
- High Speed Road
- Township / Suburb
- Town / Village / Hamlet
- Waterfall / Dam / Reservoir
- Railway / Bus Stop
- Road / Interchange
- Aerial Photo Point
- Social Facilities
- Post Office
- Police Station



Scale: 1:50,000
 Date of compilation: 2017
 Date of publication: 2017
 Project No: 508006/REP/PROJ/TF/ES



North



As per the depiction on the table above there is a fair amount of community facilities distributed across the District, yet in the light of the increased population and the emanating facility demands that accompany such growth, there is still much that needs to be done so as to ensure equitable distribution of these services and thus equitably and efficiently meet all the service delivery needs of the local populace.

Key Issues pertaining to Community Facilities includes among others the following:

- Equitable distribution of facilities across the District as per the ensuing spatial dynamics;
- Optimal and Efficient use of these facilities by communities; and
- Coherent approach to construction and maintenance of these facilities and those that may be further required among all stakeholders.

1.10.2 Municipal Health and Social Services

Gert Sibande District Municipality is committed to ensure a safer and healthy environment through efficient and effective delivery of Municipal Health Services and a safe Environment for all, through promotion, protection, mitigation, rehabilitation and conservation measures and programs, the District will strive to balance the economic use and needs put to the environment and ensure that there is a duty of care to the environment for future generation as envisaged by the Constitution in terms of Chapter 2(24).

The following aspects must be adequately addressed within Municipal Health Services as espoused in the Health Act 61 of 2003 / NEMA Act 107 of 2004

- Water quality
- Disposal of the dead
- Chemical Safety
- Health Surveillance of Premises
- Health Surveillance of Communicable Disease
- Environmental Pollution Control
- Food control
- Air Quality Management
- Vector Control
- Waste Management

1.10.2.1 Health Surveillance of Premises

Some of the challenges faced by most people living within the District is premises that are not safe or pose a health risk to their well being, indoor air quality, unsafe working spaces, unsafe structures, unventilated or poorly ventilated premises, exposed premises prone to dust and moisture.. The District is also looking into controlling, prevention and mitigation where it is found that the people in the premises are or maybe at risk by continuous use of such premises or by occupation of such premises.

The following Key Issues were identified pertaining to Surveillance of Premises are therefore highlighted as those that will need the attention of GSDM Council moving forward:

- Unauthorised or illegal use of premises
- Illegal use of premises for activities that require specialised or controlled environment
- Indoor air quality especially on public buildings
- Fire & Safety risks especially on public building
- Structural or use that will lead to conditions that will lead to spread of communicable diseases
- Possible Structural collapse
- Unsafe buildings in terms of used or possible unhygienic conditions or spread of communicable diseases
- Habiting speared or breeding of Vector
- Review of By- Laws to control and ensure safe use or occupation

1.10.2.2 Health Surveillance and Prevention of Communicable Diseases, excluding immunizations

The District because of its transport network and its economic link to other Provinces and its boarder to Swaziland, is vulnerable to different communicable diseases in particular waterborne, STI and HIV & AIDS, these poses a difficult challenge to the District health system in terms of provision of health services in particular monitoring and prevention of outbreaks and communicable diseases.

The following Key Issues pertaining to Health Surveillance & Prevention of Communicable Diseases are therefore identified as amongst others those that the District must gradually address moving forward:

- Facilitate and improve collaboration with department of health and private service providers in reporting and tracing of all noticeable communicable diseases within the district

- Increase prevention and mitigation measures to deal with communicable and Vector borne diseases
- Improve communication and joint planning in mitigation and preventative measures

1.10.2.3 Food Control

The District has a huge challenge of ensuring that there is safe food for all, due to the rural nature of our area and the transits of foodstuffs from one area to another within the District, its neighbouring provinces and Swaziland. This poses a huge challenge in terms of ensuring preservation and safe food for all. There is also a huge emergence of food manufacturing and processing in the District including storage. The monitoring and management of hawkers and emerging entrepreneurs pose a challenge in terms of regulatory needs and support for local economic development with available manpower and resources

The following Key Issues were identified as far as Food Control is concerned:

- Prevention and control of possible food poisoning
- Illegal sale and distribution of foodstuffs
- Improper and unsafe preparation & distribution of foodstuffs
- Improper and illegal labelling of foodstuffs
- Irregular monitoring of foodstuffs monitoring and enforcement legislation and regulations

1.10.2.4 Disposal of the dead (cemeteries)

The District is confronted with the challenges of ensuring a safer and healthy services in relation to disposal of the dead, these challenges are that of burial service providers' [mortuaries] non-compliance to minimum standards, the uncontrolled or unregulated burial sites and the monitoring of the old cemeteries and traditional cemeteries, the district has completed the study of the capacity of available cemeteries and has provided all local municipalities with recommendation on the management of all existing cemeteries and future needs

The following Key Issues were identified as far as cemeteries and Graveyards are concerned:

- Addressing and ensuring a safe and healthy burial services within the District [funeral undertakers]
- Addressing capacity issue of cemeteries reaching full capacity and improve the monitoring of burial sites including monitoring environmental impacts
- Monitoring enforcement and management of cemeteries and disposal of the dead
- The district is also looking at establishing a regional cemetery to mitigate the need for more cemeteries

1.10.2.5 Chemical Safety

The District as with the rest of the country is faced with the challenge around chemical safety, issues that concern the District most is the safe use and disposal of agricultural, industrial and domestic chemicals. Another challenge is also the impact of incorrect chemical use, and illegal disposal of these chemicals, which has a the long term effect to the environment, Bio – Diversity or ecosystems are in most cases negative, the District through the Environmental Health Practitioners Forum is facilitating the program to gradually and progressively mitigate the negative impacts of the challenge and improve on dealing with these matters.

- The District approach will involves the following strategies , monitoring, identification, evaluation and prevention of the risks of chemicals harmful to human health for example, chemicals for domestic use. More emphasis will be placed on community awareness including stakeholders

The following Key Issues were identified as far as Chemical Safety is concerned:

- Labelling of chemicals
- Awareness and safe use of chemicals by communities
- Incorrect or irresponsible use of chemicals
- Illegal or improper disposal of chemicals or containers
- Exposure to lethal doses of chemicals
- Improper and safe storage of chemical
- Illegal production of chemicals [mostly house hold]

1.10.2.6 Vector control

The District as a predominantly rural area is also prone to different vectors, from those that affect food production on farms, rodents, fly breeding e.t.c. The challenge is to coordinate and have systems in place to control and manage all vectors within the District preferably with environmentally friendly mechanism or eliminate situations or creating environments that encourage uncontrolled breeding or infestations.

The following Key Issues were identified as far as Vector Control is concerned:

- Rodents monitoring and control
- Vector breeding prevention, control and monitoring
- Sector collaboration in the prevention, monitoring and surveillance of vectors

One of the challenges confronting the District is the high transit of goods and animals through the District to/from other provinces and neighbouring countries to the harbour or from the harbour or around the country, these have the potential to transport some vectors.

1.10.2.7 Water Quality

The district municipality has embarked on a comprehensive program to map sampling sites for all water used by communities and industries for human consumption, these processes involve plotting all sampling sites new and old inclusive of those done by Industry and DWAF in the District GIS system, these processes are aimed at ensuring that the District will strengthen its capacity to monitor and trace potential risk promptly, evaluate and monitor water purification plants, water treatment plants and bottled water in the District.

Furthermore, the District is in a process of also plotting all bore holes that are used for human consumption, these processes will assist the District to also determine the quality and access of safe and adequate water to all its citizens. The District has started the coordination of water sampling in all local municipalities, this process is aimed at ensuring that all its constituent local municipalities' water is sampled and monitored. In order to improve and ensure the quality of water GSDM has built a laboratory in Ermelo which will cater for the whole District.

The program will be to evaluate and monitor both biological and chemical safety including the source and receiving environment before and after use, the monitoring program will also include the impact to the environment both from all plants and the industries, mines and any other possible user and possible pollution sources. The District will partner with other key stakeholders, sector departments, private and public entities including the tertiary institutions to constantly improve provision of water quality services and develop the required skills to do so.

The following Key Issues were identified as far as water Quality is concerned:

- Representative sampling of all water used for human consumption
- Imputing of sampling data [results] in the national data base
- Coordination and rationalisation of sampling sites by all stakeholders
- Coordinated interpretation and analysis of all results
- Instituting prevention and prompt mitigating programs
- Enforcement of relevant legislation by all stakeholders

1.10.2.8 Waste Management

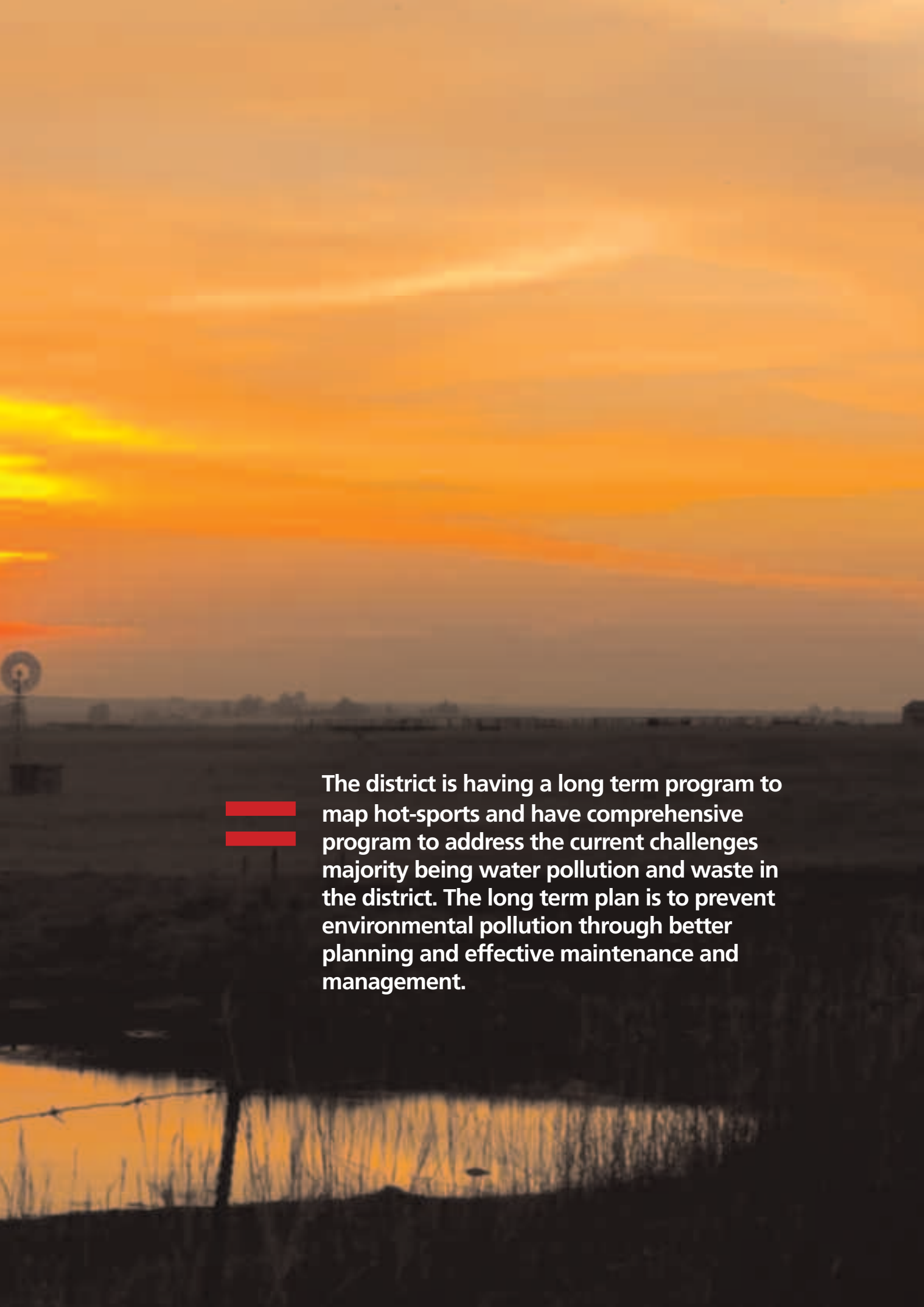
The District Municipality is faced with the challenge of ensuring that waste management is comprehensively done in line with the best practicable methods, effectively, efficiently and at the cost that the community and the municipalities can afford. This is imperative with more emphasis being placed in reducing waste that comes to the landfill sites by promoting re-use, recycling and prevention of waste generation from source.

The management and control of landfill sites is key to effective waste management in the district. Effective and efficient waste management is envisaged to be achieved over medium and long term. Partnerships between the key stakeholders, sector departments, private sector and the communities in having joint programs including technological advancement to eliminate, minimise and control waste generation and disposal

The program will be to evaluate and monitor the local and district wide development trends, waste generation, management and disposal methods and mechanism, awareness and educational programs including preventative and technological advances. The program will also look into the program of ensuring compliance monitoring and environment impact of waste within the district and rehabilitation and re-use of old landfill sites.

The district will also look into integration of planning and waste management including the review of all waste by – laws that will ensure a balance with environmental safety and protection, capacity building will be ongoing for those involved in waste management, re-cycling, re-use and awareness programs.



A sunset over a field with a body of water in the foreground. The sky is filled with warm orange and yellow hues, with some light clouds. The foreground shows a dark field with a body of water reflecting the sunset. A utility pole with a satellite dish is visible on the left side of the field.

The district is having a long term program to map hot-spots and have comprehensive program to address the current challenges majority being water pollution and waste in the district. The long term plan is to prevent environmental pollution through better planning and effective maintenance and management.

The following Key Issues were identified as far as waste management is concerned:

- Review of Waste By laws and Waste Management Development Plans
- Monitoring and surveillance of landfill sites
- Coordination and partnership with all stakeholders in waste management
- Promotion and support for waste minimisation, re-cycling and re- use
- Rehabilitation and pollution control programs
- Enforcement of relevant legislation by all stakeholders

1.10.2.9 Air Quality Management

The District Municipality in partnership with DEAT and DALA are jointly in the process of development of Air quality Management Plans for five of the seven municipalities in the district, due to the declaration of the priority area issues of Air quality will receive attention, efforts will be done to ensure that systems are in place for monitoring and surveillance. Institutional support is also a key issue in the local municipalities and the district to ensure sustainable Air quality Management services.

The priority for the district in partnership with other stakeholders is to ensure that the Air quality within the district increase significantly towards a better quality or to at least the national minimum standards for criteria pollutants, encourage industries and communities to avoid and minimise air pollution through alternative fuel methods, improved technological methods, alternative process methodologies that are environmental friendly or has less pollution.

The district will embark on a program with sector departments to increase awareness, seek community support to avoid air pollution practices, encourage industries to invest in improved or advanced process or abatement equipment. The District will with sector departments increase its capacity to monitor and Improve surveillance of all potential Air pollution services within the district, increase its capacity to provide effective Air quality management services.

The following Key Issues were identified as far as Air Quality Management is concerned:

- Efficient and Effective Air Pollution monitoring
- Adequate partnership in Air Quality Management
- Coordination and partnership with all stakeholders
- Coordinated interpretation and analysis of all results
- Instituting prevention and prompt mitigating programs
- Enforcement of relevant legislation by all stakeholders

1.10.2.10 Environmental Pollution Control

The District Municipality has partnered with other sector department to comprehensively address environment pollution matters and challenges, the district and its local municipalities are faced with the challenge of pollution from industries, communities and other external sources outside the district. The pollution and waste forum is currently working in cooperation with all key stakeholders including the district prosecuting authorities on coming up with comprehensive solution to the current environmental challenges.

The district is having a long term program to map hot-spots and have comprehensive program to address the current challenges majority being water pollution and waste in the district. The long term plan is to prevent environmental pollution through better planning and effective maintenance and management. The enforcement of By-laws and other legislation to prevent and control environmental pollution through comprehensive and joint operations in a short and long term enforcement action and programs.

The district has started capacity building to ensure that its officials are capacitated and can be designated by the MEC to enforce all Environmental Acts, SEMA's and related regulations, in partnership with DEAT and DALA capacity building will assist to strength the enforcement agencies within the district including monitoring and surveillance programs.

The following Key Issues were identified as far as Environmental Pollution Control is concerned:

- Community and private sector awareness programs on pollution sources and types
- Monitoring and surveillance of pollution hot spots
- Coordination and partnership with all stakeholders
- Coordinated interpretation and analysis of all results
- Instituting prevention and prompt mitigating programs
- Enforcement of relevant legislation by all stakeholders
- Community involvement and capacity building

1.10.2.11 Waste Management, excluding refuse disposal

The District has completed the process of assessing the capacity and the management of the landfill sites, the main challenge is ensuring that all landfill site must be permitted and the proper closure of all unused landfills, the District is also in

partnership with its constituent local Municipalities looking at coordinating the review and development of integrated waste management plans, By- laws and operational plans, these process is still at its infancy stages, the comprehensive approach for waste management is the future approach for all involved including the generators.

Table 31: Waste quantities per category, per municipality as of 2005

STATUS	ALBERT LUTHULI	MSUKALIGWA	MKHONDO	PIXLEY KA SEME	LEKWA	DIPALESENG	GOVAN MBEKI
	Tons per Month	Tons per Month	Tons per Month	Tons per Month	Tons per Month	Tons per Month	Tons per Annum
Albert Luthuli	173	15	25	0*	0	213	2 556
Dipaleseng	33	10	6	0*	1	501	5941
Govan Mbeki	15 611	1 463	2 342	0*	86	19 502	234 024
Lekwa	1 540	535	1 165	0*	0	3 240	38 880
Mkhondo	3 972	63	212	0*	141	4 388	52 656
Msukaligwa	799	330	151	4	0	1 280	15 360
Pixley ka Seme	1 001	35	99	0*	5	1 140	13 680
Total	23 129	2 451	4 000	4	233	29 813	357 750

Hazardous waste within certain local municipalities is handled by private contractors and as a result the data cannot be easily obtained. Using the tons per annum column, the table above shows that Govan Mbeki produces 65% of Gert Sibande District Municipalities' total waste per annum with Dipaleseng producing the smallest percentage of the total waste at less than 1%. Using the tons per annum, the municipalities rank in the following order (highest to lowest) in terms of the percentage their waste production makes up the total waste production of Gert Sibande District Municipality:

- 1) Govan Mbeki (65%);
- 2) Mkhondo (18%);
- 3) Lekwa (11%);
- 4) Msukaligwa (15%);
- 5) Pixley ka Seme (4%);
- 6) Albert Luthuli (1%); and
- 7) Dipaleseng (0.2%).

Due to logistical complications of removing, transporting and maintenance of facilities and infrastructure necessary for efficient management of waste, most LM's visibly struggle in this area. Equipment necessary for maintaining and running the disposal sites is usually broken down or operating at a fraction of its capability due to lack of adequate repair and maintenance. This equipment ranges from compactors, front end loaders and refuse trucks. Furthermore, disposal facilities are inadequately secured if at all leading to unauthorised access to these facilities by people scavenging for disposed "valuables" at a great risk to their health and safety.

It is against this backdrop that GSDM is called upon to play a more proactive role in establishing, running and controlling "Regional Waste Disposal sites" to cater for more than one LM in their jurisdictional areas. This may go a long way in assisting LM's who will then only have to worry about removing the refuse from their areas to the DM run disposal facilities even if it is at a nominal fee or free of charge for that matter.

The District not only faces physical challenges around un-permitted and unrehabilitated landfill sites, shrinking capacity in the existing sites and increasing waste due to increase economic development, urbanization, mining and industrial activities within its jurisdictional area. It also has to deal with mounting operational expenses coupled with huge environmental risks and challenges as a result of poor waste management.

The table below reflects financial resource, inadequate equipment and unregistered landfill sites as the challenges that negatively impacts on the ability of most Local Municipalities to effectively provide waste management services, leading to almost 50% of all the households in the District not receiving formal refuse removal.

The District in partnership with the private sector, local municipalities and other stakeholders will gradually be putting resources and advocating partnerships to eradicate the current waste management backlogs. The District's Integrated Waste Management Plan is envisaged to assist to direct the District to proactively confront these challenges, in collaboration with all the aforementioned stakeholders.

Table 32: Number of Formal Households with Access to Waste Collection

MUNICIPALITY	LEVEL OF SERVICE	NO. OF H/HOLDS & BUSINESS SITES	NO. OF H/HOLDS SERVICED (FORMAL)	NO. OF H/HOLDS SERVICES (INFORMAL & RURAL)	CHALLENGES
Albert Luthuli	Household removal once a week using compactor, trucks and skip master-bins	44 237	23 190	2 667	Financial resources, inadequate equipment and unregistered land fill sites
Dipaleseng	Households removal once a week using one truck	10 472	5 457	3 876	Financial resources, inadequate equipment and unregistered land fill sites
Govan Mbeki	Household removal once a week using compactors, tractors with trailers and 45 X 6m skips	69 167	60 123	9 044	Financial resources, inadequate equipment and unregistered land fill sites
Lekwa	Household removal once a week using compactors and tractors with trailers	22 101	13 695	8 406	Financial resources, inadequate equipment and unregistered land fill sites
Mkhondo	Household removal once a week using compactors and tractors with trailers	12 801	10 737	2 064	Financial resources, inadequate equipment and unregistered land fill sites
Msukaligwa	Household removal once a week using tractors and trailers	23 445	19 428	4 017	Financial resources, inadequate equipment and unregistered land fill sites
Pixley Ka Seme	Removal once and twice a week to RDP standard and above.	12 597	10 518	2 061	Financial resources, inadequate equipment and unregistered land fill sites

Table 33: Estimated budget to eradicate waste management backlogs in GSDM

MUNICIPALITY	CURRENT COST OF SERVICE (R MILLION)		ESTIMATED COSTS (R MILLION)		TOTAL FINANCES NEEDED (R MILLION)	%
	OPERATING	CAPITAL	OPERATING	CAPITAL		
Govan Mbeki	131 495	100 332	91 912	139 916	231 827	26%
Msukaligwa	19 916	103 959	77 206	46 670	123 875	14%
Mkhondo	30 129	112 803	96 635	46 296	142 932	16%
Pixley Ka Seme	34 796	32 402	29 476	37 722	67 198	8%
Lekwa	82 170	49 560	73 956	57 774	131 730	15%
Dipaleseng	31 496	22 438	27 160	26 773	53 933	6%
Albert Luthuli	80 510	52 297	35 164	97 644	132 807	15%
GSDM	410 512	473 790	431 508	452 794	884 302	100%

Table 23 above reflects the funding requirements for this function as of May 2006 that the local municipalities and the District are faced with, which may have dramatically appreciated to date. The challenge therefore is to annually find resources to start the process of addressing the current backlogs as per the current economic growth if this is not mitigated as warranted, the current situation may be catastrophic. The District is therefore committed to pull and mobilise resources from other sector stakeholders to address these backlogs.

At Albert Luthuli Local Municipality, all 5 landfill sites are not licensed and the municipality is in the process of identifying suitable sites for 3 landfills. Refuse removal in 3 areas is outsourced and the municipality intend to take over by 2010. The municipality have planned for five clean-up campaigns during the 2007/08 financial year. The Integrated Waste Management Plan is being developed and will be finalized soon.

At Mkhondo Local Municipality, an Integrated Waste Management plan has been developed and a licensed landfill site has been established and is operational. The municipality is planning to establish a waste transfer station in Amsterdam, and during 2008/09 Financial Year there are plans to establish one in Driefontein.

At Pixley ka Seme Local Municipality, an Integrated Waste Management Plan is in at the planning process

The following 4 landfill sites are not licensed:

- Amersfoort / Ezamokuhle
- Volksrust / Vukuzakhe
- Wakkerstroom / Esizameleni
- Perdekop / Siyazenzela

All urban areas have access to refuse removal except Daggakraal / Sinqobile.

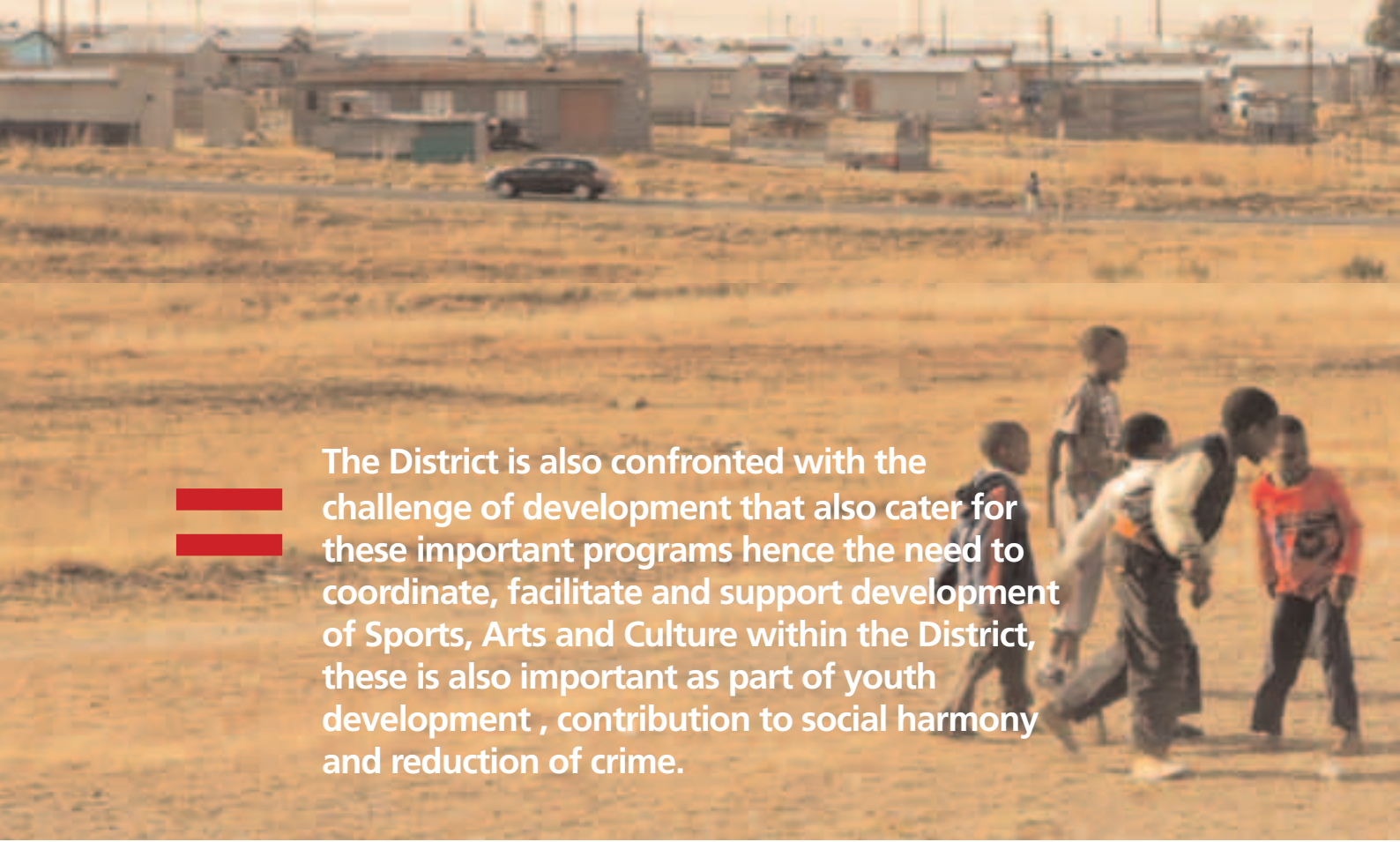
At Govan Mbeki Local Municipality, an Integrated Waste Management Plan is in the process of being finalised and a landfill site will soon be licensed. Local communities are being capacitated on solid waste services and recycling opportunities.

Table 34: Summary of the status quo in each municipality with regard to this function:

GERT SIBANDE DISTRICT	NO OF LEGAL SITES REQUIRED	NO OF AVAILABLE SITES	BACKLOG
Albert Luthuli	0	5 (illegal)	5
Msukaligwa	6	1 (licensed)	5
Mkhondo	3	1 (licensed)	2
Pixley ka Seme	4	4 (illegal)	4
Lekwa		2 (Unlicensed)	2
Dipaleseng	3	1	3

The following Key Issues among others were identified as far as Waste Management is concerned:

- Un-permitted & illegal land fill sites
- Increase in waste generation with no sufficient corresponding planning of future sites
- Poor Management of land fill sites
- insufficient and incorrect fleet and equipment used in the landfill sites
- Insufficient skilled personnel to adequately man the waste management sections of the municipality
- Unresponsive IWMP to deal with real issues on the ground
- Insufficient service provision of waste services in some areas
- Insufficient waste minimisation, eradication, re-cycling, waste avoidance strategies
- Promotion of environmentally friendly Waste Management practices



The District is also confronted with the challenge of development that also cater for these important programs hence the need to coordinate, facilitate and support development of Sports, Arts and Culture within the District, these is also important as part of youth development , contribution to social harmony and reduction of crime.

1.10.3 Sports and Recreation Programmes and Projects

The District has a challenge in facilitating the support for Youth to be able to safely and effectively participate in Sports, Arts and cultural activities. The major challenge faced by the District is inadequate and dilapidated facilities within the communities, the Sector Department responsible for promotion and support of these sector has very limited capacity and support, the local municipality has a huge backlog of basic service delivery hence little is provided for development and upgrading of these facilities

The District is also confronted with the challenge of development that also cater for these important programs hence the need to coordinate, facilitate and support development of Sports, Arts and Culture within the District, these is also important as part of youth development , contribution to social harmony and reduction of crime.

Key Issues pertaining to Sports and Recreation includes among others the following:

- Upgrading, adequate maintenance and rehabilitation of all facilities
- Developing at least one sports facility in the District into a regional sports complex.
- Facilitate and support upgrading of six other facilities to meet the standards acceptable for the various national sport code
- Facilitates the revival of Sports, Arts and Culture councils
- Coordination and facilitation of opportunities for young talent to be exposed and supported through development

1.10.4 Disability Coordination and Support

The District as the country at large is faced with the challenge of ensuring that necessary support is given to people with disability, much work needs to be done to ensure that as we strive for better life for all people with disability are not excluded, that they are accommodated within the communities and in all aspects of community activities in government programs and accommodative employment opportunities are created for them.

Furthermore people with disability are still confronted with challenges regarding their participation in economic activities, access to public facilities, housing and other social services rendered by the state and the private sector, some strides have being made in terms of legislation to address the matter however not much has being done to effect the intention and expectations of the legislation and the people with Disability. The District has established local and District Disability Forums to help people living with disability to have a platform to be involved in service delivery, engage with stakeholders and to have influence in policy matters, the district municipality has also facilitated and supported the Department of health to meet its backlog of providing the needy disabled people with wheel chairs.

Key Issues pertaining to people with disabilities includes among others the following:

- Lack of appropriate facilities



- Lack of access to economic, training /development and employment opportunities
- Lack of access to housing and public facilities
- Discrimination
- Lack of access to social and health services
- Finalisation of the District Disability Strategy

1.10.5 Youth Development

South Africa has a very high youth population of which majority of them find themselves unemployed, underdeveloped or living under adverse poverty circumstances. This very picture is cascaded further down in the context of GSDM where majority of our young people, due to their background, lack of information on career development, lack of skills necessary for the regional economic growth, are confronted with bleak future prospects. Today's youth is faced with a variety of overwhelming challenges requiring immediate attention. All in the District has a responsibility to ensure that such struggles are tackled effectively. Young people alone cannot overcome the hurdles that they face without purposeful support of all the relevant stakeholders lead by government.

The District through its bursary and EPWP programs is assisting with job creation, training and development of the youth, the district through its procurement and conditions for use of local labour is contributing to alleviate the challenges faced by the youth. The district has facilitated and started capacity building of youth councils in the local municipalities including the establishment of youth desks to look into the issues and concerns of the youth at local level. The District has developed a Youth strategy to facilitate the uniform consolidated, focused approach to deal with youth matters.

Key Issues pertaining to Youth Development includes among others the following:

- Inadequate or inappropriate strategies and programs for Youth development , including opportunities for employment for young people
- Minimum Youth Participation in Local Government matters
- Ineffective of Youth developmental organisations [Youth Councils]
- Uncoordinated , unfocused Policy development to comprehensively deal with Youth matters by all stakeholders
- Lack of Youth viable strategic partnership with relevant stakeholders [private & public institutions]
- Lack of involvement of youth in Monitoring municipality compliance on policy matters
- Training of youth units
- Training the youth co-operatives
- Youth Summit and the adoption of the youth development policy and strategy
- Facilitate development of a comprehensive data base of youth or child headed households

- Strategic Youth training and development program that will respond to specific skills needs in the District
- Facilitation and support of specific economic interventions for the youth to actively participate in the district main economic streams or access the local markets

1.10.6 Gender

There are many compelling reasons as to why Local Government must look at its gender policies and practices. Consider some of the ways in which women's concerns, work and issues are interwoven into Local Governance issues on a virtually daily basis.

Most of the everyday issues with which Local Politics is concerned are of primary concerns to women. Women are rooted in local areas, frequently unable to leave these, often because they lack the means to do so. Women are thus inclined to get involved in local politics because of their concern for "home" issues, as well as their commitment to their families and emancipation of other women. Access to water and sanitation, or lack of access, impacts heavily on women since they fetch water if it is not available at their homes, this often requires long erratic hours of hard labour. They also need to ensure the well being of their families-poor quality water and lack of sanitation can cause illness and strain their already depleted resources.

Unemployment is often higher among women than men, and when they do generate income it is through the informal sector, often at a survivalist level. This requires access to business centres, requiring suitable roads and means of transport. Provision of health facilities at local level impacts on women if they have to access facilities from long distances, and ensure that their children get to these services as well. A lack of access to grid electricity creates additional labour for women and girl children, also reducing their available time for family and income generating activities.

Ownership of land and housing is often restricted to men, excluding women from land and home security. Yet, women often maintain the home and attend to home activities for the sake of the family. High crime rates impacts on women and children, often exacerbated by lack of electricity, water, sanitation and safer recreational facilities.

Key Issues pertaining to Gender includes among others the following:

- Pay more attention to a number of issues affecting women;
- Harness the access of economic opportunities to women in the District; and
- Mainstreaming of Women in the development initiatives of municipalities.
- Prioritise a number of women empowerment issues and find ways of mainstreaming them in all the decision making, planning and budgeting process of the District.

1.10.7 Rights of Children

Concerns have been raised both nationally and locally on the extent to which the rights of children have been violated amongst our communities. Out of many awareness programmes initiated by government there has been an improvement in some quarters of our society, yet more work still remains so as improve our neighbourhood and better the plight of children with our District. In responding to some of these challenges our District is committed to mobilise all the relevant stakeholders within our communities to support all initiatives intended to ensure upbringing of children in a safer and healthy neighbourhoods, as they are being prepared to lead and inform decisions of future generations.

Key Issues pertaining to Rights of Children includes among others the following:

- Lack of support and coordination for the emancipation, protection and support for children in need and distress
- Development of policy guidelines
- Facilitation and establishing partnership that is focused on availing resources to assist children in need
- Coordination and support of child headed households
- Consultation and strengthening of partnership with stakeholders including NGO's and CBO,s to comprehensively address children issues

1.10.8 Thusong Services Centres (TSCs)

The following Thusong Service Centres were in existence since 2005:

- Mpuluzi Albert Luthuli Municipality
- Tholulwazi Govan Mbeki Municipality

The PCF chaired by the Hon Premier resolved during 2005/06 financial year to support municipalities for the development of additional Thusong Service Centres. This was to be done through the conversion of identified unused municipal buildings to serve marginalized communities with a variety of government services. An amount of R6, 1 million was allocated for the 2006/07 financial year to renovate the following buildings:

- Mbangwane Thusanong Center
- Wonderfontein Thusanong Center
- Leandra Thusanong Center

- Breyten Thusanong Center
- Driefontein Thusanong Center
- Marapyane Thusanong Center
- Moremela Thusanong Center
- Louiseville Thusanong Center, and
- Siyathemba Thusanong Center

The Department of Local Government and Housing has also budgeted for further renovation of additional 2 TSCs buildings in Sakhile and Siyathuthuka in the 2007/08 financial year.

An amount of R11, 355 million was made available for the 2007/08 financial year for the appointment of the Centre Managers and IT Specialists to the already renovated TSCs buildings that were to be commissioned in the first quarter of 2007/08. Sixteen (16) positions were advertised and Service Level Agreements were to be finalized with the relevant sector departments by July 2007. Suitable supernumerary staff from the Department and other sector departments shall be used for reception, security, admin, garden and cleaning services.

The Province embraced the concept of TSCs and will be launching a Logo as provided by the National GCIS to be used in marketing and branding the Centers.

At Dipaleseng, the TSC in Siyathemba is working well and the Department of Local Government & Housing is in the process of appointing the Centre Manager. The Centre is currently housing the Department of Home Affairs, the Department of Health and the office of the Community Development Workers; and applications from the Department of Labour, Agriculture and Education are still being considered. As soon these applications have been finalised, arrangements will resume launching the centre, as the requirement for an official launch is that there should be six (6) departments in the facility.

Albert Luthuli Municipality has a service centre at Empuluzi, Fernie B and are planning to open another one in Tjakastad. As indicated above, Govan Mbeki currently has a service centre in Leandra and plans to establish operational centres in Embalenhle and Emzinoni respectively.

Key Issues pertaining to Thusong Service Centres includes among others the following:

- Rate at which TSCs are build/established;
- Buy in by Government Departments;
- Need for Youth and Women empowerment services therein, and
- Inadequate government services provided in the centres

1.10.9 Harnessing Safer, Secured and Healthier Neighbourhoods

1.10.9.1 HIV/AIDS

Gert Sibande District Municipality (Mpumalanga Province) is amongst the three Provinces namely KwaZulu-Natal, Mpumalanga and Eastern Cape which has a high infection rate. Recent HIV and AIDS Stats from the Department of Health and Social Services indicate that there has been a rise to 40.6% as compared to 38.9% last year at Gert Sibande District. The highest prevalence rate is amongst illiterate members of the society, the youth and young adults and lower income earning groups within the District.

The impact of HIV and AIDS is beginning to have a negative impact as there are now more Orphans and Vulnerable Children who are becoming a burden to the Community. Grand Parents are left with these children and have to take care of them when their parents die of HIV and AIDS related illnesses. Scarcity of jobs and poverty also adds to the high infection rate as the youth and young adults turn to prostitution for survival and taking care of their families. Migration of people from their homes in search of employment also plays a big part because there is exchange of sex partners. The Economy of the District is still affected as those who are expected to be at work are sick and some die resulting to loss of personnel and skill. Municipalities are the closest link to the Communities and are faced with the responsibility of educating, empowering them and taking care of the Orphans and Vulnerable Children. Programs and Projects are Implemented beginning from Local Municipal Level up to the District Level to assist the Communities to generate money and feed their families.

Much has been done towards for improving access to information and capacity building in terms of promotion of HIV & AIDS awareness in the District in partnership with the local municipalities. With the assistance of GTZ-MRDP, Gert Sibande has managed to offer training to the District and Local Municipalities' HIV and AIDS Coordinators, Local AIDS Council's Task Team Members and Home Base Corers. HIV and AIDS Awareness Campaigns have been held at the Local Municipalities and Communities were empowered and educated on HIV and AIDS Issues. Bill Boards have been put up by one of our Local

Municipalities' (Govan Mbeki) which inform the public on how much committed we are in supporting and encouraging People Living with HIV and AIDS. This is a step towards the right direction. The other Local Municipalities including the District are soon to follow suit and put up Bill Boards at their Borders and places where communities can get the messages of support and be informed of where they can get assistance on HIV and AIDS related matters.

HIV and AIDS Strategies for the District and all Local Aids Councils have been reviewed and some already adopted. HIV and AIDS Work Plans for the District and Local Aids Councils were also reviewed and a monitoring and evaluation tool introduced to measure successes and failures. Ways of working around challenging issues were suggested as thus:

One of the challenges Gert Sibande District is facing is that of not having permanent HIV and AIDS Coordinators. This has led to poor Implementation of Programs and Projects for HIV and AIDS. The District has been tasked with speeding up the process of appointing HIV and AIDS Coordinators as this is a pressing issue which cannot be put aside.

At this stage Gert Sibande is promoting implementation of programs and projects to empower communities with partnership with local municipalities. It is also monitoring and evaluating these programs and projects to weigh their impact and finding solutions to communities' needs. The District is to Lead the process of achieving better results on HIV and AIDS Issues and communities are encouraged to participate in instilling the importance of people knowing their status, acting and decreasing the spread of HIV and AIDS. Initiatives by Local Government to reduce the impact of HIV and AIDS have been supported by Gert Sibande District Municipality. During the Review of Mpumalanga HIV and AIDS Strategy, we took part and the Strategy awaits adoption.

Much has been done towards in accommodating all members of the Society in the Fight against the spread of this epidemic. The Business Sector, NGOs, Stakeholders, Departments of Education, Department of Health and Correctional Services are working together and "Together we shall conquer." It is the wish of Gert Sibande District Municipality to have an HIV and AIDS Free Society one day, and see poverty levels improve for the better.

Key Issues pertaining to HIV/AIDS includes among others the following:

- Lack of coordinated regional approach in responding to challenges posed by HIV/AIDS
- Non-existence of coordinated partnerships as a result of lack of commitment and dedication, insufficient relevant information and knowledge, non appointment of dedicated staff members and inadequate resources.
- Need for specialised housing for terminally ill and Wheelchair bound people.
- Insufficient resources to support people living or affected with HIV & AIDS
- Lack of economic opportunities
- Stigma attached to people living or affected by HIV & AIDS
- Increasing number of HIV & AIDS orphans
- Increasing number of Child headed families due to HIV & AIDS pandemic
- Mainstreaming of HIV/AIDS in all the municipal development initiatives
- Comprehensive policies in local municipalities to assist and relieve the plied of those affected or infected by HIV & AIDS pandemic
- Insufficient or no support by communities for programs aimed at creating awareness or supporting the plaid of those living or affected by HIV & AIDS

1.10.10 Safety and Security

Like any other municipality across the country, the District is crappling with crime related issues, and the following are some of the criminal atrocities prevalent in the District:

According to the 2008 Crime Statistics the District is in fact safer compared to other years as different types of crime have drastically declined. This however does not imply that we should relax as if there is no more crime. It simply means as the District in collaboration with the Department of Safety and Security we need to be more vigilant in working towards ensuring that our neighbourhood are safer.

Key Issues pertaining to Safety and Security

- Poorly designed human settlement.
- Houses in particular RDP component constructed with minimal or zero consideration of safety and security aspects for the inhabitants or their belongings.
- Vehicle parking systems in most CBD's too congested and thus complicating security measures.
- High number of liquor stores and their location in relation to other community amenities, of which more licences, are still awaiting approval.
- Poor planning of taxi ranks across the DM, with particular emphasis on location of Local taxi ranks as compared to the long distance ones.

- Poor lighting in some of the areas coupled with conditions of roads particularly in rural areas.
- Lack or insufficient support by communities to community safety programs
- Insufficient or lack of support by communities to provide evidence, report crime or information on crime
- Lack of duty of care by some communities or taking precautions to prevent crime

The District is committed to strengthening partnership with all stakeholders to meaningfully contribute towards crime prevention, elimination of crime and violence through the following strategies:

- Infrastructure development e.g. street lighting
- Full participation and support of CPF
- Promotion of awareness campaign and support of visible policing

1.10.11 Disaster Management

The Disaster Management Act, Act No 57 of 2002 stipulates that Disaster Management Centres be established at National, Provincial and Local government levels. The Act also specifies that an integrated and coordinated Disaster Management Policy Framework and other Disaster Management Plans, focusing on the prevention and reduction of the risks of Disasters, mitigating of the severity of disasters, emergency preparedness, rapid and effective response to Disasters and post-disaster recovery be put in place by all three spheres of government.

According to the Local Government: Municipal Structures Act: Section 84(j) –

Fire fighting services serving the area of the District municipality as a whole, which includes -

- Planning, co-ordination and regulation of the fire services.
- Specialized fire fighting services such as mountain, veld and chemical fire services;
- Co-ordination of the standardization of infrastructure, vehicles, equipment and procedures;
- Training of fire officers.

The District in partnership with its constituent LMs performs the function of planning, monitoring, evaluation of the services and delivery mechanisms within its area through the Disaster Management Forum. Funding is partly provided for some capital and operational needs, training and support for Volunteer cops. The recent veld fires which caused destabilizing disruption, loss of life and financial implications thereof and the contribution of the traffic related accidents on (specifically along N17) calls for extensive preparation and support across the District.

The Disaster Management Act compels the District and its seven constituent LMs to collectively harness their emergency response during or prior and after the occurrence of disasters.

Table 35: District Disaster Management Capacity

GERT SIBANDE	NO. OF DISASTER STAFF	NO. OF FIRE STAFF	NO. OF RESCUE VEHICLES	NO. OF TRAFFIC PERSONNEL	DISASTER PLAN
Albert Luthuli	1	2	3	5	Draft
Govan Mbeki	1	33	15	46	None
Msukaligwa	2	15	8	9	Adopted, Jan 2008
Dipaleseng	1	0	2	7	None
Lekwa	1	23	11	15	Draft
Mkhondo	1	4	2	8	None
Pixley ka Seme	1	0	7	11	Draft
Gert Sibande	2	0	1	0	Draft

The disaster management key issues that needed to be addressed in the IDP for 2008/09.



Integrated Institutional Capacity

Pertaining to the Integrated Institutional capacity, GSDM has developed the Disaster Risk Management Framework which is aligned to that of the Mpumalanga Province. It is envisaged that the Framework will harness the responsiveness of the District to potential risks therein.

During the current financial year, GSDM committed itself to the building of three (3) disaster sub centres in Dipaleseng, Mkhondo and Albert Luthuli LM's respectively.

We are also in process of equipping the District centre with standard equipment for the effectively functioning of centre.

The District has assisted Lekwa and Msukaligwa local municipalities to establish disaster management forum in their areas respectively.

Disaster Risk Assessment

GSDM has trained the officials from LM's on how to conduct risk assessment that they can continuously update the risk profile.

The risk assessment has been conducted in the urban areas of District and is still to be finalize in the rural areas and farms.

Risk Reduction

The detailed proposed recommended risk reduction projects per risk hazard identified will be compiled and presented to respective LM's for implementation.

Disaster Response and Recovery

The District has procured two (2) rapid response vehicles, which are full rescue tools to harness the response in case of emergency. The disaster management framework policy also sets the standards to address the response and recovery.

Lack of Traffic Personnel

The GSDM has in its bursary fund also allocated the training of traffic officers, to address this issue. Fourteen of the students amongst those who have been currently interview will be awarded with bursary. The training is anticipated to commence in January 2009.

Lack of Fire Fighters

Furthermore the District has trained 24 volunteers in first-aid, fire fighter 1 and hazmat awareness courses for them to be on the entry level of fire fighters and be given to LMs.



The Disaster Management Act compels the District and its seven constituent LMs to collectively harness their emergency response during or prior and after the occurrence of disasters and reduction of crime.

During 2008/2009 financial year, the GSDM has conducted risk assessment within its area of jurisdiction in order to ascertain all risks and potential hazards that are likely to happen and may constitute disaster if they are not considered, reduced, mitigated or prevented.

The following are some of the possible and potential hazards which are prevalent within the District

- No budget allocation in LMs for disaster management activities.
- No disaster officer in LMs to address the disaster management daily activities.
- None functioning of disaster management forums and task teams to facilitate the projects of risk reduction.
- Priority is not given by LM's to the refurbishment of fire stations with their equipments and shortage of personnel.
- Air pollution
- Flooding (storm water and natural)
- Veld fires
- Explosions at industrial plants
- Road accidents
- Dam failures
- Hazmat spills

GSDM has and will continue to capacitate its constituent municipalities to harness their ability to cope and be ready to adequately respond and mitigate disaster by donating fire engine trucks and graders for road maintenance. Although the LMs are not fully equipped including in the areas of Human Resources, they try their outmost best to respond timeously to issues such as veld fires, floods, dam failure and road accidents.

The following among others were identified as Key Issues that must be addressed so as to effectively manage mitigated and prevent disasters:

- Integrated Institutional capacity
- Disaster Risk Assessment
- Disaster Risk Reduction
- Disaster Response and related Recovery
- Lack of traffic personnel and their resources
- Lack of fire fighters personnel
- Lack of disaster management personnel in LMs
- Inadequate response vehicles
- The development of disaster policy framework, disaster management plans and contingency plans for LMs as well as GSDM.





The level of education of the population in a region influences its welfare through the indirect effects on health, fertility and life expectancy. Education helps to increase the value of other forms of social and physical investment.

1.10.12 Education

1.10.12.1 Literacy and Education Levels

Functional literacy is defined as the proportion of persons aged 20 and above that has completed Grade 7. It is the inability of an individual to use reading, writing and computational skills efficiently in everyday life situations. An increase in the basic literacy skills of adults has a positive effect on any economy. Functionally illiterate people are unlikely to take advantage of opportunities that are thrown up by the permeation of the information and communication technologies (ICT's). Research has found that, adults with better literacy skills are more likely to be employed, and to earn more, than those with poorer literacy skills, even when taking account of other factors which affect work performance.

Table 36 below indicates that Govan Mbeki has the highest (74.3%) number of functionally literate people and Mkhondo has the least (50.1%). With the exception of Govan Mbeki, the literacy rates of all the Gert Sibande municipalities remains below the national average of 71.3%.

It is generally accepted that education expands the range of options from which a person may choose and thus creates opportunities for a fulfilling life. It satisfies the basic human need for knowledge and skills. It provides a means of meeting basic needs, provided that adequate employment opportunities exist, and also helps sustain and accelerate overall development. The level of education of the population in a region influences its welfare through the indirect effects on health, fertility and life expectancy. Education helps to increase the value of other forms of social and physical investment.

Table 36: : Highest Level of Education: Age 15+

EDUCATION LEVELS	NATIONAL	MPUMA LANGA	GERT SIBANDE	ALBERT LUTHULI	MSUKA LIGWA	MKHONDO	PIXLEY KA SEME	LEKWA	DEPALESENG	GOVAN MBEKI
No schooling	11.5%	17.6%	16.7%	21.6%	17.2%	21.4%	23.0%	12.4%	18.3%	10.4%
Grade 0-2	1.7%	1.8%	2.2%	1.8%	1.7%	2.8%	2.7%	3.3%	3.7%	1.6%
Grade 3-6	11.2%	11.2%	13.0%	11.4%	12.3%	15.2%	14.8%	15.6%	15.6%	11.2%
Grade 7-9	23.5%	22.6%	23.3%	23.0%	23.6%	23.1%	23.5%	25.5%	23.6%	22.5%
Grade 10-11	20.8%	20.3%	20.3%	21.3%	21.1%	18.7%	16.9%	19.4%	19.6%	21.8%
Less than matric & certif/diploma	0.8%	0.6%	0.5%	0.4%	0.5%	0.4%	0.5%	0.5%	0.5%	0.6%
Matric only	5.4%	19.9%	18.4%	16.1%	18.3%	14.9%	13.9%	18.5%	14.9%	24.0%
Matric & certificate/ diploma	5.4%	4.5%	4.1%	3.5%	4.0%	26	3.4%	4.0%	2.8%	5.7%
Matric & Bachelor degree	1.9%	1.2%	1.0%	0.8%	1.0%	0.7%	0.9%	1.0%	0.6%	1.5%
Matric & Postrad degree	0.8%	0.4%	0.4%	0.2%	0.3%	0.2%	0.4%	0.4%	0.3%	0.7%

Table 36 above estimates that 16.7% of the Gert Sibande population aged 15 and above have no form of schooling; 23.3% have gone up to between grades 7 & 9 while only 18.4% have reached matric. Only 1.2% of the eligible population have a bachelor's degree. The observation from the above educational statistics is that they are within the provincial and national ranges. With the youth forming the majority of the Gert Sibande population is it highly imperative that education and skills development is given priority attention in the allocation of resources by the various spheres of government.

1.10.12.2 Education Facilities

Table 37 below and Map 8 reflect the level of education infrastructure available within the District, and the spatial distribution thereof. The challenge is still to provide adequate and appropriate facilities to meet the needs of the community, especially the disabled and learners with special care needs.



The challenge is still to provide adequate and appropriate facilities to meet the needs of the community, especially the disabled and learners with special care needs.

Table 37: Education facilities breakdown

STATUS	ALBERT LUTHULI	MSUKALIGWA	MKHONDO	PIXLEY KA SEME	LEKWA	DIPALESENG	GOVAN MBEKI
Independent Schools	5	3	1	1	3	1	5
Public Primary Schools	105	69	79	43	38	21	62
Public Secondary Schools	54	22	29	10	29	6	21
FET Collages	1	2	0	0	1	0	1
Tertiary Institutions	0	0	0	0	0	0	1

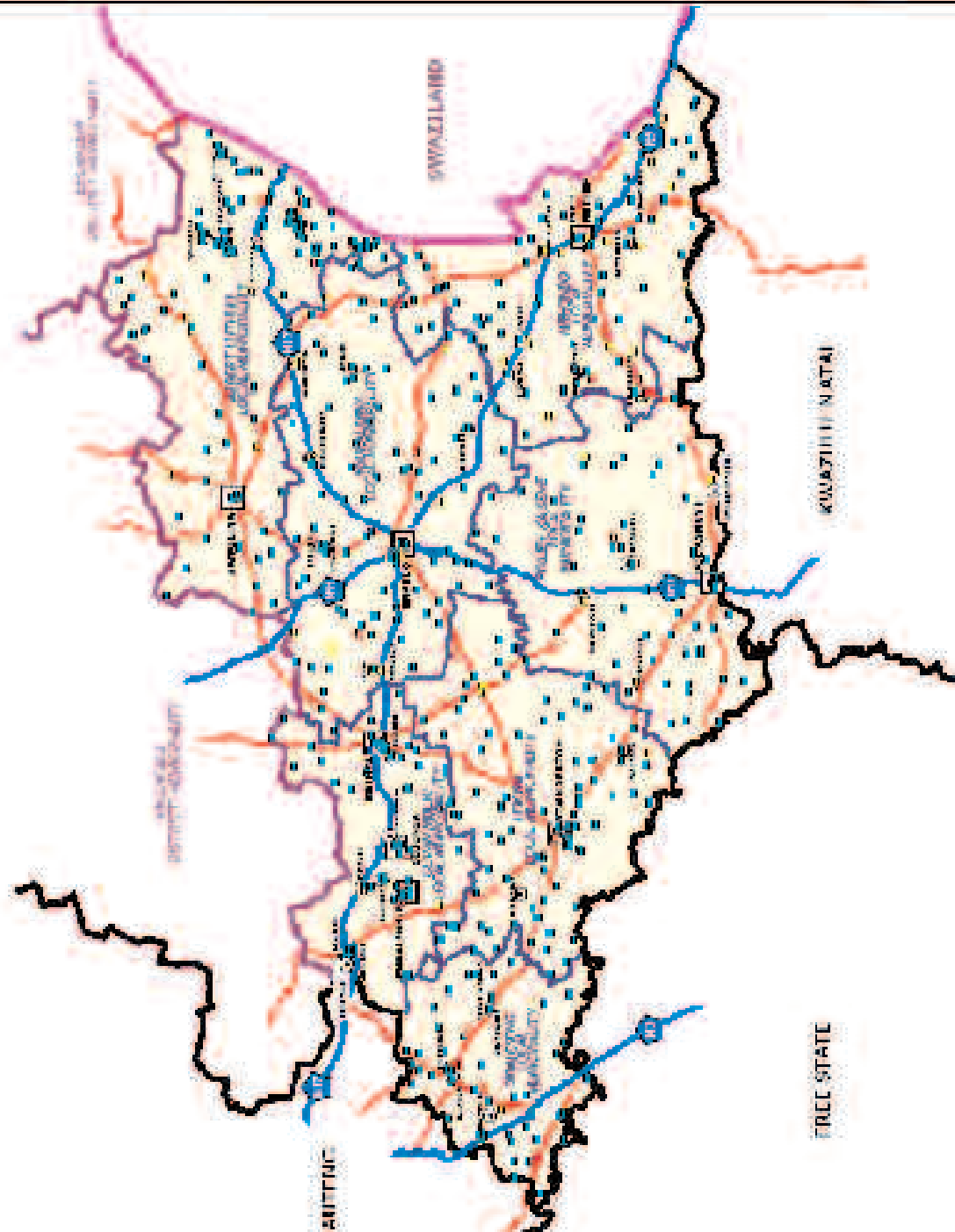
From the table above, it is also clear that there is fairly a high number of Primary and Secondary schools respectively provided across the District as dictated to by the population demands of the respective LMs. The challenge however, of equitably allocating these schools and other related facilities according to spatial dynamics of the District in the Teacher-Learner ratios that are manageable and conducive for progressive learning environment still remains. Furthermore, all current facilities must be optimally and effectively used according to acceptable population changes and thus ratios prior to bringing more facilities which might be under-utilised or turned into white elephants

In the light of high need of skilled people required by the Regional Economic dynamics, current inadequacy of Institutions of Higher Learning and FETs within the District cannot be glaringly left unattended. Hence Department of Education and all the other stakeholders must be engaged with a view of collectively coming up with an integrated strategic approach to guide the manner in which we should adequately respond to all the Education and skills development issues throughout the District.

**GLBE SUBANDI
DISTRICT MUNICIPALITY**

**MAP 11
EDUCATIONAL FACILITIES**

- Legend**
- Urban Local Expenditure
 - Available Expenditure
 - Urban Infrastructure
 - Sub-Standard Urban Infrastructure
 - Non-Infrastructure
 - Rural Expenditure
 - Total Expenditure
 - Total Expenditure
 - Total Expenditure
 - Total Expenditure
 - Total Expenditure
 - Total Expenditure
 - Total Expenditure
 - Total Expenditure
 - Total Expenditure
 - Total Expenditure
- Education Facilities**
- Primary Schools
 - Composite Schools
 - Secondary Schools
 - Tertiary Education Facilities
 - Adult Education Learning Centres



50000
 0 1000 2000 3000 4000 5000
 METERS



Key Issues pertaining to Education includes among others the following:

- Equitable distribution of Education facilities;
- Inadequate Institutions of Higher Learning;
- Pupil/Teacher Ratio
- Lack of coordinated approach towards skilling of communities; and
- Optimal and effective utilization of all Educational facilities.
- Maintenance of Farm Schools

1.10.13 Cemeteries and Graveyards

The District is confronted with a challenge in terms of the unacceptable conditions of its cemeteries. Some are likely to reach the end of their useful lifespan sooner or later while others are in an unacceptable state due to lack of maintenance, grass cutting, fencing, road paving, ablution facilities etc.

During 2008/09 Financial Year the District undertook and completed a comprehensive assessment of all cemetery facilities within its jurisdictional area. There is now an up to date audit of the state or conditions of all facilities therein and what needs to be done locationally and the related costs. This then forms a solid base for future planning of new facilities and or upgrading of the existing ones to acceptable standards. These assessments can also be used as a basis to source funding for upgrade on planning of new facilities

The following Key Issues were identified as far as cemeteries and Graveyards are concerned:

- Addressing the condition of cemeteries and possible improvements thereto
- Addressing capacity issue of cemeteries reaching full capacity and
- Maintenance of graveyards.

1.11 INTERGOVERNMENTAL RELATIONS, GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Section 24 (1) of the Local Government Municipal Systems Act, on the adoption of integrated development plans states that “Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which—

- a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- b) aligns the resources and capacity of the municipality with the implementation of the plan;
- c) forms the policy framework and general basis on which annual budgets must be based;
- d) complies with the provisions of this Chapter; and
- e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

The District is still having a challenge when it comes to integrated planning especially integration of programs and projects from some sector departments from Mpumalanga Provincial Government. The manner in which the private sector is participating in the local municipality planning process also needs to be improved through engagement as prescribed in the Municipal Systems Act.

1.11.1 Municipal Audit Committee

The District is co-ordinating the shared audit services concept with at least four local municipalities. The Audit Committee is functioning effectively as envisaged. 3-year Audit Risk Plans in terms of MFMA will be produced by Internal Auditors and these would be reviewed annually. The risk plans should be in terms of the MFMA legislation. Further risk plans also allows the municipality to prioritize its risks into high, medium and low. The high risks are attended to immediately and subsequently the internal controls are strengthened.

Pertaining to Performance Management Audit function, the current Audit Committee will be utilised instead of establishing an additional Committee to focus specifically on overall Organizational Performance Audit.

1.11.2 Community Participation and Communication Mechanisms

The Gert Sibande District Municipality continues to pride itself with progress made on issues of Local government communication. The unit which is only 3 years old has managed in past two consecutive years to prove its commitment in ensuring proper dissemination of information and ensure that the people of the district are informed of plans and projects provided by the district council. The unit is responsible for all district marketing, branding, research, media liaison and stakeholder relation. This was confirmed by yet another SALGA award recognising district as best performing municipality on issues of local government communication in the province by SALGA.

Our strategies informed by the continuous sitting of the District Communication Forum sticks with utilisation of following mediums/mechanisms for communication

In an endeavour to sustain the above achievements there is general consensus among all the municipalities, in the District, that the following mediums/mechanisms should be actively pursued in order to achieve good governance and effective public participation:

- Print Media
- Electronic Media
- Ward committees
- Izimbizo
- Sector department consultation (IDP Technical Committee)
- Business forums
- Existing IGR Structures
- Websites

Through the above means of communication we have managed to attract intended communities to the public participation forums in numbers. The discussion in these forum are recorded and this has assisted the municipality to maintain its vision of striving to excel in good governance and quality infrastructure.

In terms of organisational readiness to ensure optimal use of the abovementioned mechanisms the status within each municipality across the District is reflected below.

Table 36: Status Quo Report: Progress on development of communication strategy/policy and establishments of local communicators forum

MUNICIPALITY	COMMUNICATION STRATEGY ADOPTED BY COUNCIL	ESTABLISHMENT OF COMMUNICATIONS UNIT IN LINE WITH NATIONAL GUIDE	NUMBER OF STAFF EMPLOYED	NO. OF MAYORAL IZIMBIZO PLANNED FOR 07/08	LCF'S	COMMUNICATION POLICY
GOVAN MBEKI	Approved	YES	1	5	Yes	Draft
ALBERT LUTHULI	Approved	NO	1	5	YES	NONE
LEKWA	Approved	NO	0 due to resignation	6	NONE	NONE
MSUKALIGWA	Approved	YES	2	6	YES	NONE
DIPALISENG	Delayed submission to council	NO	1		NONE	Draft
PIXLEY KA SEME	Approved	NO	1 Acting	4	NONE	DRAFT
MKHONDO	NONE	NO	1	10	NONE	NONE
GERT SIBANDE	Approved	YES	4	16	DCF-YES	Noted by council and sent to legal experts

Key issues pertaining to communication:

- Inadequate staffing
- There is an improvement realized pertaining to submission of report to the DCF. These report amongst others address areas of Local Government Five Year Strategic Agenda
- There is still inadequate support/ resources given to Local Municipalities for the effective and sustained functioning of the communication unit.
- Inadequate consideration and attendance of communication matters in most constituent municipalities of the District.
- Place Marketing and branding of the District.

1.11.3 Public Participation

The developmental role of Local Government requires municipalities to work together with local communities to find sustainable ways to meet their developmental needs and improve the quality of their lives,

Municipalities are expected to provide clear and accountable leadership, management, budgeting and direction to the community in order for them to participate in their own government. Participation is viewed in relation to the development and management of the municipal area. This accordingly includes:

- Provision of infrastructure, household and community services;
- Land use regulation and planning;
- Housing and township establishment;
- Development planning and Local Economic Development;
- Environment and Healthcare, and Public Health; and
- Local safety and security.

As part of Its Public Participation process, the District has established the following structures, viz:

- IDP Representative Forum;
- IDP Technical Committee;
- IDP Steering Committee;
- IDP Management Committee;
- Gert Sibande Disability Forum; and
- District HIV/AIDS Council Departmental HODs Fora.

All issues pertaining to the development of the District are deliberated upon by all these structures, which are composed of multidisciplinary stakeholders in their organised forms. They meet regularly throughout the year to deliberate on developmental challenges confronting the District, and in so doing harness their shared understanding of these challenges and required interventions thereof.

Whilst stakeholder interaction was enhanced through some of the structures, the fact that not all of them functioned as envisaged according to their respective objectives as encapsulated in the Constitution of the District's IDP Institutional Structures.

In compliance to the IGR Act, the District have also established the Executive Mayors' and the Municipal Managers' Forums respectively. These Fora are also intended to harness shared Regional development perspective among both the Political and Administrative echelons of all the municipalities therein.

1.11.4 Traditional Leadership

Traditional leadership is an epitome of culture and tradition. It is a symbol of the existence of historical values and traditions observed by particular communities over a period of time and from generation after generation. Traditional leadership has existed well alongside democratic governance in other countries, such as England, Denmark, Norway, Sweden, etc. In some countries in the African continent, traditional leadership is respected to such an extent that its status is elevated to that of governing the country, e.g. in Swaziland, where the Monarchy is also the ruling government of the country.

In South Africa, after attaining democracy in 1994, the drafters of the constitution sought to ensure that traditional leadership is recognized and this recognition is entrenched in the Constitution of the Republic of South Africa, in Chapter 12, as follows:

Section 211 (Recognition)

- 1) The institution, status and role of traditional leadership, according to customary law, are recognized, subject to the Constitution.
- 2) A traditional authority that observes a system of customary law may function subject to any applicable legislation and customs, which includes amendments to, or repeal of, that legislation or those customs.
- 3) The courts must apply customary law when that law is applicable, subject to the Constitution and any legislation that specifically deals with customary law.

Section 212 (Role of Traditional Leaders)

- 1) National legislation may provide for a role for traditional leadership as an institution at local level on matters affecting local communities.
- 2) To deal with matters relating to traditional leadership, the role of traditional leaders, customary law and the customs of communities observing a system of customary law-
 - a) National or provincial legislation may provide for the establishment of houses of traditional leaders; and
 - b) National legislation may establish a council of traditional leaders.

During the previous meetings and workshops held to deal with the establishment of Local Houses of Traditional Leaders, much emphasis was placed on the severe service delivery backlogs, which demands partnership between Traditional Leadership structures and Local Government Structures. It is evident that service delivery in rural areas is being affected by the non-involvement of Traditional Leaders in the municipal processes. The MEC for Local Government highlighted the need for the Municipalities to understand the traditional institutions and their cultures and structures. The Traditional Leaders also need to understand Local Government mandates in terms of the Constitution Section 152. The main objective for the establishment of a House of Traditional Leaders for the District would be to enhance the synergistic partnership between Traditional Institutions and Municipalities in order to achieve acceleration of service delivery programme, enhancement of quality of services delivered and enhancement of performance in Local Government.

Traditional Leaders believe that they have gone beyond responding to the question of the relevance of traditional leadership in modern society. They are eager to improve the institution of Traditional Leadership so that it can become better equipped to play its role on a global platform, to optimise the impact of its contribution to local development and governance.

As such Traditional Leaders have come to the realization that they should not only play a role in giving permission for conglomerates to extract wealth within their communities but that they should work towards ensuring that their communities benefit from the business transactions. Accepting that traditional communities resides in areas which have vast natural resources and that traditional leaders are usually the first point of contact with prospective investors, traditional leaders resolved that there should be a formation of organised structures of traditional leadership that partner with government to address traditional leaders' capacity to participate in economic development programmes.

As envisaged in section 17 of the Traditional Leadership and Governance Framework Act 41 of 2003, there needs to be established a Local House of Traditional Leaders to advise the District municipality on matters pertaining to customary law, customs, traditional leadership and the traditional communities within the District municipality, the development of planning frameworks that impact on traditional communities, the development of by-laws that impact on traditional communities and to participate in local programmes that have the development of rural communities as an object.

In terms of section 19, a traditional leader performs the functions provided for in terms of customary law and customs of the traditional community concerned, and in applicable legislation.

Section 20 on the other hand provides for the guiding principles for allocation of roles and functions to traditional leaders National government or a provincial government, as the case may be, through legislative or other measures, provide a role for traditional councils or traditional leaders in respect of-

- (a) Arts and culture;
- (b) Land administration;
- (c) Agriculture;
- (d) Health;
- (e) Welfare;
- (f) The administration of justice;
- (g) Safety and security;
- (h) The registration of births, deaths and customary marriages;
- (i) Economic development;
- (j) Environment;
- (k) Tourism;
- (l) Disaster management;
- (m) The management of natural resources; and
- (n) the dissemination of information relating to government policies and programmes.

To this extend GSDM has thus made provision with regard to the following aspects:

- Participation;
- Building Capacity and Training;
- Promotion of Arts & Culture;
- Promotion of Tourism;
- Economic Development; and
- Agriculture

The following Key Issues pertaining to the involvement of Traditional Leaders within Local Government:

- The severe service delivery backlogs in rural areas and the inadequate communication between the institution of traditional Leadership and the Municipalities on development initiatives has caused a huge outcry from the rural communities.
- There is a noticeably low level of involvement of the rural communities in the Municipal integrated development planning (IDP) processes.

- Deliberate exclusion of the Traditional Leaders by some municipalities from the IDP processes under the pretext that they know what was required by these communities, and some Traditional Leaders did not want to participate in the Municipal processes.

1.11.5 Supporting Local Municipalities

This priority area refers to the function assigned to District municipalities in terms of Section 83(3) (c) of the Municipal Structures Act. It is thus a key function of GSDM and will be a key driver in improving governance of local municipalities within the District as a whole.

1.11.6 Partnerships

Building partnerships and participation refers to GSDM's activities in relation to variety of role players that have a right to participate in and therefore need to be consulted in the various activities of Council. This priority area also relates to the need to develop partnerships with other spheres of government and international partners in order to share and benefit from each other's experiences, and thus harness the ability of the District to provide services in an excellent and sustainable manner.

1.11.6.1 Partnership with traditional leaders

The GSDM has drafted a Memorandum of Understanding which will be signed between the District and Traditional leaders. The District subscribes to the national and provincial legal framework for co-operative governance and views the existence of traditional leadership within its area of jurisdiction as an opportunity to test its ability to enhance democracy. Traditional leaders are engaged regularly by the District on developmental issues within their area of operation.

1.11.6.2 Partnership between the GSDM and UGU District Municipality

In most twinning arrangements, South African municipalities prefer to enter into these with municipalities from foreign countries, especially European countries. The benefits of these twinning arrangements have varied from nil to excellent in information sharing and best practice examples. In fact, there are even fewer South African municipalities who have twinning arrangements with municipalities in other African states.

The GSDM has decided to reverse this trend by beginning to twin with other South African municipalities, government entities and the private sector prior to moving beyond the shores of our country.

Ugu District Municipality is rated as one of the best performing District municipalities in the country. It won the 2006 & 2007 provincial Vuna Award, in the District category. It was also mentioned in the 2007 Benchmarking Conference as the leading District in water service delivery.

GSDM in collaboration with its constituent LMs has a desire to accelerate and extend basic services to all its communities. However, the Municipal Structures Act and the authorizations by the National Minister of Provincial and Local Government prevent the District from performing some of the most important functions, such as water. In order for the GSDM to build a credible and convincing case for the Minister to re-consider the water authority authorizations, it has to benchmark itself with the best Districts and learn from them the best mechanisms of service provision. Another milestone project worth mentioning is the Ugu Fresh Produce Market. This is a first in District municipalities to own and operate a fresh produce market which ensures that the agricultural produce of the District revolves in a value supply chain that benefits the municipality and its people. This is a good example of sharing and accelerating growth and development as envisaged by ASGISA.

Ugu becomes the first choice for a learning partnership on water service provision, administrative systems and procedures and value-chain methods on sharing growth in the agriculture sector.

It is against this backdrop that the two Districts (Gert Sibande and Ugu) signed a Memorandum of Understanding (MOU) on 20 September 2007 that sealed the partnership.

1.11.6.3 Partnership between GSDM and Umhlathuze Water

One of the roles of the District as identified above is the water quality management and pollution control, and in this regard the GSDM has embarked upon a twinning arrangement by way of a Memorandum of Understanding with Mhlathuze Water-Amanzi. This will be established to develop a strong and mutually beneficial working relationship and friendship between the Gert Sibande District Municipality and Mhlathuze Water- Amanzi and the respective local municipalities of Gert Sibande District Municipality in achieving quality water for all as per the Province's "Water for all" flagship programme.

Mechanisms to exchange best practices and the sharing of developmental information will be established. This will strengthen the capacity of the Gert Sibande District Municipality to meet optimum quality water and sanitation service delivery levels in specific municipal functions and operational areas within a three year term.

Mechanisms to share knowledge on programmes that will enhance quality water and sanitation supply and reduce the risk of contaminated and polluted water and the resultant waterborne and similar diseases, within the Gert Sibande District municipality will also take priority.

1.11.6.4 Strategic alliance with ABSA

The GSDM is engaging with both SASOL and ABSA in forming a strategic alliance with each of these companies for various developmental issues.

The District has recently entered into a Banking Service Level Agreement with ABSA with effect from 1st March 2007 for a period of 2.5 years which would be renewed annually over a 60 month period. This agreement is likely to achieve the socio-economic development level. ABSA has committed to provide technical support on three of the elements of the BBEE scorecard; namely:

- Enterprise Development, including participants in the EPWP;
- Skills Development; and
- Corporate Social Responsibility

The commitment revolves around exchange of information on the needs of the District in these areas, technical assistance, mentorship and financial assistance, where possible; monthly meetings with the District to develop an annual roll-out plan, implementation of the plan, monitoring and review on a regular basis. ABSA is also prepared to support some District LED initiatives that might appeal to their policies.

In addition ABSA is to address the banking accessibility in the following areas by considering the installations of ATM's, subject to feasibility studies being undertaken.

1.11.6.5 Corporate Social investment

In terms of ABSA's principles of partnership and community development the key focus areas that will be considered are:

- Training programmes- these programmes will encourage the upskilling of Educators to increase their ability to teach mathematics, science and Technology.
- Other key focus areas would address early childhood development, HIV/AIDS and job creation and entrepreneurship.

Affordable housing

On this aspect ABSA has a comprehensive home loan offering to meet the housing needs of the lower income market.

Alliance with SASOL

The District has decided to engage SASOL with an aim of forming a strategic alliance where both parties could benefit the communities. It has been an anomaly that, even though SASOL exists within the Gert Sibande area of jurisdiction, but the majority of the communities within the District have not benefited through its existence. Both SASOL and the District have agreed to work out a partnership that could result in some benefits accruing to the local communities. A Strategic Alliance Agreement has been drafted and is due for discussion in a workshop between the senior leaders of both the Gert Sibande District and SASOL. The agreement envisages co-operation between the District and SASOL on various developmental areas such as LED, environmental management, skills development, etc.

The following Key Issues should be addressed as part of Good Governance and Public Participation:

- Community involvement and key stakeholders participation remain a challenge, ward based planning has not yet found its meaningful root. There is still a challenge to have some ward committees [affluent areas] to function effectively.
- Community participation is also still dominated by issues around provision of basic services, and service delivery mechanisms in most local municipalities need improvement.
- Optimal participation of Traditional Leaders in Council's decision-making processes
- Mobilizing strategic stakeholders to participate in our stakeholder engagement initiatives
- Good and excellent governance across the District.
- Place Marketing and branding of the District.
- Dissemination and communication of the District's information to the Public

1.12 CONCLUSIVE SUMMARY: SWOT ANALYSIS AND KEY ISSUES

The GSDM and its constituent local municipalities has displayed all the current developmental progress and backlog challenges that could prevent it from achieving the Millennium Development Goals and meeting the targets of the South African government's Programme of Action. Over and above the infrastructural backlog, the District is faced with an unemployment rate of 39.4% (expanded definition) and a poverty rate of 54.8%.

As guided by the National Spatial Development Perspective (NSDP), the District has developed a 5-year Development Programme that seeks to balance infrastructural gaps with interventions that will address poverty and unemployment. As with the infrastructural backlog, this 5-year programme needs serious financial injection in order for most of the projects to take off and be implemented. The programme is estimated to cost more than R350 million over the 5 year period, comprising of Capital Infrastructure and Planning/Investigation costs.

It is, however envisaged that, should this programme be fully implemented, it will attract good investment into the District, and this will have a direct impact on many people's lives within the District by creating long-term, sustainable employment, push back the frontiers of poverty and build more skilled young people and entrepreneurs.

1.12.1 Swot Analysis

The following is a brief summary of some of the strengths, weaknesses, opportunities and threats identified in the Gert Sibande District.

Strengths (Internal)	Weaknesses (Internal)
Financial status / viability	Staff retention
IDP	Strategic location to 7 municipalities
Internal Controls	Office accommodation
Political Stability	Current performance management system
IGR Structures	Transportation (authority) readiness
Communication – Marketing and branding	Water quality systems and services
Municipal support	Backlog eradication
Opportunities (External)	Formal township establishment
Other sources of revenue	Integrated management information system
Corridor development	Organisational restructuring
Agro - processing	Outdated policies
Strategic location in South Africa	Effective employee and stakeholder consultation
Industrial beneficiation	Filling vacant positions
Establish water quality control & mechanism systems	Total quality management system
Endangered specie conservation	Spatial Development
MOU's	Disaster management
Promotion of PPP's within GSDM	Insufficient operational management
Threats (External)	
Pollution	
Powers and functions	
Water quality	
Mineral rights - agricultural usage	
Skills shortage	
HIV AIDS	

1.12.2 Key Issues

The table below summarises the Key Issues as identified through the multifaceted District’s IDP Review process, and will thus inform the objectives that the District will pursue as contained herein

PRIORITY AREA	KEY ISSUES
Capacity Building and Training	<ul style="list-style-type: none"> • Retention and scarcity of skills (Engineers, Accountants, Planners etc) • Capacity development of officials and Councillors • Job Evaluation process • Performance Management & Monitoring • Compliance with legislative requirements • Human Resources Information System • Organisational grading – pay curve • Recruitment and Selection (scarce skills) • Welfare and well-being of staff • Capacity of officials, Consultants and Contractors
Youth Development	<ul style="list-style-type: none"> • No appropriate strategies and programs for Youth development, including opportunities for employment for young people • Minimum Youth Participation in Local Government matters • Ineffective of Youth developmental organisations[Youth Councils] • No Policy development for Youth matters • Lack of Youth viable strategic partnership with relevant stakeholders [private & public institutions] • Lack of involvement of youth in Monitoring municipality compliance on policy matters
Capacity Building and Support for the Disabled	<ul style="list-style-type: none"> • Develop programs and mechanisms to support disabled forums. • To facilitate support for implementation of policies for the disabled in the local municipalities • To champion and assist in the development and support of the disabled in the District. • Integration and support of local municipalities to develop and support disabled programs.
Sports, Arts and Culture	<ul style="list-style-type: none"> • Lack of Coordination and Support for Effective Participation of Youth in Sports, Arts and Culture • Ineffective Promotion and Development of local talent in Sports, Arts and Culture • Facilitation and Support of local municipalities in development of Sports, Arts and Cultural facilities and traditional Arts
Office of the Children’s Rights	<ul style="list-style-type: none"> • Lack of support and coordination for the emancipation, protection and support for children in need and distress
Committee Service	<ul style="list-style-type: none"> • Timeous submission and approval of items • Timeous preparation and delivery of Agendas for at least 7 days before meetings (Council) and 3 days (Mayoral Committee). • Finalisation of minutes soon after meetings in order to execute resolutions urgently.
IT service	<ul style="list-style-type: none"> • Ensuring that computers are upgraded on generally accepted intervals (3 years for laptops, 4 years for desktop computers and 5 years for printers). • Software upgrades to ensure maintain a high standard. • Accepted data storage, backup and recovery programs and procedures. • Enable optimally functional District wide GIS

PRIORITY AREA	KEY ISSUES
Organisational Structure	<ul style="list-style-type: none"> • Putting in place an organizational structure that will enable the Council to structure and transform itself in a manner that will harness its capability to adequately respond to its mandate. • Create a conducive environment that will harness creation of a happy team of employees, and thus lead to a sustainable organisational memory due to high retention of productive personnel. • Need to construct suitable and accessible accommodation for the District Municipality.
Powers & Functions	<ul style="list-style-type: none"> • Need to undertake an audit of all the powers and functions been currently performed by varying stakeholders in the District
Skills Development and Capacity Building	<ul style="list-style-type: none"> • Mobilizing all stakeholders to enter into a partnership and commit towards a comprehensive strategy aimed at addressing skills shortage in and around the Region • Addressing shortage of scarce and critical skills concomitant with the growing regional economic demands. • Optimising the capacity of Municipalities to effectively perform their functions through continuous skilling of Municipal Employees.
Municipal Financial Viability	<ul style="list-style-type: none"> • Successful implementation of the Property Rates Act • Standardisation of financial aspects throughout the District. • Sufficient resources to enable municipalities to respond to their mandate. • Adequately supporting all Local Municipalities in all financial matters as and when called upon to do so. • Compliance to all the Local Government Legislation's Financial Management prescribes. • Maintaining a clean Audit across the District. • Ensuring sound Financial Management practices
Local Economic Development	<ul style="list-style-type: none"> • Partnerships towards progressively responding to skills need by the growing Regional Economy. • Visible promotion of SMMEs • Visible promotion of Tourism aspects of the Region • Place Marketing of the Region as a whole. • Increasing local beneficiation and shared Economic Growth across the District • Promoting and supporting sustainability of the existing businesses within the District. • Identification and implementation of high impact LED projects/programmes. • Providing support services, mentorship and investment towards ensuring sustainability and effective utilization of farms attained through Land Reform Programme
Water Services	<ul style="list-style-type: none"> • Progressively ensuring that rural communities enjoy the same rights and benefits as urban communities in terms of free basic services and provision of housing. Much has been done to provide water [bore holes] and sanitation [VIP toilets] on most farms. Continuous engagements will be used to resolve and address these challenges. • The legacy of service provision in all the Local Municipalities needs attention with the challenges of low payment rates for services, small tax base, little investment or no significant economic activities. • Sustainable use and conservation of Water (Water resources) • The modelling of infrastructure through water conservation and demand management studies to reduce losses in the reticulations (Water reticulations).

1.12.2 Key Issues *continued*

The table below summarises the Key Issues as identified through the multifaceted District’s IDP Review process, and will thus inform the objectives that the District will pursue as contained herein

PRIORITY AREA	KEY ISSUES
Water Services <i>(continued)</i>	<ul style="list-style-type: none"> • Performance of a bulk water master plan study for the entire District. • Need for an integrated WSDP for the entire GSDM • Eradication of the remaining water and sanitation backlogs • Performance of status quo investigations of water services treatment plants to establish the refurbishment and O & M costs and other critical operations information. • The refurbishment and proper operation of the Water and Sewage treatment plants • The proper allocation of funding to the operations and maintenance budgets for the water and sewage treatment plants and associated infrastructure. • The training of operators of the water and sewage treatment plants. • The establishment of an accredited water quality testing laboratory within the GSDM. • The establishment of systems for the proper monitoring and testing for potable and effluent water quality. • The rationalisation of the operations reporting information systems into a District wide reporting system to improve efficiencies and customer service. The establishment of an accredited water quality testing laboratory within the GSDM. • The performance of an asset management study, for the consolidation of all information regarding the existing infrastructure assets within the GSDM that is currently belonging to the LM’s and the GSDM. • The performance of an infrastructure investment strategy for the entire GSDM, taking into account all the services that are provided within the GSDM. • Financial Constraints
Electricity	<ul style="list-style-type: none"> • Eradication of the remaining backlogs
Human Settlement	<ul style="list-style-type: none"> • Need to speedily address challenges relating to allocation of units per Municipality. • Need to increase the pace with which houses are provided. • Supporting Municipalities with the purchasing of land for residential purposes. • Need to come up with a comprehensive Integrated Human Settlement Strategy for the District. • Need to proactively prevent emergence and spread of informal settlement whilst formalising the existing backlog.
Land Use and Spatial Structure	<ul style="list-style-type: none"> • Inconclusive and less informative Spatial Development Frameworks; • Fragmented Town Planning Schemes. • Inadequate knowledge of land ownership and uses of varying pockets of land across the District • Addressing the problems related to using obsolete Town Planning Schemes that are reactive to development • Addressing the capacity related issues with regard to planning. • Lack of exclusive authority to create Townships and amend Municipal planning schemes. Developers may choose whether to lodge Land Use applications Municipalities or to the Provincial Development Tribunals, two Forums that use differing criteria to make decisions.
Roads and Transportation	<ul style="list-style-type: none"> • Addressing the over usage of roads by heavy coal haulage and other freight trucks • Addressing the current state of poorly repaired roads in the District. • Reducing to acceptable levels the volume of haulage trucks on the roads • Improving or reducing the road hazard potential caused by large volumes of overloaded trucks on the roads • Lack of overload monitoring and enforcement resources in the District



The District has a duty to ensure that the roads planning and geometric design process enhance the accessibility, safety and mobility of roads in cognizance with other relational factors.

1.12.2 Key Issues *continued*

The table below summarises the Key Issues as identified through the multifaceted District’s IDP Review process, and will thus inform the objectives that the District will pursue as contained herein

PRIORITY AREA	KEY ISSUES
Community Facilities	<ul style="list-style-type: none"> • Equitable distribution of facilities across the District as per the spatial dynamics; • Efficient use of these facilities by communities; and • Coherent approach to construction of these facilities among all stakeholders.
Sports and Recreation	<ul style="list-style-type: none"> • Vandalism to upgraded facilities. • Addressing the substandard nature of sports facilities • Upgrading/developing at least one sports facility in the District into a regional sports complex. • Upgrading six other facilities to meet the standards acceptable for the various national sport codes including 2010 soccer games
Thusong Service Centres	<ul style="list-style-type: none"> • Rate at which TSCs are build/established; • Buy in by Government Departments; and • Need for Youth and Women empowerment services therein
HIV/AIDS	<ul style="list-style-type: none"> • High rate of unemployment and poverty • Low literacy rate • Lack of coordinated regional approach in responding to challenges posed by HIV/AIDS • Non-existence of coordinated partnerships as a result of lack of commitment and dedication, insufficient relevant information and knowledge, non appointment of dedicated staff members and inadequate resources. • Ned for specialised housing for terminally ill and Wheelchair bound people.
Disaster: Management	<ul style="list-style-type: none"> • Integrated Institutional capacity • Disaster Risk Assessment • Disaster Risk Reduction • Disaster Response and related Recovery • Lack of traffic personnel and their resources • Lack of fire fighters personnel • Lack of disaster management personnel in LMs • Inadequate response vehicles and equipments • The review and development of disaster policy framework, disaster management plans and contingency plans for LMs as well as GSDM.
Education	<ul style="list-style-type: none"> • Equitable distribution of Education facilities; • Inadequate Institutions of Higher Learning; and • Lack of coordinated approach towards skilling of communities
Waste Management	<ul style="list-style-type: none"> • Unpermitted & illegal land fill sites • Increase in waste generation with no sufficient corresponding planning of future sites • Un-maintained land fill sites • Use of old and obsolete equipment that frequently break down • Increased maintenance costs • Insufficient skilled personnel to adequately man the waste management sections of the municipality • Unresponsive IWMP to deal with real issues on the ground • Existence of some sections of the community not receiving waste collection service

PRIORITY AREA	KEY ISSUES
Health and Environmental Issues	<ul style="list-style-type: none"> • Drafting and Adoption of District by- Laws to regulate Municipal Health Services and Environment • Recruitment and retention of specialised and skilled personnel to render municipal health and environment issues • Acquirement of specialised equipment for monitoring and detection of health and environmental pollutions or agents including ambient air quality • Air quality management
Cemeteries and Graveyards	<ul style="list-style-type: none"> • Management of cemeteries • Monitoring of cemeteries for environmental impacts • Future planning for land needs
Good Governance and Public Participation	<ul style="list-style-type: none"> • Community involvement and key stakeholders participation remain a challenge, ward based planning has not yet found its meaningful root. There is still a challenge to have some ward committees [affluent areas] to function effectively. • Community participation is also still dominated by issues around provision of basic services, and service delivery mechanisms in most local municipalities need improvement. • Optimal participation of Traditional Leaders in Council's decision-making processes • Mobilizing strategic stakeholders to participate in our stakeholder engagement initiatives • Good and excellent governance across the District. • Place Marketing of the District. • Dissemination and communication of the District's information to the Public

notes





The District Municipality has partner with other sector department to comprehensively address environment pollution matters and challenges, the district and its local municipalities are faced with the challenge of pollution from industries, communities and other external sources outside the district.

PART TWO

GSDM Vision, Development Objectives, Strategies & Municipal Projects/Programmes



2.1 OUR VISION, MISSION AND CORPORATE VALUES

THE VISION OF THE GERT SIBANDE DISTRICT MUNICIPALITY IS AS FOLLOWS:

“Striving To Excel In Good Governance And Quality Infrastructure.”

MISSION

It is the Mission of the Municipality to focus on the following aspects in order to achieve the Vision:

- Municipal Infrastructure Development
- Economic and Tourism Promotion
- Community & Stakeholder Participation
- Efficient Systems & Administration
- Human Development

CORPORATE VALUES

Implementing the above, the Gert Sibande District Municipality subscribes to the following corporate values:

- Customer Focus
- Accountability
- Responsiveness
- Excellence
- Service Oriented

STRATEGIC DEVELOPMENT OBJECTIVES

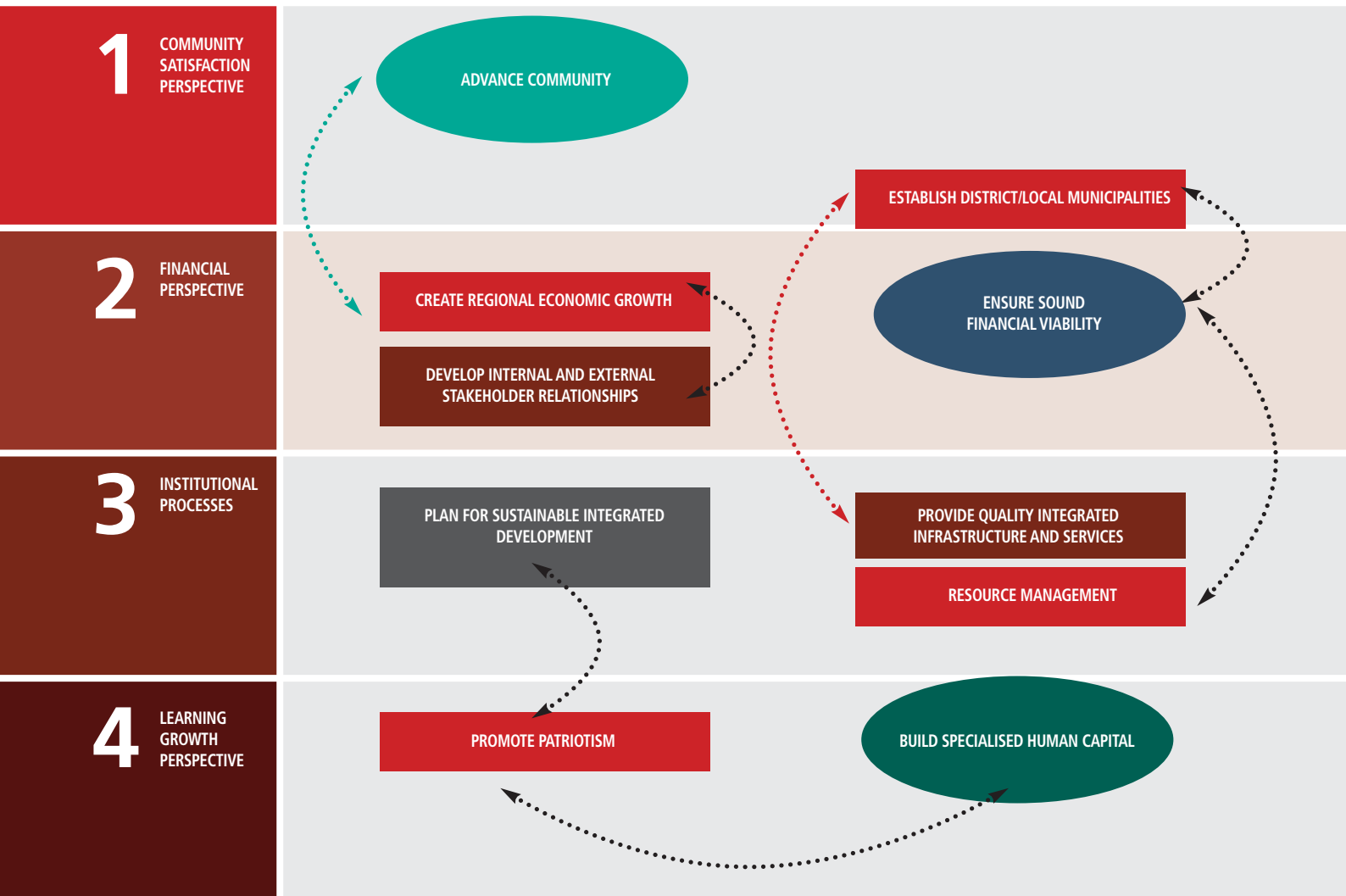
In an endeavour to ameliorate majority if not all the developmental challenges articulated herein and ultimately realize the aforementioned Vision and Mission, the District has set for itself the following developmental objectives to be pursuit in the short to- medium term.

This Section therefore outlines Priority Areas, Objectives, Strategies, KPIs and projects under each of the Five (5) KPAs as identified by the District to guide its development imperatives.

GERT SIBANDE DISTRICT MUNICIPALITY



The challenge is still to provide adequate and appropriate facilities to meet the needs of the community, especially the disabled and learners with special care needs.



INDEX TO DEVELOPMENTAL OBJECTIVES, STRATEGIES AND KEY PERFORMANCE INDICATORS (KPIs)

GSDM KPA	STRATEGIC OBJECTIVE	PAGE NO.
KPA 2: Basic Service Delivery	Advance Community well-being	118/119
KPA 5: Good Governance and Public Participation	Establish District- Local Municipalities Partnerships	118/119
KPA 3: Local Economic Development	Facilitate regional economic growth	118/119
KPA 4: Financial Viability	Ensure sound financial viability	120/1121
KPA 1: Municipal Transformation and Organisational Development	Plan for sustainable integrated development and a protective environment	122/1123
KPA 2: Service Delivery & Infrastructure Development	Provide quality integrated infrastructure and services	122/1123
KPA 5: Good Governance and Public Participation	Ensure sound Resource management for internal governance and information systems	124/1125
	Promote loyalty and commitment	124/125
KPA 1: Municipal Transformation and Organisational Development	Build and attract specialised human capital	124/125
	Build and attract specialised human capital while addressing employment equity	124/125
KPA 2: Basic Service Delivery	Advance Community well-being	124/125
KPA 5: Good Governance and Public Participation	Establish District Local Municipalities Partnerships	126/127
	Develop internal and external Stakeholder relationships and partnerships	128/129
KPA 4: Municipal Financial Viability	Ensure sound financial viability	132/133
KPA 1: Municipal Transformation and Organisational Development	Plan for sustainable integrated development and a protective environment	134/135
KPA 5: Good Governance and Public Participation	Plan for sustainable integrated development and a protective environment	134/135
	Plan for futuristic and sustainable integrated development and a protective environment	134/135
	Town and Regional planning support	136/137
KPA 2: Basic Service Delivery	Provide quality integrated infrastructure and services	136/137
KPA 1: Municipal Transformation and Organisational Development	Promote loyalty & commitment to the District	140/141
KPA 5: Good Governance and Public Participation	Resource management internal governance and information systems	140/141
KPA 1: Municipal Transformation & Organisational Development	Build and attract specialised human capital	140/141

INDEX to programmes And Projects

KPA 2: BASIC SERVICE DELIVERY

Advance Community well-being	Co-ordination of HIV and AIDS	144
	People with Disabilities	144
	Sports and Culture	144
	Women Development Activities	145
	Children Rights	145
	Youth Development	145
	Disaster Management and safety	145
	Municipal health Services & Environment	146
GSDM KPA 3: LOCAL ECONOMIC DEVELOPMENT		
Create regional economic growth	Local Economic Development & Growth	147
	Municipal health Services & Environme	148

INDEX to Programmes and Projects (Continued)

GSDM KPA	STRATEGIC OBJECTIVE	PAGE NO.
GSDM KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION		
Develop internal and external Stakeholder relationships and partnerships	Promotion of the District/ Communication	148
GSDM KPA 5: TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT		
Plan for sustainable integrated development and a protective environment	Integrated Development Planning (IDP)	148
GSDM KPA 2: BASIC SERVICE DELIVERY		
Plan for sustainable integrated development and a protective environment	Planning	148
	Water & Sanitation support services	148
	Capital development programme (projects)	148
	Borehole maintenance	148
Provide quality integrated infrastructure and services	GSDM capital infrastructure investment	149
GSDM KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION		
Resource management internal governance and information systems	ICT Support-IT for the Region	149
Promote patriotism	Human Resource	149
GSDM KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT		
Build and attract specialised human capital	Capacity Building/Community Participation Human Resource	149
Develop internal and external Stakeholder relationships and partnerships	Performance Management System	149
	District's Bursary Programme	149
GSDM KPA 2: BASIC SERVICE DELIVERY		
Provide quality integrated infrastructure and services	Capital development programme (projects)	150
GSDM KPA 2: BASIC SERVICE DELIVERY		
Provide quality integrated infrastructure and services	Capital development programme (projects)	150
GSDM KPA 2: BASIC SERVICE DELIVERY		
INFRASTRUCTURAL PROJECTS AT ALBERT LUTHULI	Capital development programme (projects)	150
INFRASTRUCTURAL PROJECTS AT DIPALESENG	Capital development programme (projects)	150
INFRASTRUCTURAL PROJECTS AT GOVAN MBEKI	Capital development programme (projects)	151
INFRASTRUCTURAL PROJECTS AT LEKWA	Capital development programme (projects)	151
INFRASTRUCTURAL PROJECTS AT MKHONDO	Capital development programme (projects)	152
INFRASTRUCTURAL PROJECTS AT MSUKALIGWA	Capital development programme (projects)	152
INFRASTRUCTURAL PROJECTS AT PIXLEY KA SEME	Capital development programme (projects)	153
GSDM KPA 3: LOCAL ECONOMIC DEVELOPMENT		
Create Sustainable Regional Economic Growth	Agricultural Development and Support	155
	Regional Economic Development and Growth	155
	Youth Development	156
	Skills Development	156
GSDM KPA 2: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT		
Provide quality integrated infrastructure and services	Education Infrastructural programme	156
KPA 2: BASIC SERVICE DELIVERY		
Provide quality integrated infrastructure and services	Integrated Human Settlements	157
	Road Infrastructure and services	158
Community Wellbeing	Health and Social Development	158
	Sports development and support	158

2.2 DEVELOPMENTAL OBJECTIVES, STRATEGIES AND KEY PERFORMANCE INDICATORS (KPIs)

GSDM KPA	STRATEGIC OBJECTIVE	SUCCESS INDICATOR	SHORT TERM STRATEGIES (0 - 1 YRS)	MEDIUM TERM STRATEGIES (2 - 3 YRS)	LONG TERM STRATEGIES (3 - 5 YRS)
KPA 2: Basic Service Delivery	Advance Community well-being	Better living conditions and prosperity	Develop District Health Plan. Inclusive of strategies to reduce HIV/AIDS, TB and other communicable diseases within the District. Municipality	Ensure implementation of Integrated Health Plan. Facilitate Intergovernmental Support in all Health related issues	Continuous updating and implementation of the District Integrated Health Plan. Identify, invite and retain strategic partners in all health related issues
KPA 5: Good Governance and Public Participation	Establish District- Local Municipalities Partnerships	Efficient and effective service delivery	Engage local municipalities as strategic partners. Ascertain status quo on the implementation of critical programmes through IGR structures	Establishment of sustainable partnerships, Facilitate integration of delivery of critical programmes through IGR structures	Evaluate the impact of the partnership. Continuous identification and establishment of partnerships, Achieve full integration of the delivery of critical programmes by 2011 through IGR structures
KPA 3: Local Economic Development	Facilitate regional economic growth	Enhanced Investment in the District jurisdictional area	Analysis of status quo of local economic development. According to report develop strategies/plans to optimal ensure regional economic development in District area.	Ensure economic development in nodal points as identified in SDF.	Ensure economic development in nodal points / corridors as identified in SDF and LED Strategy by 2011 and that all labour intensive initiatives of GSDM have 90% local labour.
			Identification of strategic initiatives and projects that will create an environment conducive for economic growth	Implementation of anchor projects as contained within the LED strategy	Facilitate job creation initiatives to ensure job creation and alleviate poverty

STRATEGIC KPI OWNER	STRATEGIC KPI	STATUS	TARGET 2009/2010	TARGET 2010/2011	TARGET 2011/2012	STRATEGIC PROJECT/INITIATIVE
IGR	% decrease in HIV infection by 50% by 2014 (millennium goal)	38.90%	4%	5.5%	6.50%	Finalising and adoption of Aids strategy by August 2009
MM	% Municipal service level standards developed	0.00%	100%	100%	100%	Municipal standards for all functional areas developed
MM	# Service level agreements entered into with LMs	5%	≥7%	≥7%	≥7%	Signed Service Level Agreement to fast track provision of services in an efficient and effective manner
IGR	% increase in economic growth rate	2%	2%	2%	2%	Investment plan/investment attractiveness plan developed
IGR	% of unemployment reduction (by 50% by 2014)	45%	4.50%	5.50%	7.50%	Local economic development Strategy addressing unemployment to meet targets

2.2 DEVELOPMENTAL OBJECTIVES, STRATEGIES AND KEY PERFORMANCE INDICATORS (KPIs)

GSDM KPA	STRATEGIC OBJECTIVE	SUCCESS INDICATOR	SHORT TERM STRATEGIES (0 - 1 YRS)	MEDIUM TERM STRATEGIES (2 - 3 YRS)	LONG TERM STRATEGIES (3 - 5 YRS)
<p>KPA 4: Financial Viability</p>	<p>Ensure sound financial viability</p>	<p>Sustainable municipal growth</p>	<p>Maintain the current financial viability and unqualified status</p>	<p>Develop strategies to improve financial viability and to ensure that funders for projects initiatives are identified , contacted and retained</p>	<p>Ensure a constant source of funding and resources through external partners</p>

STRATEGIC KPI OWNER	STRATEGIC KPI	STATUS	TARGET 2009/2010	TARGET 2010/2011	TARGET 2011/2012	STRATEGIC PROJECT/INITIATIVE
CFO	% debt coverage	0%	N/A	N/A	N/A	Revenue enhancement project / Healthy, maintenance & operational plan / Capital investment plan / Uniform Financial system
	R- value Total operating revenue received	226 000 000	237 000 000	249 000 000	259 000 000	3-year Capital investment plan
	R value Operating grants	203 000 000	228 000 000	239 000 000	248 000 000	3-Year financial plan
	R value debt service payments due within financial year	0	N/A	N/A	N/A	3-Year financial plan
	% Outstanding service debtors to revenue	0	N/A	N/A	N/A	3-Year financial plan
	R value total outstanding service debtors	0	N/A	N/A	N/A	3-Year financial plan
	R value annual revenue actually received for services	0	N/A	N/A	N/A	3-Year financial plan
	% cost coverage	0	N/A	N/A	N/A	3-Year financial plan
	R value all cash at a particular time	25 000 000	30 000 000	32 000 000	34 000 000	
	R value investments	240 000 000	180 000 000	140 000 000	139 999 999	Cash flow Plan
	R value monthly fixed operating expenditure	6 000 000	7 000 000	8 200 000	8 300 000	Financial Plan
	# qualifications raised in audit report (clarify: internal or external)	0	0	0	0	Deemed unqualified for future years
	% Capital budget actually spent on capital projects identified for financial year i.t.o. IDP	80%	85%	88%	90%	

2.2 DEVELOPMENTAL OBJECTIVES, STRATEGIES AND KEY PERFORMANCE INDICATORS (KPIs)

GSDM KPA	STRATEGIC OBJECTIVE	SUCCESS INDICATOR	SHORT TERM STRATEGIES (0 - 1 YRS)	MEDIUM TERM STRATEGIES (2 - 3 YRS)	LONG TERM STRATEGIES (3 - 5 YRS)
KPA 1: Municipal Transformation and Organisational Development	Plan for sustainable integrated development and a protective environment	Enhanced environmental sustainability	Assessment of District and local municipalities' IDPs. Support local municipalities in development of IDPs. Capacity building of IDP drivers. Improve service delivery such that all programmes, projects and initiatives make a positive impact on the communities as per their identified needs and priorities	Improve integration, alignment and co-ordination of plans. Improve service delivery such that all programmes, projects and initiatives make a positive impact on the communities as per their identified needs and priorities	Continuous IDP monitoring through PMS. Improve service delivery such that all programmes, projects and initiatives make a positive impact on the communities as per their identified needs and priorities
KPA 2: Service Delivery & Infrastructure Development	Provide quality integrated infrastructure and services	Improved living conditions	Collect and verify current level of services delivered throughout the District area. Develop implementation plans to address the non compliance to adhere to eradication of backlogs and addressing national targets	Implement action plans to address the eradication of backlog targets	Ensure that all households have access to sustainable Infrastructural Development

STRATEGIC KPI OWNER	STRATEGIC KPI	STATUS	TARGET 2009/2010	TARGET 2010/2011	TARGET 2011/2012	STRATEGIC PROJECT/INITIATIVE
MM	% Credible District IDP	75%	100%	100%	100%	IDP Review, IDP Stakeholder Participation review, IDP Branding and Marketing, scorecard system development
	% Compliance to IDP/ Budget/ PM / SDBIP legislative deadlines	80%	100%	100%	100%	
	% of goals accomplished from most recent strategic plan	70%	100%	100%	100%	
	% Budget aligned to the municipality's IDP	100%	100%	100%	100%	Annual IDP Budget
ITS	% households earning less than R1600 per month with access to basic services	80%	100%	100%	100%	WSDP
	# Water backlogs per HH eradicated	54 915	1686	13 966	18 414	Backlog Eradication Plan
	# Sanitation backlogs pre HH eradicated	79 486	4 623	40 236	17 306	Backlog Eradication Plan
	Electricity					
	Basic Water (2010)	66%	83%	100%	100%	WSDP
	Basic Sanitation (2010)	61%	83%	100%	100%	WSDP
	Electricity (2012)	73%	79,75%	90%	100%	
	Solid waste removal (2010)	80%	90%	98%	100%	IWMP

2.2 DEVELOPMENTAL OBJECTIVES, STRATEGIES AND KEY PERFORMANCE INDICATORS (KPIs)

GSDM KPA	STRATEGIC OBJECTIVE	SUCCESS INDICATOR	SHORT TERM STRATEGIES (0 - 1 YRS)	MEDIUM TERM STRATEGIES (2 - 3 YRS)	LONG TERM STRATEGIES (3 - 5 YRS)
KPA 5: Good Governance and Public Participation	Ensure sound Resource management for internal governance and information systems	Making informed decisions	Development of strategies that will enable the municipality to establish and maintain effective relationships with all relevant stakeholders and communities	Implementation of mechanisms to ensure maintenance of effective stakeholder relations	Ensure the sustained development of effective and efficient relations with all identified stakeholders and communities
	Promote loyalty and commitment	Retainship of Skills and organizational memory	Create employer/employee Healthy working relationship and satisfaction	Create employer/employee Healthy working relationship and satisfaction	Create employer/employee Healthy working relationship and satisfaction
KPA 1: Municipal Transformation and Organisational Development	Build and attract specialised human capital	Effective, efficient and economical services	Annual review of skills audit and Work place Skills Plan. Alignment of training and development to skills gaps identified	Develop systems to ensure only the best suitable employees are appointed and retained.	Development of a motivated and skilled workforce
	Build and attract specialised human capital while addressing employment equity	Effective, efficient and economical services	To achieve the employment equity targets by reviewing the EE plan and monitor annually	To achieve the employment equity targets by reviewing the EE plan and monitor annually	To achieve the employment equity targets by reviewing the EE plan and monitor annually

GSDM KPA	STRATEGIC OBJECTIVE	PROGRAMME	PROGRAMME OBJECTIVE	PROGRAMME RESULT	SHORT TERM STRATEGIES (0 - 1 YRS)
KPA 2: Basic Service Delivery	Advance Community well-being	Health & Social Development	To ensure a healthy community	Sustainable economic growth and productive workforce	Review District Health Plan focussing on the improvement of conditions throughout the district area. Include strategies to reduce HIV/AIDS and other diseases within the district. Ensure local municipalities support GSDM strategies

STRATEGIC KPI OWNER	STRATEGIC KPI	STATUS	TARGET 2009/2010	TARGET 2010/2011	TARGET 2011/2012	STRATEGIC PROJECT/INITIATIVE
MM	% reporting compliance on legislative and internal structures	100%	100%	100%	100%	Data management system
MM	employee satisfaction	65%	70%	85%	95%	Employee perception, attitude and morale survey
CS	% salary budget spent on workplace skills plan	2%	>2%	>2%	2%	Risk Assessment Skills Audit & WSDP
CS	# of people from employment equity target groups employed in the three highest levels of management	AM=13 AF=2 WM=6 WF=2 IM=2 C=0	Gradual improvement as per the District demographics	Gradual improvement as per the District demographics	Gradual improvement as per the District demographics	Employment Equity Plan

MEDIUM TERM STRATEGIES (2 - 3 YRS)	LONG TERM STRATEGIES (3 - 5 YRS)	PROGRAMME OWNER	PROGRAMME KPI	STATUS	TARGET 2009/2010	TARGET 2010/2011
Monitor and co-ordinate implementation of Integrated Health Plan.	Monitor and co-ordinate implementation of Integrated Health Plan.	IGR	% District Municipal Employees aware of HIV/AIDS status	25%	50%	75%
			# Effectively functioning District and local disability forums	1	8	8
			% Local Municipalities participating in Local Sports, & Arts Councils initiatives	0%	100%	100%

2.2 DEVELOPMENTAL OBJECTIVES, STRATEGIES AND KEY PERFORMANCE INDICATORS (KPIS)

GSDM KPA	STRATEGIC OBJECTIVE	PROGRAMME	PROGRAMME OBJECTIVE	PROGRAMME RESULT	SHORT TERM STRATEGIES (0 - 1 YRS)
KPA 2: Basic Service Delivery <i>(Continued)</i>	Advance Community well-being	Municipal health services	To provide a equitable and sustainable municipal health services within the District	Improved Health and environmental conditions	
	Advance Community well-being	Disaster Management and safety	Disaster Response and Recovery	Prompt response and Minimised impact	Conduct vulnerability risk assessment for the District. Ensure that outcome is addressed in review of disaster management plan and provided to local municipalities. Ensure Preparedness for possible disasters according to disaster management plan
KPA 5: Good Governance and Public Participation	Establish District Local Municipalities Partnerships	Local municipalities District Partnership Strategic	To establish and develop sustainable partnerships to ensure economic growth in the district	Good governance and sustainable partnerships	Identify and engage local municipalities as strategic partners. Establish status quo on the implementation of critical programmes through IGR structures
		District wide IGR Fora	To promote and facilitate IGR and co-operative governance between District and Local Municipalities	Aligned of programmes and projects	Establishment of sustainable economic partnerships. Facilitate integration of delivery of critical programmes through IGR structures

MEDIUM TERM STRATEGIES (2 - 3 YRS)	LONG TERM STRATEGIES (3 - 5 YRS)	PROGRAMME OWNER	PROGRAMME KPI	STATUS	TARGET 2009/2010	TARGET 2010/2011	TARGET 2011/2012
		IGR	% of water samples taken meeting minimum standards	75%	85%	85%	85%
			% of food handling and preparation facilities complying to minimum standards	60%	80%	85%	85%
			% compliance to environmental standards	45% non compliance	70%	75%	80%
			# of Parks and wetlands rehabilitated or established	0	2		
			% Reduction in reported environmental pollution cases	20%	5%	5%	5%
			% compliance to air quality standards	20%	5%	5%	5%
			% waste disposal sites monitored quarterly	60%	75%	80%	85%
			% of Notifiable diseases investigations done	20%	70%	75%	80%
Annual review of disaster management plan. Ensure that identified risks are included in the plan and communicated to local municipalities. Ensure Preparedness for possible disasters according to disaster management plan	Annual review of disaster management plan. Ensure that identified risks are included in plan and submitted to local municipalities. Ensure Preparedness of possible disasters according to disaster management plan	IGR	% population affected by disasters	N/A	<2%	<2%	<2%
			% of Capital budget used for the procurement of response vehicles and other equipment	75%	100%	100%	100%
Establishment of sustainable partnerships. Facilitate integration of delivery of critical programmes through IGR structures	Evaluate the impact of the partnership. Continuous identification and establishment of partnerships. Facilitate integration of delivery of critical programmes by 2011 through IGR structures	MM	% Municipal service level standards developed		100%	100%	100%
		IGR	# of Executive Mayors forums held	4	4	4	4
			# of Municipal Managers Forums held	4	4	4	4
Evaluate the impact of the partnership. Continuous identification and establishment of partnerships. Achieve full integration of the delivery of critical programmes by 2011 through IGR structures		# of Internal Departmental HODs' for functioning optimally	100%	100%	100%	100%	4

2.2 DEVELOPMENTAL OBJECTIVES, STRATEGIES AND KEY PERFORMANCE INDICATORS (KPIs)

GSDM KPA	STRATEGIC OBJECTIVE	PROGRAMME	PROGRAMME OBJECTIVE	PROGRAMME RESULT	SHORT TERM STRATEGIES (0 - 1 YRS)
<p>KPA 5: Good Governance and Public Participation <i>(Continued)</i></p>					
	<p>Develop internal and external Stakeholder relationships and partnerships</p>	<p>Communication and Customer Care</p>	<p>To promote open and transparent communication with communities and all other stakeholders</p>	<p>Informed communities and stakeholders</p>	<p>Develop strategies to promote transparent and integrated communication within the district area</p>

MEDIUM TERM STRATEGIES (2 - 3 YRS)	LONG TERM STRATEGIES (3 - 5 YRS)	PROGRAMME OWNER	PROGRAMME KPI	STATUS	TARGET 2009/2010	TARGET 2010/2011	TARGET 2011/2012
		IGR	# Budget, IDP consultation Izimbizo held where achievement of targets as set out in IDPs are carried out	4	4	4	4
			# of stakeholder meetings and activities	4	4	4	4
			% participation of traditional leaders in council meetings	50%	70%	100%	100%
			# public consultative forums held where achievement of targets as set out in IDPs are carried out	10	10	10	10
			# quarterly district MM meetings held	4	4	4	4
			# quarterly Mayors forum meetings held	4	4	4	4
			% issues raised at Presidential Imbizo reported to relevant dept within 7 days	100%	100%	100%	100%
			% issues raised at Provincial Izimbizo reported to relevant dept	100%	100%	100%	100%
			% issues raised at local Izimbizo reported to relevant Departments	100%	100%	100%	100%
			# of meetings held with Traditional leaders	1	4	4	4
Implement strategies and action plans to promote transparent and integrated communication within the district area	Implement strategies and action plans to promote transparent and integrated communication within the district area	CS	% external customer satisfaction rating per department (Batho Pele)	90%	90%	90%	90%
			# Intervention and programmes to co-ordinate capacity building initiatives at LMs	8	13	13	13
			# Reports to Mayoral Committee regarding Focus areas in terms of District priorities maintained	2	4	4	4

2.2 DEVELOPMENTAL OBJECTIVES, STRATEGIES AND KEY PERFORMANCE INDICATORS (KPIs)

GSDM KPA	STRATEGIC OBJECTIVE	PROGRAMME	PROGRAMME OBJECTIVE	PROGRAMME RESULT	SHORT TERM STRATEGIES (0 - 1 YRS)
KPA 5: Good Governance and Public Participation <i>(Continued)</i>					
KPA 4: Municipal Financial Viability	Ensure sound financial viability	Financial Management	Ensure that GSDM is financially viable through harnessing and maintaining sound financial management	Ensure that income in the form of grants are well expended as well as ensuring accessing additional funding from other spheres of government	Ensure that income in the form of grants are well expended as well as ensuring accessing additional funding from other spheres of government
	Ensure sound financial viability	Budget and Expenditure Management	Ensure that Budget is adequately prepared and reported on operational strategy to minimise fin impact. Mitigate risks to the organisation	To ensure all budgetary targets are met and that zero overspending occur	Alignment of SDBIP development to monthly expenditure and implementation

MEDIUM TERM STRATEGIES (2 - 3 YRS)	LONG TERM STRATEGIES (3 - 5 YRS)	PROGRAMME OWNER	PROGRAMME KPI	STATUS	TARGET 2009/2010	TARGET 2010/2011	TARGET 2011/2012
		CS	# of Reports on the updating of the Data Maps linked to financial systems, GIS Maps, Captured Field Data and Soft Ware (internal report)	4	4	4	4
Ensure that income in the form of grants are well expended as well as ensuring accessing additional funding from other spheres of government	Ensure that income in the form of grants are well expended as well as ensuring accessing additional funding from other spheres of government	CFO	% Compliance with accounting standards and systems (GRAP / GAMAP)	100%	100%	100%	100%
			Annual Financial Statements submitted to AG on / before 30 August	1	1	1	1
			# Audit Reports submitted to Audit Committee within 10-days after quarter end	0	3	4	4
			% of a municipalities' budget actually spent as per their respective IDP's	80%	>80%	>90%	100%
Sensitise other executive directors of the expenditure patterns and management of budgets	To ensure that departments are budgeting realistically and that funds budgeted are used for service delivery	CFO	R value additional grant funding sourced during financial year	N/A	> R30 000 000	> R30 000 000	>R30 000 000
			R value additional loan funding sourced during financial year	N/A	R50 000 000	R50 000 000	R50 000 000
			# budgetary legislative deadlines adhered to / # budgetary legislative deadlines as %	100%	100%	100%	100%
			% public participation meetings at 7 constituent municipalities (7/7) scheduled to be completed during April	100%	100%	100%	100%
			R-value Total operating budget	57 758 550	88 077 620	96 481 400	106 634 080
			R-value Salaries budget (including benefits)	40 299 830	74 704 380	77 518 610	85 270 570
			% Reporting within stipulated time frames (within 7 days)	100%	100%	100%	100%

2.2 DEVELOPMENTAL OBJECTIVES, STRATEGIES AND KEY PERFORMANCE INDICATORS (KPIs)

GSDM KPA	STRATEGIC OBJECTIVE	PROGRAMME	PROGRAMME OBJECTIVE	PROGRAMME RESULT	SHORT TERM STRATEGIES (0 - 1 YRS)
KPA 4: Municipal Financial Viability <i>(Continued)</i>					
	Ensure sound financial viability	Financial Services	To manage the financial affairs of the municipality to ensure financial viability	Financial services should be at all times compliant to the approved budget of the council and with legislation	Ensure that finance department is performing a sophisticated service to meet the needs of the other department and to further ensure tat all deadlines (statutory & otherwise) are strictly adhered to
	Ensure sound financial viability	Supply Chain and Asset Management	Promote effective and efficient implementation of the District's Asset Policy Increased equitable and transparent supply chain procedures to ensure good governance	Effective procurement practices and asset management	Draft supply chain processes and ensure that it is equitable and transparent and in line with legislation. Ensure compliance with all legislation. Maintain service level with all departments. Structuring of committees in line with MFMA

MEDIUM TERM STRATEGIES (2 - 3 YRS)	LONG TERM STRATEGIES (3 - 5 YRS)	PROGRAMME OWNER	PROGRAMME KPI	STATUS	TARGET 2009/2010	TARGET 2010/2011	TARGET 2011/2012
			Average # of days for accounts reconciliation after month end	10 days	10 days	10 days	10days
To ensure that capacities of LM's are developed and that competency levels are increased	Where all local municipalities and the district to be functioning on a bureau system thereby ensuring that duplication of duties are avoided as well as curtailing unnecessary capital expenditure relating to similar activities performed	CFO	% monthly cash reconciliation report submitted timely	100%	100%	100%	100%
			% monthly cash reconciliation report	100%	100%	100%	100%
			# Monthly Financial Reports submitted within 10 days after month end	12	12	12	12
			% monthly and quarterly financial reports submitted to Council	100%	100%	100%	100%
			% uptime running of financial system	100%	100%	100%	100%
			% creditors payments within 30 days	100%	100%	100%	100%
			% deviation of asset register (R-value assets / R-value unaccounted assets)	0%	0%	0%	0%
Streamline and optimise procurement procedures and processes Supply chain committee should be able to ensure that SMME's and other emerging contractors become fully fledged role players whereby they could ensure that projects are completed in an effective, economical and satisfactory manner	Deliver optimal supply chain management services to all departments in the institution in line with departmental needs Shared supply chain committee including all local municipalities within the area of jurisdiction to be established as well as enhancing the delivery aspect relating to co-operatives		Average time taken from tender advertisement to award of tender (3 weeks)	4 weeks	≤4 weeks	≤4 weeks	≤4 weeks
			% of contracts awarded to BEE, Youth, women and disabled (>50%)	>50%	>50%	>60	>60%
			% tenders awarded to SMME's	>40%	>40%	>40%	>40%
			Proportion of spending on locally-based suppliers	40%	>40%	>40%	>40%
			% Financial reporting on asset management within time frame	80%	100%	100%	100%
			% BEE scorecards rating	60%	75%	90%	100%

2.2 DEVELOPMENTAL OBJECTIVES, STRATEGIES AND KEY PERFORMANCE INDICATORS (KPIs)

GSDM KPA	STRATEGIC OBJECTIVE	PROGRAMME	PROGRAMME OBJECTIVE	PROGRAMME RESULT	SHORT TERM STRATEGIES (0 - 1 YRS)
KPA 1: Municipal Transformation and Organisational Development	Plan for sustainable integrated development and a protective environment	Integrated Development Plan (IDP)	To ensure that all planning and development is done according to SDF principle	Credible IDP	Assessment of District and local municipalities' IDPs. Support local municipalities in development of IDPs. Capacity building of IDP champions. Improve service delivery such that all programmes, projects and initiatives make a positive impact on the communities as per their identified needs and priorities
KPA 5: Good Governance and Public Participation	Plan for sustainable integrated development and a protective environment	Performance Management System	Efficient and effective organisation	Increased overall rating of municipal performance	Development and implementation of sustainable Organisational PM system (DM)
	Plan for futuristic and sustainable integrated development and a protective environment	Town and Regional planning support	To ensure co-ordinated planning within District area with the aim of integrated human settlements	Co-ordinated regional planning for integrated human settlements	Improve integration, alignment and co-ordination of all spatial development. Improve service delivery such that all programmes, projects and initiatives are aimed at safe and integrated human settlements

MEDIUM TERM STRATEGIES (2 - 3 YRS)	LONG TERM STRATEGIES (3 - 5 YRS)	PROGRAMME OWNER	PROGRAMME KPI	STATUS	TARGET 2009/2010	TARGET 2010/2011	TARGET 2011/2012
Improve integration, alignment and co-ordination of plans. Improve service delivery such that all programmes, projects and initiatives make a positive impact on the communities as per their identified needs and priorities	Continuous IDP monitoring through PMS. Improve service delivery such that all programmes, projects and initiatives make a positive impact on the communities as per their identified needs and priorities	MM	% rating of transparent IDP process by Rep Forum	95%	100%	100%	100%
			#IDP/PMS/Budget Steering committee meetings	6	6	6	6
Review of PM system. Development and implementation of sustainable Organisational PM system (LM's)	Review of PM system. Development and implementation of sustainable Organisational PM system (LM's)	MM	quarterly SDBIP Performance submitted to Council (organisational)	4	4	4	4
			# of Quarterly Reports on No of Institutional Development initiatives aimed at improving efficiency and effectiveness	4	4	4	4
			% quarterly performance reports submitted to council by the Executive Mayor	50%	100%	100%	100%
			# Dept. Performance reports	4	4	4	4
			Annual performance report (in terms of Section 46 of the Municipal Systems Act)submitted to Province by end January	100%	100%	100%	100%
Improve integration, alignment and co-ordination of all spatial development. Improve service delivery such that all programmes, projects and initiatives are aimed at safe integrated human settlements	Improve integration, alignment and co-ordination of all spatial development. Improve service delivery such that all programmes, projects and initiatives are aimed at safe integrated human settlements	ITS	# of Mayoral Committee reports	12	12	12	12
			# of additional professional staff appointed	1	1	N/A	N/A
			% progress with development and review of District Spatial Development Framework	100%	100%	100%	100%

2.2 DEVELOPMENTAL OBJECTIVES, STRATEGIES AND KEY PERFORMANCE INDICATORS (KPIs)

GSDM KPA	STRATEGIC OBJECTIVE	PROGRAMME	PROGRAMME OBJECTIVE	PROGRAMME RESULT	SHORT TERM STRATEGIES (0 - 1 YRS)
KPA 5: Good Governance and Public Participation <i>(Continued)</i>					
		Town and Regional planning support	To ensure safe and sound waste management practices throughout the district area	Environmentally safe and sound waste management practices within the district area	Coordinate regional planning for the adoption of an integrated waste management plan
		Town and Regional planning support	To ensure adequate Road transport system		Coordinate the implementation of the integrated transport management plan & report to council bi-annually. Establish specific targets that need to be achieved by the local municipalities & reported on. Establish transport forum to consist of portfolio committee member in charge of transport.
KPA 2: Basic Service Delivery	Provide quality integrated infrastructure and services	Water & Sanitation support services	Ensuring that rural communities enjoy the same rights and benefits as urban communities in terms of free basic services	Sustainable use and conservation of Water (Water resources)	Budget for investment plan and development of plan to meet 2011 targets The performance of an infrastructure investment strategy for the entire GSDM, taking into account all the services that are provided within the GSDM.

MEDIUM TERM STRATEGIES (2 - 3 YRS)	LONG TERM STRATEGIES (3 - 5 YRS)	PROGRAMME OWNER	PROGRAMME KPI	STATUS	TARGET 2009/2010	TARGET 2010/2011	TARGET 2011/2012
			% progress with development of District LUMS	0%	10%	100%	N/A
			% progress with District Land Audit	50%	80%	100%	100%
Co-ordinate operationalisation and roll-out of integrated waste management plan at all LM's	Establishment of regional waste management site according to waste management project. Co-ordinate operationalisation of integrated waste management plan at all LM's	ITS	% progress on review of IWMP	100%	100%	100%	N/A
			% progress with development of feasibility study on Regional waste disposal site	80%	100%	N/A	N/A
			# of progress reports on development and review of sport stadiums	12	12	12	12
Measure the implementation of strategic goals & indicators	Measure the implementation of strategic goals & indicators	ITS	% progress with development of Integrated Transport Plans and Public Transport Service Plan	100%	100%	100%	N/A
Implement strategies to ensure that all indigent households have access to FBS in district	Implement strategies to ensure that all indigent households have access to FBS in district	ITS	% progress with development of IWSDP	25%	50%	100%	N/A

2.2 DEVELOPMENTAL OBJECTIVES, STRATEGIES AND KEY PERFORMANCE INDICATORS (KPIs)

GSDM KPA	STRATEGIC OBJECTIVE	PROGRAMME	PROGRAMME OBJECTIVE	PROGRAMME RESULT	SHORT TERM STRATEGIES (0 - 1 YRS)
KPA 2: Basic Service Delivery <i>(Continued)</i>					<p>Eradication of remaining backlogs</p> <p>The refurbishment and proper operations of the Water & sewer treatment plants</p> <p>Much has been done to provide water [bore holes] and sanitation [VIP toilets] on most farms</p>
	Provide quality integrated infrastructure and services	Capital development programme (projects)	To provide Infrastructure Development and Service delivery support to enhance quality and sustainable services in relation to bulk water and sanitation provision and basic accessibility in general	Sustainable, quality access to services	The alignment and integration of implementation plans of all role-players in the provision of basic services
	Provide quality integrated infrastructure and services	GSDM capital infrastructure investment	To ensure effective planning for sustainable service delivery	Efficient and sustainable functioning of infrastructure	The performance of an asset management study, for the consolidation of all information regarding the existing infrastructure assets within the GSDM that is currently belonging to the LM's and the GSDM.
	Provide quality integrated infrastructure and services	Establishment and maintenance of construction vehicle fleet	To provide support to LM's to maintain roads in rural and informal areas	Well maintained roads and ensuring accessibility	<p>To ensure provisioning of construction vehicles.</p> <p>To co-ordinate maintenance programme of construction vehicles</p>

MEDIUM TERM STRATEGIES (2 - 3 YRS)	LONG TERM STRATEGIES (3 - 5 YRS)	PROGRAMME OWNER	PROGRAMME KPI	STATUS	TARGET 2009/2010	TARGET 2010/2011	TARGET 2011/2012
Eradication of remaining backlogs The refurbishment and proper operations of the Water & sewer treatment plants The establishment of an accredited water quality testing laboratory within the GSDM.	The modelling of infrastructure through water conservation and demand management studies to reduce losses in the reticulations. The establishment of systems for the proper monitoring and testing for water quality.	ITS	% progress with update of drawing database	50%	100%	N/A	N/A
			# of progress reports on construction of Lab	2	2	2	2
Coordination of project implementation plans within the GSDM to ensure sustainability of services	The implementation of the IDP through Infrastructure development projects in a provision of services to ensure the eradication of backlogs on all basic services	ITS	# of inspection of all construction vehicles conducted	2	2	2	2
			# of updated asset registers	1	1	1	1
			% of consultant appointed by 30 September 09	100%	100%	100%	100%
			% of contractors appointed	100%	100%	100%	100%
			% projects completed within time, budget and specifications	45%	50%	100%	100%
Identification of sustainability gaps and development of action plans to address the shortcomings.	To ensure sustainable, effective and efficient functioning of infrastructure as instrument for service delivery	ITS	# of quarterly progress reports on development of new office complex and alterations	4	4	4	4
			# of quarterly progress reports on capital projects implemented by GSDM	4	4	4	4
To co-ordinate maintenance programme of construction vehicles	To co-ordinate maintenance programme of construction vehicles Establishment of Mechanical Workshop at Msukaligwa	ITS	% progress with establishment of a construction vehicle fleet	75%	100%	N/A	N/A

2.2 DEVELOPMENTAL OBJECTIVES, STRATEGIES AND KEY PERFORMANCE INDICATORS (KPIs)

GSDM KPA	STRATEGIC OBJECTIVE	PROGRAMME	PROGRAMME OBJECTIVE	PROGRAMME RESULT	SHORT TERM STRATEGIES (0 - 1 YRS)
KPA 1: Municipal Transformation and Organisational Development	Promote loyalty & commitment to the District	Human Resource (Administration)	Continually improve the design of the current staffing structures, so as to ensure that all the employees match and are able to perform all the assigned functions.	Focused and disciplined workforce	Develop an organisational culture focused on accountability and responsibility
			To maintain optimum levels of production and adherence to policies		
KPA 5: Good Governance and Public Participation	Resource management internal governance and information systems	Administration	To receive documents on time and accurate distribution of the document	Ensure regular use of the MUNADMIN system	Smooth flow of information within the District officials
		Legal Services	To minimize, encourage amicable resolutions of all cases against council	Ensure regular use of the MUNADMIN system	
KPA 1: Municipal Transformation & Organisational Development	Build and attract specialised human capital Human Resource Development (WSP)	Human Resource (Training)	To ensure attraction and retention of skilled and capable workforce	Skilled and competent and diverse workforce	Conduct skills audit and competency profiling. Develop training programmes to address competencies in organisation. Monitor and evaluate the impact of training
			To ensure continual capacitating of personnel	Increase competency of staff	

MEDIUM TERM STRATEGIES (2 - 3 YRS)	LONG TERM STRATEGIES (3 - 5 YRS)	PROGRAMME OWNER	PROGRAMME KPI	STATUS	TARGET 2009/2010	TARGET 2010/2011	TARGET 2011/2012
Maintain organisational culture focused on accountability and responsibility, develop and implement motivational strategies within the municipality	Evaluate organisational culture and adjust and review strategies to establishing a focussed and disciplined workforce	CS	% Programme rating achieved	100	100%	100%	N/A
			% salary budget spent on bursaries	1%	2%	2%	N/A
			% of employees awarded bursaries per annum	20%	20%	20%	N/A
			% Disciplinary hearings held within the department finalised within 7 days	20%	100%	100%	100%
			% Disciplinary tribunals finalised within timeframes	50%	100%	100%	100%
			% of finalised job descriptions for all posts	100%	100%	100%	100%
		MM	% Performance agreements finalised by end June annually	100%	100%	100%	100%
			No of performance reviews conducted annually	2	2	2	N/A
Rooting, capturing and storage of information enhance of and easily available	Integrated ICT system in place and enabling sound admin	CS	% reporting compliance on legislative and internal structures	100%	100%	100%	100%
			% Service level agreements drafted and signed within 3 days after adjudication of tenders	90%	100%	100%	100%
Ensure all employees are trained according to competency assessment and skills audit. Encourage participation of staff in meaningful and impactful training courses with credible and accredited initiatives	Ensure that skilled personnel are retained and rewarded.	CS	% salary budget spent on training	1%	1%	1%	1%
			% compliance to Workplace Skills Plan	80%	100%	100%	100%
			% priority gaps addressed (number priorities identified / number of priorities addressed)	45%	60%	70%	80%
		MM	# community skills development initiative per community per annum	2	≥25%	>25%	N/A

2.2 DEVELOPMENTAL OBJECTIVES, STRATEGIES AND KEY PERFORMANCE INDICATORS (KPIs)

GSDM KPA	STRATEGIC OBJECTIVE	PROGRAMME	PROGRAMME OBJECTIVE	PROGRAMME RESULT	SHORT TERM STRATEGIES (0 - 1 YRS)
KPA 1: Municipal Transformation & Organisational Development	Build and attract specialised human capital	Human Resource (Employment Equity)	To address demographic employment profile	Statutory compliance	Develop strategies and plans to ensure that the municipality are in compliance to legislative requirements
	Build and attract specialised human capital	Administrative support	<p>Municipal Transformation and Institutional Development</p> <p>To create a enabling environment for effective and efficient rendering of District's functions</p>	Ensuring efficient service delivery	Internalise organisational policies and implement management/Council decision timeously. Ensure that identified risks according to the Risk Assessment are minimised and addressed

MEDIUM TERM STRATEGIES (2 - 3 YRS)	LONG TERM STRATEGIES (3 - 5 YRS)	PROGRAMME OWNER	PROGRAMME KPI	STATUS	TARGET 2009/2010	TARGET 2010/2011	TARGET 2011/2012
Implement and review organisation of plan and strategies	Implement and review organisation plan and strategies	CS	# of woman employed by the municipality against total staff as %		50%		
			% compliance to Employment Equity plan	100%	100%	100%	N/A
			% personnel turnover rate	8%	5%	5%	N/A
			% critical vacancies identified filled with suitable qualified candidate (according to skills development plan)	75%	100%	100%	N/A
			% GSDM Approved Organisational Structure	100%	100%	100%	100%
Update existing policies and develop new policies. Review Enterprise Risk Assessment annually. Monitor and report. Ensure review of Enterprise Risk Assessment, ensure that identified risks are minimised and addressed	Ensure compliance to policies, timeous implementation of resolutions, consistent adherence to policies	CS	% council resolutions implemented	100%	100%	100%	N/A
		IGR	% IGR resolutions implemented	80%	100%	100%	100%
		CS	% decrease in injuries (OHS)	0	40%	70%	100%

2.3 MUNICIPAL PROJECTS AND PROGRAMMES

2.3.1 GSDM Programmes And Projects

STRATEGIC OBJECTIVE	PROGRAMME	INSTITUTIONAL PROJECT/INITIATIVE	FUNDING IMPLEMENTATION AGENCY	BUDGET 2009/10	BUDGET 2010/11	BUDGET 2011/12
GSDM KPA 2: BASIC SERVICE DELIVERY						
Advance Community well-being	Health & Social Development Co-ordination of HIV and AIDS	Development of District HIV/AIDS plan	GSDM:IGR	500 000	600 000	600 000
		Home Based Care Programme	GSDM:IGR			
		Support Groups	GSDM:IGR			
		Hospice & Palliative Care	GSDM:IGR			
		Development of the database on the status of HIV/Aids of District Municipal Employees	GSDM:IGR			
		Development of HIV/Aids Policy	GSDM:IGR			
		Employee Awareness and voluntary testing programme	GSDM:IGR			
	Health & Social Development - People with Disabilities	Disability Framework plan	GSDM:IGR	500 000	300 000	300 000
		Improve support services for people living with disabilities	GSDM:IGR			
		Revival and strengthening of District disability forums	GSDM:IGR			
		Facilitate the revival of Local disability forums	GSDM:IGR			
		Awareness campaigns	GSDM:IGR			
		Development of support Programme Implementation Plan	GSDM:IGR			
		Skills/educational training on disability	GSDM:IGR			
		Braille machine	GSDM:IGR			
		Hearing aids	GSDM:IGR			
		Promote access and participation of people living with disability in LED	GSDM:IGR			
	Health & Social Development - Sports and Culture	2010 Strategy – 2010 Sports Activities	GSDM:IGR	1 000 000	1 000 000	1 000 000
		Upgrading six other facilities to meet the standards acceptable for the various national sport codes including 2010 soccer games	GSDM:IGR			

STRATEGIC OBJECTIVE	PROGRAMME	INSTITUTIONAL PROJECT/INITIATIVE	FUNDING IMPLEMENTATION AGENCY\	BUDGET 2009/10	BUDGET 2010/11	BUDGET 2011/12
GSDM KPA 2: BASIC SERVICE DELIVERY						
Advance Community well-being	Health & Social Development - Sports and Culture	Re-establishment of the Arts, Sports and Culture for federations	GSDM:IGR	1 500 000	1 500 000	1 500 000
		Sport Guidelines	GSDM:IGR			
		Sports/arts and culture policy	GSDM:IGR			
	Women Development Activities	16 Days Activism	GSDM:IGR	250 000	300 000	300 000
	Health & Social Development - Children Rights	Children Rights policy and guidelines	GSDM:IGR	400 000	200 000	200 000
		Vulnerable children and children in need	GSDM:IGR			
	Youth Development	Youth Summit	GSDM:IGR	1 000 000	800 000	800 000
		Youth Development Framework plan	GSDM:IGR			
	Disaster Management and safety	Disaster management centres being constructed at Mkhondo, Dipaleseng & Albert Luthuli LMs	GSDM:IGR	16 000 000	3 000 000	3 000 000
		Purchasing of fire and rescue equipment	GSDM:IGR	1 500 000	2 500 000	2 500 000
		Standardisation of fire resources and equipment	GSDM:IGR			
		Co-ordinate and assist in Emergency services on request by LM	GSDM:IGR			
		Capacity Enhancement Programmes	GSDM:IGR			
		Disaster Management Plan	GSDM:IGR			
		Service level agreements	GSDM:IGR			
		Community policing forum support	GSDM:IGR			
Co-ordination of stakeholder participation in awareness campaigns		GSDM:IGR				
Placement and Utilising of trainees		GSDM:IGR				
Procurement of furniture for disaster centres at LM	GSDM:IGR					
Risk Assessment Process	GSDM:IGR					

2.3.1 GSDM Programmes And Projects *(Continued)*

STRATEGIC OBJECTIVE	PROGRAMME	INSTITUTIONAL PROJECT/INITIATIVE	FUNDING IMPLEMENTATION AGENCY	BUDGET 2009/10	BUDGET 2010/11	BUDGET 2011/12
GSDM KPA 2: BASIC SERVICE DELIVERY <i>(Continued)</i>						
Advance Community well-being	Municipal health Services & Environment	Sampling awareness and sector collaboration	GSDM:IGR	1 500 000	2 000 000	2 000 000
		Monitoring and compliance	GSDM:IGR			
		Survey of all domestic water services	GSDM:IGR			
		Sampling Equipment - water	GSDM:IGR			
		COA R918 compliance and enforcement program	GSDM:IGR			
		Inspections and compliance	GSDM:IGR			
		Monitoring and inspection of food preparation areas	GSDM:IGR			
		Inspections and compliance	GSDM:IGR			
		Development of Environmental framework plan	GSDM:IGR			
		Municipal Bi-laws	GSDM:IGR			
		Monitoring and surveillance	GSDM:IGR			
		Facilitate Rollout of the Biodiversity Plan to municipalities	GSDM:IGR			
		Establishment of enviro-parks	GSDM:IGR			
		Silobele enviro Park	GSDM:IGR			
		Greening the District	GSDM:IGR			
		Open space and schools cleaning campaigns	GSDM:IGR			
		Monitoring and surveillance	GSDM:IGR			
		Sensitive area rehabilitation and cleanup	GSDM:IGR			
		Development of Air quality management plan	GSDM:IGR			
		Air Sampling Equipment and mobile unit	GSDM:IGR			
Awareness campaigns	GSDM:IGR					
Pollution sources database	GSDM:IGR					
Health education and awareness	GSDM:IGR					

STRATEGIC OBJECTIVE	PROGRAMME	INSTITUTIONAL PROJECT/INITIATIVE	FUNDING IMPLEMENTATION AGENCY\	BUDGET 2009/10	BUDGET 2010/11	BUDGET 2011/12
GSDM KPA 2: BASIC SERVICE DELIVERY (Continued)						
Advance Community well-being	Municipal health Services & Environmen	Municipal waste Bi-laws	GSDM:IGR			
		Awareness campaigns	GSDM:IGR			
		Survey of all Funeral undertakers crematoriums and morgaries.	GSDM:IGR			
		Survey of reporting systems	GSDM:IGR			
		Monitoring of all Premises with reported cases	GSDM:IGR			
		Survey and investigation of all facilities	GSDM:IGR			
		Sector collaboration enforcement and compliance	GSDM:IGR			
		Public facilities survey	GSDM:IGR			
GSDM KPA 3: LOCAL ECONOMIC DEVELOPMENT						
Create regional economic growth	Local Economic Development & Growth	Study on Economic Viability of 77 Land Reform Projects	GSDM:IGR	2 000 000	1 000 000	1 000 000
		Mining beneficiation Master Plan	GSDM:IGR			
		Petro- Chemical Sector Study	GSDM:IGR			
		Establishment of a Development Agency	GSDM:IGR			
		Establishment and support of cooperatives in GSDM	GSDM:IGR			
		Compilation of Business Plans	GSDM:IGR			
		Operational Implementation Expanded public works program/	GSDM:IGR			
		LED and tourism development	GSDM:IGR			
		Tourism Master Plan	GSDM:IGR			
		Rural and agricultural development	GSDM:IGR	6 000 000	3 000 000	3 000 000
		Co-Operatives database	GSDM:IGR	1 500 000	-	-
		Tourism Sector baseline Data	GSDM:IGR			
		Car Wash	GSDM:IGR	2 000 000	-	-
		Co-ordination of farm workers	GSDM:IGR	300 000	250 000	250 000
		(Process in a project) Farm workers' forum	GSDM:IGR			
		Marketing strategy	GSDM:IGR			

2.3.1 GSDM Programmes And Projects (Continued)

STRATEGIC OBJECTIVE	PROGRAMME	INSTITUTIONAL PROJECT/INITIATIVE	FUNDING IMPLEMENTATION AGENCY	BUDGET 2009/10	BUDGET 2010/11	BUDGET 2011/12
GSDM KPA 3: LOCAL ECONOMIC DEVELOPMENT (Continued)						
Create regional economic growth	Municipal health Services & Environmen	N17/N2 Corridor Feasibility Study	GSDM:IGR			
		Viability Study on Regional Fresh Produce Market	GSDM:IGR			
		Sustainable Integrated Agricultural Programme for GSDM	GSDM:IGR			
GSDM KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
Develop internal and external Stakeholder relationships and partnerships	Promotion of the District/ Communication	Transparency (Radio slots, meetings & newspaper articles)	GSDM:IGR	2 500 000	2 500 000	2 500 000
		Capacity Building / Community participation	GSDM:IGR			
		Marketing and Promotion of the district	GSDM:IGR			
		Image and Branding	GSDM:IGR			
		Internal newsletter	GSDM:IGR			
		External newsletter	GSDM:IGR			
		Religious Affairs (Moral Regeneration)	GSDM:IGR	500 000	250 000	250 000
		Traditional affairs / projects	GSDM:IGR	500 000	500 000	500 000
		Mayoral Excellence Award	GSDM:IGR	1 000 000	1 000 000	1 000 000
GSDM KPA 5: TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT						
Plan for sustainable integrated development and a protective environment	Integrated Development Planning (IDP)	2009/10 IDP Budget Review	GSDM:MM	500 000	500 000	500 000
		Monitoring and evaluation of IDP	GSDM:MM			
		Approval of IDP for 2010-2011 prior to 31 May	GSDM:MM			
GSDM KPA 2: BASIC SERVICE DELIVERY						
Plan for sustainable integrated development and a protective environment	Planning	Infrastructural Projects Implementation	GSDM: ITS	1 000 000	-	-
	Water & Sanitation support services	Construction of LAB and Supply of quality assurance facilities	GSDM: ITS	12 000 000	-	-
		WSDP	GSDM: ITS	1 000 000	2 530 000	2 783 000
		WSA Support	GSDM: ITS			
	Capital development programme (projects)	Procurement of construction vehicles	GSDM: ITS	8 000 000	5 000 000	5 000 000
	Borehole maintenance	Infrastructural Projects Implementation	GSDM: ITS	1 000 000	-	-

STRATEGIC OBJECTIVE	PROGRAMME	INSTITUTIONAL PROJECT/INITIATIVE	FUNDING IMPLEMENTATION AGENCY\	BUDGET 2009/10	BUDGET 2010/11	BUDGET 2011/12
GSDM KPA 2: BASIC SERVICE DELIVERY <i>(Continued)</i>						
Provide quality integrated infrastructure and services	GSDM capital infrastructure investment	Maintenance boreholes	GSDM: ITS	2 000 000	-	-
		Operations and Maintenance of water services treatment works	GSDM: ITS	1 000 000	1 000 000	1 000 000
		New Office Complex & Alterations	GSDM: ITS	50 000 000	50 000 000	70 000 000
		Landfill Site	GSDM: ITS	6 000 000	6 000 000	6 000 000
GSDM KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
Resource management internal governance and information systems	ICT Support-IT for the Region	Centralised computer information system, electronic information system implementation and training. Records Management Training	GSDM:CS	1 000 000	1 000 000	1 000 000
		Centralised computer information system, electronic information system implementation and training. Records Management Training	GSDM:CS			
		District wide back up system	GSDM:CS			
		Revenue collection and data cleansing	GSDM:CS	2 500 000	2 500 000	2 500 000
Promote patriotism	Human Resource	Operationalisation of Employee Wellness programme	GSDM:CS			
GSDM KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT						
Build and attract specialised human capital	Capacity Building/Community Participation Human Resource	Staff Development	GSDM:CS			
		Capacity Building programme for Councillors and Managers: Performance Management System	MM	5 000 000	5 500 000	5 500 000
		Manage Skills development plan	GSDM:CS			
		Administration- sector collaboration	GSDM:CS			
Develop internal and external Stakeholder relationships and partnerships	Performance Management System	Organizational Performance Management System	GSDM:CS			
	District's Bursary Programme	Providing financial support to Learners from within the District perusing studies in Critical and Scarce skills at varying institutions of Higher Learning across the Country	MM			

2.3.2 GSDM programmes and projects at constituent local municipalities

STRATEGIC OBJECTIVE	PROGRAMME	INSTITUTIONAL PROJECT/INITIATIVE	FUNDING IMPLEMENTATION AGENCY	BUDGET 2009/10	BUDGET 2010/11	BUDGET 2011/12
GSDM GSDM INFRASTRUCTURAL PROJECTS AT ALBERT LUTHULI						
GSDM KPA 2: BASIC SERVICE DELIVERY						
Provide quality integrated infrastructure and services	Capital development programme (projects)	Upgrading of Carolina WTW - Carolina	GSDM	2 150,000	0	0
		Upgrading of Mayflower WTW - Empuluzi	GSDM	6 770,000	0	0
		Upgrading of Ekulindeni WTW - Ekulindeni	GSDM	1 300,000	0	0
		Upgrading of Ekulindeni WTW - Ekulindeni	GSDM	1 300,000	0	0
		Upgrading of Ekulindeni WTW - Ekulindeni	GSDM	1 750,000	0	0
		Upgrading of Methula WTW (Ph 2) & Extension of plant (Project halted due to non - availability of funds - All Planning work completed for refurbishment and extension of plant)	GSDM	355,000	0	0
		Upgrading of Bettiesgoed bulk scheme (Lushuswane water scheme)	GSDM	2,500,000	0	0
		Provision of boreholes & handpumps to deep rural areas - DeWet/Dundonald /Ndonga/Noedeen/ Syde/Ngodini/Armburg/Nlazatshe3/ Belvedere/Slovo	GSDM	1 000,000	0	0
		Basic sanitation for (Rural) Steynsdorp (Construction of VIP's)	GSDM	1,125,000		
		Construction of roads	GSDM	3,500,000	0	0
		Rural Roads	GSDM	500,000	0	0
GSDM INFRASTRUCTURAL PROJECTS AT DIPALESENG						
GSDM KPA 2: BASIC SERVICE DELIVERY						
Provide quality integrated infrastructure and services	Capital development programme (projects)	Fortuna rising main to Balfour	GSDM	1 465 270	0	0
		New WTP for Greylingstad (Project halted due to non - availability of funds - All Planning work completed for the construction of the plant)	GSDM	410 376	0	0
		Provision of basic water for deep rural area - Boreholes & Handpumps – Ward 2/5&6	GSDM	1 000,000	0	0

STRATEGIC OBJECTIVE	PROGRAMME	INSTITUTIONAL PROJECT/INITIATIVE	FUNDING IMPLEMENTATION AGENCY\	BUDGET 2009/10	BUDGET 2010/11	BUDGET 2011/12
GSDM INFRASTRUCTURAL PROJECTS AT DIPALESENG (Continued)						
GSDM KPA 2: BASIC SERVICE DELIVERY						
Provide quality integrated infrastructure and services	Capital development programme (projects)	Provision VIP's rural areas	GSDM	1 000,000	0	0
		Rural Roads	GSDM	500,000	0	0
		Payment DBSA Loan	GSDM	470,589	0	0
GSDM INFRASTRUCTURAL PROJECTS AT GOVAN MBEKI						
GSDM KPA 2: BASIC SERVICE DELIVERY						
Provide quality integrated infrastructure and services	Capital development programme (projects)	Loan repayment for electricity	GSDM	1,592,662	0	0
		Borehole with handpump or playpump – Rural	GSDM	1,000,000		
		Embalenhle STP - Increase with 10 ML to 20 ML (Project halted due to non - availability of funds - All work will be completed for initial refurbishment)	GSDM	3,700,000	0	0
		Refurbishment Embalenhle PUR Plant 90 ML	GSDM	282 681	0	0
		Evander SPP - Refurbishment	GSDM	1,000,000	1,500,000	
		Bethal STP - Refurbishment as per WSDP	GSDM	2,000,000	2,000,000	
		Provision of VIP's in rural areas	GSDM	1 000,000	0	0
		Installation of Waterborne Sewer Embalenhle Ext 00 next to Ext 25	GSDM	2,207,338	0	0
		Construction of roads	GSDM	3,500,000	0	0
		Rural Roads	GSDM	500,000	0	0
GSDM INFRASTRUCTURAL PROJECTS AT LEKWA						
GSDM KPA 2: BASIC SERVICE DELIVERY						
Provide quality integrated infrastructure and services	Capital development programme (projects)	Eradication of rural backlogs (350 boreholes)	GSDM	650,000	0	0
		Provision of VIP's in rural areas	GSDM	1,000,000	0	0
		Upgrade capacity of Standerton STW to 27 ML/d (Project value - R 37.5 million)	GSDM	2,500,000	2,500,000	0

2.3.2 GSDM programmes and projects at constituent local municipalities *(Continued)*

STRATEGIC OBJECTIVE	PROGRAMME	INSTITUTIONAL PROJECT/INITIATIVE	FUNDING IMPLEMENTATION AGENCY	BUDGET 2009/10	BUDGET 2010/11	BUDGET 2011/12
GSDM INFRASTRUCTURAL PROJECTS AT LEKWA <i>(Continued)</i>						
GSDM KPA 2: BASIC SERVICE DELIVERY						
Provide quality integrated infrastructure and services	Capital development programme (projects)	Construction of a 10 ML Reservoir to be linked with old Standerskop reservoir for Standerton, X8 (Project halted due to non - availability of funds - Planning work on the Reservoir will be completed in full) - Ext 8	GSDM	1,000,000	1,000,000	0
		Construction of roads	GSDM	3,500,000	0	0
		Rural Roads	GSDM	500,000	0	0
GSDM INFRASTRUCTURAL PROJECTS AT MKHONDO						
GSDM KPA 2: BASIC SERVICE DELIVERY						
Provide quality integrated infrastructure and services	Capital development programme (projects)	Driefontein WTW - Increase capacity	GSDM	200,000		0
		Driefontein WTW - Increase capacity	GSDM	1 735 000	0	0
		Provision of VIP's - Rural	GSDM	1,000,000		0
		Piet Retief WTW increase capacity	HSDM	500 000	0	0
		Installation of toilets ward 14	GSDM	3 201 922	0	0
		Driefontein WTW - Increase capacity with 7.5 MI/d to 9.5 MI/d	GSDM	7 895 000	0	0
		17 Boreholes with handpumps - 117 stands - Ward 15	GSDM	1 105,000	0	0
		Construction of roads	GSDM	3,500,000	0	0
GSDM INFRASTRUCTURAL PROJECTS AT MSUKALIGWA						
GSDM KPA 2: BASIC SERVICE DELIVERY						
Provide quality integrated infrastructure and services	Capital development programme (projects)	+ - 90 km of old AC pipes, serving +- 3200 stands in Ermelo in the existing network to be replaced – Ermelo/Wesselton/Cassimp	GSDM	1,900,000	0	0
		New 5km STP	GSDM	1 500 000-	0	0
		Upgrade STP- Sheepmoor Ph 1	GSDM	300 000	0	0
		Sewer reticulation- Sheepmoor Ph 1	GSDM	600 000	0	0
		Boreholes and handpumps to be installed on farms - Rural	GSDM	1 000,000	0	0

STRATEGIC OBJECTIVE	PROGRAMME	INSTITUTIONAL PROJECT/INITIATIVE	FUNDING IMPLEMENTATION AGENCY	BUDGET 2009/10	BUDGET 2010/11	BUDGET 2011/12
GSDM INFRASTRUCTURAL PROJECTS AT MSUKALIGWA (Continued)						
GSDM KPA 2: BASIC SERVICE DELIVERY						
Provide quality integrated infrastructure and services	Capital development programme (projects)	Outfall sewer lines required for housing project in Wesselton X7 and to connect to Southern network STP		500,000	0	0
		Outfall sewer housing project	GSDM	1 000 000	0	0
		New 5MI Sewer Treatment Plant to be constructed South of Ermelo	GSDM	1,500,000	3 500 000	0
		Farms to be served with VIP Toilets	GSDM	1,000,000	0	0
		Construction of roads	GSDM	3,500,000	0	0
		Rural Roads	GSDM	500,000	0	0
GSDM INFRASTRUCTURAL PROJECTS AT PIXLEY KA SEME						
GSDM KPA 2: BASIC SERVICE DELIVERY						
Provide quality integrated infrastructure and services	Capital development programme (projects)	Installation of Sewer Reticulation- Amersfoort	GSDM	1 500 000	0	0
		Construction of Bulk Supply line from Volksrust WTP to 8MI reservoir - Vukuzakhe	GSDM	1,500,000	0	0
		Upgrading of old bulk supply line from Amersfoort WTP to Amersfoort Reservoirs	GSDM	2,000,000	0	0
		Upgrading of water bulk supply line from Amersfoort WTP to Daggakraal pump station	GSDM	1,500,000	0	0
		Boreholes with handpumps - Rural	GSDM	1 000,000	0	0
		Construction of VIP Toilets	GSDM	1 000,000	0	0
		Upgrade asbestos bulk supply	GSDM	700 000	0	0
		Construction of a new pumpline to 3MI reservoir in Daggakraal	GSDM	1,500,000	0	0
		Construction of roads	GSDM	3,500,000	0	0
		Rural Roads	GSDM	500,000	0	0
		Upgrading of Community Hall - Vukuzakhe	GSDM	500,000	0	0
		Upgrading of Sport Stadium - Vukuzakhe	GSDM	1 000,000	0	0

2.3.3 Projects funded and or implemented by provincial sector departments and other social partners within gsdm jurisdiction *(Continued)*

STRATEGIC OBJECTIVE	PROGRAMME	INSTITUTIONAL PROJECT/INITIATIVE	FUNDING IMPLEMENTATION AGENCY	BUDGET 2009/10	BUDGET 2010/11	BUDGET 2011/12
GSDM KPA 3: LOCAL ECONOMIC DEVELOPMENT						
Create Sustainable Regional Economic Growth	Agricultural Development and Support	Comprehensive Agricultural Support Programme (CASP),	Agriculture, Rural Development and Land Administration	38 500 000		
		IGP	Agriculture, Rural Development and Land Administration	8 000 000		
		Land Care	Agriculture, Rural Development and Land Administration	7 000 000		
		Masibuyele Emasimini	Agriculture, Rural Development and Land Administration	1 000 000		
		Disaster Management	Agriculture, Rural Development and Land Administration	3 000 000		
		Environmental Education And Awareness	Agriculture, Rural Development and Land Administration	1 100 000		
		Environmental Management	Agriculture, Rural Development and Land Administration	2 900 000		
		Veterinary Services	Agriculture, Rural Development and Land Administration	3 100 000		

STRATEGIC OBJECTIVE	PROGRAMME	INSTITUTIONAL PROJECT/INITIATIVE	FUNDING IMPLEMENTATION AGENCY\	BUDGET 2009/10	BUDGET 2010/11	BUDGET 2011/12
GSDM KPA 3: LOCAL ECONOMIC DEVELOPMENT						
Create Sustainable Regional Economic Growth	Regional Economic Development and Growth	Entrepreneurship Information Dissemination Sessions: (Gert Sibande)	Economic Dev, Environment & Tourism	100 000		
		BBBEE Awareness Programme Focusing On Women	Economic Dev, Environment & Tourism	100 000		
		Capacity Building Intervention Conducted For Gert Sibande District	Economic Dev, Environment & Tourism	50 000		
		Development Of Credible Led Plans: Pixley Ka Seme Mkhondo & Lekwa	Economic Dev, Environment & Tourism	53 000 per LM		
		Projects Initiated And Implemented: Pixley Ka Seme, Mkhondo And Lekwa	Economic Dev, Environment & Tourism	200 000 per LM		
		Awareness Road Shows: Wakkerstroom	Economic Dev, Environment & Tourism	150 000		
		Potential Exporters Development Programme: Balfour , Dipaleseng & Standerton	Economic Dev, Environment & Tourism	350 000 per LM		
		Economic Information Resource Services Available At GSDM.	Economic Dev, Environment & Tourism	74 000		
		Research On Wool Production	Economic Dev, Environment & Tourism	440 000		
		Economic Information Resource Services Available	Economic Dev, Environment & Tourism	100 000		
		Land Acquisition In 2009/10	Dept of Land Affairs	487 413 686		
		Mkhondo Commonage And Urban Renewal	Dept of Land Affairs	7 041 395		
		Msukaligwa Urban Renewal	Dept of Land Affairs	20 000 000		

2.3.3 Projects funded and or implemented by provincial sector departments and other social partners within gsdm jurisdictional (Continued)

STRATEGIC OBJECTIVE	PROGRAMME	INSTITUTIONAL PROJECT/INITIATIVE	FUNDING IMPLEMENTATION AGENCY	BUDGET 2009/10	BUDGET 2010/11	BUDGET 2011/12
GSDM KPA 3: LOCAL ECONOMIC DEVELOPMENT						
Create Sustainable Regional Economic Growth	Youth Development	Youth Service Centres (14)	Health & Social Development	4 500 000		
		Projects For Youth (10)	Health & Social Development	2 000 000		
		Poverty Alleviation Projects (13)	Health & Social Development	2 600 000		
	Skills Development	Community Skills Development	PETRO SA	834 000		
		Community Skills Development	Health & Social Development	1 011 106		
		Community Skills Development	Health & Social Development	3 418 964		
		Community Skills Development	NSF	10 116 578		
		Community Skills Development	Agriculture, Rural Development and Land Administration	1 108 150		
		Community Skills Development	NDA	110 880		
		Community Skills Development	Culture, Sport And Recreation	90 128		
		Community Skills Development	Agriculture, Rural Development and Land Administration	175 752		
		Community Skills Development	LABOUR	266 629		
		Capacity Building Workshop For 10 Artists Mkhondo And Albert Luthuli	Culture, Sport And Recreation	175 000		
		GSDM KPA 2: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT				
Provide quality integrated infrastructure and services	Education Infrastructural programme	Electrification	Eskom	14 590 050		

STRATEGIC OBJECTIVE	PROGRAMME	INSTITUTIONAL PROJECT/INITIATIVE	FUNDING IMPLEMENTATION AGENCY	BUDGET 2009/10	BUDGET 2010/11	BUDGET 2011/12
GSDM KPA 2: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT						
Provide quality integrated infrastructure and services	Education Infrastructural programme	New School	Dept Of Education	14 000 000		
		Rehabilitation And Upgrading	Dept Of Education	29 878 000		
		Special School	Dept Of Education	7 052 000		
		Singita Projects	Dept Of Education	14 414 000		
		Storm Damaged	Dept Of Education	18 126 000		
		Grade R	Dept Of Education	740 000		
		Kitchen	Dept Of Education	515 000		
KPA 2: BASIC SERVICE DELIVERY						
Provide quality integrated infrastructure and services	Integrated Human Settlements	Financial Interventions Individual Housing Subsidies (Old Projects) Albert Luthuli Mkhondo Msukaligwa & Pixley Ka Seme	Human Settlements	14,280,000		
		Social And Economic Facilities (Old Project) Community Halls And Child Care Facilities Mkhondo, Albert Luthuli, Lekwa And Govan Mbeki	Human Settlements	34,920,000		
		Project-Linked Projects (Old Projects) Albert Luthuli, Govan Mbeki, Mkhondo, Msukaligwa, Dipaleseng, Lekwa	Human Settlements	17,700,000		
		Integrated Residential Development Programme, Phase 1 Planning And Services Msukaligwa And Govan Mbeki	Human Settlements	18 741 388		
		Rectification Of Rdp Stock 1994-2002 (Old Projects) Dipaliseng (75 Units)	Human Settlements	1 750 000		
		Rectification Of Pre Rdp Stock Built 1994 (Old Projects) Govan Mbeki (200 Units) Lekwa (50 Units)	Human Settlements	2 200 000		
		Integrated Of Residential Development Programme, Phase 2 Top Structure Construction (New Projects) Mkhondo (100 Units)	Human Settlements	6 000 000		

2.3.3 Projects funded and or implemented by provincial sector departments and other social partners within gsdm jurisdictional (Continued)

STRATEGIC OBJECTIVE	PROGRAMME	INSTITUTIONAL PROJECT/INITIATIVE	FUNDING IMPLEMENTATION AGENCY	BUDGET 2009/10	BUDGET 2010/11	BUDGET 2011/12
KPA 2: BASIC SERVICE DELIVERY (Continued)						
Provide quality integrated infrastructure and services	Integrated Human Settlements	People's Housing Process (New Projects) Pd Ms	Human Settlements	18 486 000		
		Informal Settlement Upgrading (New Projects) Govan Mbeki & Lekwa	Human Settlements	153 900 000		
		Community Residential Units (To Convert Old Hostels Blocks Into Community Residential Units) Lekwa & Govan Mbeki	Human Settlements	23 000 000		
		Rural Interventions Rural Housing Communal Land Rights (Old Projects Farm Worker Housing Assistance (Old Projects Albert Luthuli (100 Units) Govan Mbeki (Blesbokspruit 20 Units) Lekwa (Uitzegt 130 Units) Msukaligwa (Nooitgedacht 40 Units)	Human Settlements	10 886 000		
	Road Infrastructure and services	Piet Retief Traffic Control Weighbridge Centre.	Public Works, Roads And Transport	4 800 000		
		Grootvlei-Balfour (40km)	Public Works, Roads And Transport	2 687 000		
		Mooiplaas- Ekulindeni Albert Luthuli	Dept Of Roads And Transport	1 000 000		
		Servicing Of Diepdale Swaziland Border (9,2km)	Public Works, Roads And Transport	40 000 000		
		Repair And Seal Of Remaining 24km For Badplaas-Machadodorp	Public Works, Roads And Transport	10 000 000		
	Community Wellbeing	Health and Social Development	Community Health Centres & Accommodation	Health & Social Development	36 803 611	
Upgrading Of Hospitals			Health & Social Development	103 965 004		
Sports development and support		Establish 7 Local Arts And Culture Forums	Culture, Sport And Recreation	231 000		
		End Of The Year MRM Festival Msukaligwa	Culture, Sport And Recreation	592 000		
		Construction Of Silindile Library	Culture, Sport And Recreation	5 300 000		

PART THREE

OPERATIONAL STRATEGIES (SECTOR PLANS)



3.1 SECTOR PLANS

This Section embodies Executive Summaries of the respective operational strategies (Sector Plans) compiled and prepared by Gert Sibande District Municipality. These Sector Plans constitute core components of the IDP of the District Municipality and plays a significant role in the integration process. Some of these plans were/are/will be prepared / developed and others reviewed in consideration of the relevant District wide development initiatives and directly inform and align with those of the constituent municipalities.

The Revised IDP for GSDM reflects a summary of each of the various sector plans that have been developed and/or reviewed.

Each of the summary reports contained in this section are supported by more detailed, comprehensive plans and programmes which should be read if a more in depth reference framework is required.

The summary of sector plans herein includes among the following:

- Organisational Performance Management Systems
- Spatial Development Framework
- Skills Development Plan
- District LED Strategy
- Integrated Waste Management Plan
- Integrated Transport Plan
- District HIV/AIDS Plan
- Communication Plan
- Disaster Management Plan
- Integrated Water Services Development Plan
- Financial Management Plan
- Employment Equity Plan
- Integrated Environmental Management Framework
- Air quality Management Plan

The aforementioned Sector Plans are informed by the developmental priorities and objectives as articulated in this document. It is for this reason there are incorporated in this plan so as to forge a linkage with other Sector Plans and ensure seamless implementation of the IDP as an inclusive and coherent strategic planning tool of the District.

3.1.1 Organisational Performance Management Systems

As part of Gert Sibande District Municipality's 2009/10 IDP review process, the Development of the Organisational Performance Management Systems was commissioned. Hereunder is therefore the concise overview of the Organisational Performance Management Systems.

The District will strive to continuously improve its performance not only limited to compliance to the requirements of the Department of Provincial and Local Government and Chapter 6 of the Municipal Systems Act, but a drive towards excellence in all its governance processes. These will be done through continuous benchmarking and adoption of best practices on Service Delivery, Administrative Systems, Planning and Financial Management.

The District aims to ensure that through its performance management system there is accountability, transparency, effective and efficient service delivery, good governance and community responsiveness. The following will be key Performance Indicators in line with the guidelines for the performance contract for section 57 managers in terms of the Municipal Systems Act 32 of 2000.

Objectives of Performance Management

- To excel in good governance
- To provide good infrastructure development
- To strengthen community and Stakeholder Participation
- To ensure efficient and effective administrative systems and
- To facilitate and support human resource development

Principles Governing Performance Management

- Customer focus
- Accountability
- Responsiveness
- Excellence and
- Service oriented

Performance, Monitoring and Review

District Council will annually review and subsequently approve its IDP, Budget, PMS and any other policy directive to ensure Political oversight and sound administrative provision of resources to implement policy and provide services to the community.

The District's performance will be monitored and measured on an annual basis based on its core mandate in terms of bulk service delivery and providing efficient and adequate support to local municipalities. Performance review in terms of service delivery will be done quarterly and in the advent of any gaps the evaluators will provide recommendations to address such shortfalls.

The Municipal Manager will enter into a Performance Contract with the Executive Mayor of the GSDM in terms of Section 57(1) of the Local Government Municipal Systems Act 32 of 2000 and in line with guidelines for contracts for Section 57 Employees issued by the Department of Provincial and Local Government (DPLG), which will reflect the key performance indicators per financial year in line with the IDP, and budget allocation subject to compliance to the requirements of the Municipal Finance Management Act 56 of 2003 chapter 8 part 2 Financial administration (77-78) Top Management and Senior Managers of the Municipalities Roles and Responsibilities.

Subsequently the Municipal Manager will enter in to a Performance Contract with all the Executive Directors the in terms of Section 57(1) of the Local Government Municipal Systems Act 32 of 2000 and in line with guidelines for contracts for Section 57 Employees issued by the Department of Provincial and Local Government (DPLG), which will reflect the key performance indicators per financial year in line with the IDP, and budget allocation subject to compliance to the requirements of the Municipal Finance Management Act 56 of 2003 chapter 9 (81)

The District is therefore in the process of establishing itself as a performance driven organization through developing and implementing a credible PMS, and will ensure that the system:

- Complies with all the requirements set out in the Municipal Systems Act (see references)
- Demonstrates how it is to operate and be managed from the planning stage up to the stages of performance review and reporting
- Clarifies the roles and responsibilities of each role player, including the local community, in the functioning of the system
- Clarifies the processes of implementing the system within the framework of the IDP process

- Determines the frequency of reporting and the lines of accountability for performance
- Relates to the municipality's employee performance management processes
- Provides for the procedure by which the system is linked to the municipality's Integrated Development Planning processes
- Provides for adoption of the PMS

This system will be reviewed annually to ensure its relevance in terms of the developmental trajectory and dynamics of the District.

3.1.2 Spatial Development Framework

As part of Gert Sibande District Municipality's 2009/10 IDP review process, the review of the Spatial Development Framework (SDF), which was developed during the 2004/5 financial year was commissioned. Hereunder is therefore a concise overview of the SDF which is envisaged to be completed in April 2009.

Local Government: Municipal Systems Act, Act 32 Of 2000, Section 26 requires one of the core components of each municipal IDP must be a Spatial Development Framework. The minimum elements that must be included in the SDF are also spelt out therein. It is stated that the SDF should operate as an indicative plan, whereas the detailed administration of land development and land use changes be dealt with by a land use management scheme, which will actually record the land use and development permissions accruing to a piece of land.

The SDF for Gert Sibande District Municipality is a plan that seeks to guide the spatial distribution of current and future desirable land uses within the municipality, in order to give physical effect to the vision, goals and objectives of municipality. It serves as a visual tool to guide planning and development as underpinned in the IDP of the municipality. It is expected to guide inter alia the following:

- Direction of growth.
- Major movement routes.
- Special development areas to redress imbalances.
- Conservation of natural and built environment.
- Areas where specific land uses are discouraged.
- Areas where intensity of land development could be increased or reduced.

The SDF must ensure that public and private sector money and activities are located in areas that can best:

- Promote economic generation potential.
- Maximise opportunities for the poor.
- Promote accessibility.
- Minimise cost of physical expansion.
- Ensure people are well located.
- Promote sustainable environment.

Existing Nodes

The Gert Sibande District Municipality Spatial Development Framework gives the following information on existing spatial patterns with respect to nodes.

It ranks the urban settlement areas informally as major or minor urban areas based on their size and level of economic diversification.

The major urban areas include the following:

- Secunda,
- Embalenhle,
- Bethal,
- Standerton,
- Ermelo,
- Volksrust,
- Carolina and
- Piet Retief.

Secunda is the most dominant area and together with Evander, Kinross, Embalenhle and Trichardt it forms an urban complex with significant potential. Following are the urban areas of Ermelo and Piet Retief, which are important at district level and reflect high levels of economic diversification. Other major settlements include Carolina, Standerton, Volksrust and Bethal.

Rural land uses in the District is dominated by forestry and agriculture.



The minor urban areas in the different local municipalities include:

- **Albert Luthuli:** Badplaas, Tjakastad, Elukwatini, Ekulindeni and Empuluzi, Mooiplaas, Lochiel etc.
- **Dipaleseng:** Balfour/Siyathemba and Grootvlei. Balfour shows signs of economic diversification while Grootvlei suffered some economic decline with the closure of the Eskom power station. It is also dependant on surrounding mining and agricultural activities.
- **Govan Mbeki:** Trichardt, Evander, Kinross, Leandra, Brendan Village and Emzinoni. Trichardt grew as a result of SASOL and Secunda. Evander serves as a residential area of Secunda. Leandra an agricultural support centre located on N17.
- **Lekwa:** Morgenzon/Sivukile, Rooikoppen and Thuthukani. Thuthukani which is situated between Standerton and Morgenzon is a residential area owned by New Denmark Colliery and thus privately owned.
- **Mkhondo:** Amsterdam/Kwa Thandeka which is situated amidst the forestry zone has some economic diversification but limited personal/tertiary services.
- **Msukalingwa:** Chrissiesmeer, although it is small there is some diversification and it has a tourism advantage being located on the lake/wetland.
- **Pixley Ka Seme:** Wakkerstroom is a small urban area with economic activity and Daggakraal is a large urban areas (due to its population), but economic diversification is very limited. Amersfoort is small with limited economic activity.

The following tertiary urban areas are also identified:

- **Lekwa:** Holmdene and Platrand
- **Mkhondo:** Driefontein, KwaNgema, Panbult, Iswepe, Dirkieskop, Rustplaas and Anysspruit.
- **Msukaligwa:** Warburton, Lothair, Sheepmoor and Davel/Kwadela

The following declining urban areas were identified:

Greylingstad (Dipaleseng), Breyton (Msukaligwa) and Perdekop (Pixley Ka Seme)

Rural land uses in the District is dominated by forestry and agriculture. Some significant industrial development is present in the north western portion of the municipality near the N17. The municipalities to the west are dominated by agriculture and industrial use. In the east municipalities have forestry with tourism potential. Conservation areas and game reserves are located in the north eastern portion of the district. The following summarises the location of the different rural land uses:

- **Agricultural:** The Carolina-Bethal-Ermelo area is supported by the sheep and wool farming sector. Annual crops in the district include potatoes, sunflower seeds, maize and groundnuts. Maize farming is also dominant and the Standerton area is renowned for its large dairy industry.
- **Forestry:** Located in the eastern portions of the district municipality, in a north-south band from Piet Retief in the south to east of Walburton in the north. Mondi and Sappi own forestry activities in the eastern areas.
- **Mines and Quarries:** Mining operations are present along the N17 around Secunda and Ermelo and coal fired power generation is a major industry in GSDM.
- **Conservation:** a number of conservation areas are located at places like Machadodorp, Lochiel, Chrissiesmeer and Warburton. The District also has important wetlands of which the most well known is Chrissiesmeer.
- **Tourism areas and Potential:** The "Wildfrontier" tourism area is located in the hills around Badplaas and Barberton. The "Grass and Wetlands" tourism areas surround Chirssiesmeer and Lothair and extend towards Volksrust and Wakkerstroom. The "Cosmos Country" tourism area is located in the Secunda and Standerton areas.

Intended Transport Corridors

There is a desire to capacitate local municipalities through the SDF to structure their areas for maximum results. The following key indicators have been identified for this purpose:

- Planning of the rural areas by focusing on social upliftment and human development.
- Plan for economic growth and diversification in order to create employment, reduce poverty and reduce dependency ratios.
- Plan should empower municipal structures for action and
- Balanced and sustainable development is to be achieved.

Good spatial form can be achieved through adherence to certain universal spatial principles. Concentration, connectivity and conservation are the core principles needed to guide spatial development. The application of these principles will vary from place to place depending on location, existing development and the will of those in authority to implement them. The benefits of applying these principles should be visible in all aspects of development i.e. economic, environmental and social. Connectivity is important in this area to ensure that traffic continues to move through and within, and to ensure that economic gains from through-traffic are retained.

Two types of corridors have been defined i.e. development/activity corridors and mobility corridors.

- Mobility corridors are generally main routes which carry vast amounts of traffic. Average speed, safety and convenience of movement are important and hence, mobility along these routes should be promoted minimizing interferences with traffic. Mobility can be identified as higher order and lower order. The districts urban centres rely on through traffic for economic vitality important that important roads do not by-pass urban areas, but continue through them so that they can be transformed to activity corridors.
- Activity corridors are spines of economic activity concentrated along main roads, where development has occurred as a result of benefits offered, such as visibility and access to promote economic growth.
- Mobility and activity corridors are therefore on the one hand mutually exclusive and on the other hand interrelated and dependant on one another. Development corridors can further play an important role in linking urban areas. Corridors of development could be created between an established urban core and the peripheral low income settlement area to achieve integration and coherence.

3.1.3 Skills Development Plan

As part of the Gert Sibande District Municipality's 2009/10 IDP review process, the review of the Skills Development Plan was commissioned. Hereunder is therefore a concise overview of the Skills Development Skills.

The District in collaboration with the Department of Education, Department of Labour and Private Education Institution will undergo an assessment of its skills and training needs. The partnership will seek to come with a strategic document that will guide in the following:

- Technical Skills Training and Entrepreneurs Development
- Engineering (Artisans and Engineers), training and retention strategy
- Agriculture and related services, training and support
- Accountants and Auditors, training and development
- SMME's Capacity Building and Training
- Skills development and training for the disabled people.

The District will partner with the community, private sector and other government sector departments to facilitate promote and support an environment that is free and safe, promote human dignity and human rights. The District will also support all efforts initiated by both government and civil society that seek to attain the ideals as espoused in the bill of rights. The District will in partnership with other spheres of government strive to provide infrastructure that will enhance provision of social services and other related programs services.

3.1.4 District LED Strategy

As part of the Gert Sibande District Municipality's 2009/10 IDP review process, the development of a comprehensive District LED Strategy was commissioned. The time frame for the completion of the comprehensive District LED Strategy is November 2008.

3.1.5 Integrated Waste Management Plan

As part of the Gert Sibande District Municipality's 2009/10 IDP review process, the review of the Integrated Waste Management Plan was commissioned. Hereunder is therefore a concise overview of the Integrated Waste Management Plan.

In SA, each Municipality is expected to prepare an IWMP as part of its IDP process thus bringing waste management down to the Local level. The main objective is to optimise waste management so that the efficiency of waste management system is maximised and impacts and financial costs associated with waste management are minimised.

In line with the above, GSDM in terms of Council Resolution, adopted its IWMP during 2006 which provide an overview of waste management planning incorporating all major stages of environmental planning processes namely:

- Review of existing baseline and legal environment
- Projections of legal requirement
- Setting objectives
- Identifying system components
- Identifying and evaluating methods for meeting requirements
- Developing and implementing an integrated waste management plan.

From the above, shortcomings are identified which will be used to develop the strategies and implementation plan for IWMP. Recommendations relating to identified gaps in service delivery will be made and strategies to be developed will provide details of where the existing systems and resources will be required to ensure that the entire municipal area is optimally covered in terms of waste management services.

All this will be done in line with NEMA spirit which requires that "waste is avoided, or where it cannot be altogether avoided, minimised and reused or recycled where possible and otherwise disposed of in a responsible manner"

2 OVERAL AIMS & GOALS

In general the development and implementation of the IWMP besides being a legislative pre-requisite is to;

- Assess the current basic waste management system strategies and practices
- Highlight positive aspects and deficiencies in respect of waste management within the respective local municipalities
- Make recommendations for the improvement of services
- Where no services exist, to establish systems for the collection, transportation, treatment and disposal of waste.

By way of this plan GSDM intends to institute a process of waste management aimed at pollution prevention and minimisation at source, managing the impact of pollution and waste on the receiving environment and remediation-damaged environments. Waste management must therefore be planned and implemented in a holistic and integrated manner that extends over the entire waste cycle, with the overall goal of optimising waste management by maximising efficiency and minimising associated environmental impacts and financial costs.

3 APPROACH

The structure of the IWMP is guided by the principles contained in the NWMS as follows:

3.1 PHASE1: Gap analysis

- Obtain information on current population of the area, growth estimates, densities and the population's socio – economic categories and income levels.
- Identify and or estimate the types and amounts of general waste generated in the municipal area and composition thereof and defining distinctive waste management and generation area.
- Description and assessment of the existing waste management systems and practices
- Determine the costs associated with providing the waste management services.
- Appraise the services in terms of quantity, quality, legal and social and environmental impacts and public acceptance.

3.2 PHASE 2: Development of Management and Legislative instruments

- Identify the issues, key result areas and needs to be addressed in the IWMP
- Setting of targets and objectives
- Development of Integrated waste management policy
- Appraisal of legislative and management instruments

3.3 PHASE 3: Strategic Planning

- Development of a Strategic framework
- Public consultation in prioritisation of identified needs and gaps
- Develop strategic and operational objectives
- Set provisional targets

3.4 PHASE 4: Economic Viability Analysis\Feasibility Study

- Identification of alternative solutions to meet goals, objectives and policy statements.
- Evaluate and develop feasible scenarios
- Advise on opportunities and activities to institutes waste prevention and minimisation strategies, systems and practices
- Advise on appropriate implementation method for waste collection and transportation
- Determine the cost and financial viability of suggested/proposed waste collection, transportation, disposal, recycling or minimisation proposals over a period of five years
- Describe financing of the waste system and practices
- Identify key stake holders to be consulted in the drafting of waste management plans
- Advise on the acquisition, characteristics and cost implications of suitable Waste Information System (WIS) for use by the GSDM and the local municipalities.

3.5 PHASE 5: Plan of Implementation

- Manage the approval process for the approved Scenarios
- Develop strategy for implementation

4 KEY ISSUES

- Lack of waste avoidance, minimisation and cleaner
- Lack of incentives for waste reduction
- Inadequate resource recovery and a general lack of commitment towards recycling
- Little or no enforcement of legislation and policy and an absence of waste awareness or waste management culture which promotes resource recovery or makes it financially viable
- Lack of appropriate waste treatment methods
- Use of unauthorised land fill sites

3.1.6 Integrated Transport Plan

As part of the Gert Sibande District Municipality's 2009/10 IDP review process, the review of the Integrated Transport Plan was commissioned. Hereunder is therefore a concise overview of the Integrated Transport Plan, which covers among other aspects the following:

- Introduction
- Vision, Goals, & Objectives
- Institutional Structure
- Transport Status Quo
- Spatial Development Framework
- Transport needs assessments
- Public Transport Process
- Private & Freight Transport proposals
- Non-motored Transport proposals
- Institutional & Management proposals
- Programme & Budget
- Stakeholder consultation

It is pointed out that the detailed ITP (in the process of being updated) must be read in conjunction with this reviewed IDP

1.2. INTRODUCTION

There has been a change in transport policy lately most notably the shift in focus from infrastructure development for private transport to public transport as well as move from supply driven transport system to demand driven transport system based on transport plan.

Consequently therefore the new planning approach now:

- Focuses on essential matters for any particular area
- Must be unique for any particular area
- Gives priority to matters where planning can be transformed into delivery
- Is developed incrementally
- Is reviewed annually

2. VISION, GOALS & OBJECTIVES

The above have been developed and documented in the PLTF & PTP and IDP in line with National Policies on transport thus limiting and potential conflicting statements of intent among them.

The overall vision statement for GSDM as reflected in the revised IDP of 2007 /08 is:

Striving to excel in **Good Governance &** **Quality Infrastructure**

In line with the above GSDM strives to have a suitable transport system planned together with the community and perceived to be:

- Integrated
- Efficient
- Affordable
- Safe

being its transport vision which is in line with that of Mpumalanga Province.

3. INSTITUTIONAL STRUCTURE

POLITICAL

The District is headed by the Executive Mayor who is assisted by 6 members of the Mayoral Committee responsible for different portfolios as follows:

- Land & Agriculture
- Technical Infrastructure
- Economic Development & Tourism
- Health & Social Services
- Corporate & Education
- Housing Roads and Transport

MUNICIPAL ADMINISTRATION

The administration is headed by the Municipal Manager who provides a link between political & administrative arms of the District. The Municipal Manager is assisted by a management team of 5 Executive Directors who each heads a Department as per approved Organogram.

TRANSPORT RELEATED DEPARTMENTS

This responsibility falls within the infrastructure & Technical Services Department. Transport Planning activities are the competence of Directorate Planning and Economic Development as per approved Organogram.

4. TRANSPORT STATUS QUO

Since transport provision is not an end in thereof but a means to an end, it is imperative in this section to explore the District in relation to the Socio- economic & demographic profile of the District. This will be described in terms of

- Socio Economic profile
- Transport infrastructure
- Public Transport Services
- Private & Freight Transport
- Transport demand & road safety

5. SPATIAL DEVELOPMENT FRAMEWORK

This is influenced by various national legislation including

- Development facilitation
- National Land Transportation
- Transition Act 22 (NLTTA) of 2000
- Municipal System Act (MSA) 32 of 2000

It is therefore important that transport planning & Land Use planning are integrated through the SDF. The SDF for GSDM has been developed but is seriously outdated and needs urgent review. The Municipality will be working towards the commissioning of a project to review or update the SDF including related projects like LUM's and Land Audit Studies. This will eventually be synergized to result in an efficient transport planning strategy

The integration of transport and Land Use Planning will involve a thorough investigation and understanding of the following aspects:

- Major Transport Routes
- Extent of Land Use
- Current Land Reform
- Growth & Development

Above will generate comprehensive understanding of spatial linkages and transport System guided by the following basic structuring elements.

- Urban Nodes
- Activity Spine
- Rural Development

6. TRANSPORT NEEDS ASSESSMENT

The focus here is the formulation of broad strategies owing from the stakeholders through the various participation forums during the preparation of the ITP as well as other relevant sources as follows:

- GSDM IDP
- Assessment of the Status Quo investigation on transport aspects
- Workshop held with various stakeholders within the District Municipality
- Steering Committee meeting held on the projects

It is important that transport planning & Land Use planning are integrated through the SDF and will eventually be synergized to result in an efficient transport planning strategy



KEY ISSUES IDENTIFIED

INSTITUTIONAL

- Lack of appropriate institutional structures in place to effect various functions developed e.g. planning, provision & control of passengers
- Lack of clarity on the responsibility of road maintenance
- Lack of financial assistance due to NON- existence of formal structures to assist SMME in Bus & Taxi industries
- Lack of formal communication & co-ordination between taxi Association & police
- Permit issuing procedures are cumbersome & not supported by Bus operators due to lack of consistence between Bus & Taxi operators

FINANCIAL

- Lack of finance to maintain public transport vehicle & implement critical transport projects
- Competing basic needs e.g. waters, housing etc. limit the finance available to invest in public transport
- Lack of coordinated planning between various spheres of government in terms of determination of priorities & funds
- Dissatisfaction with existing bus subsidy system with regard to transparency accessibility etc.
- Lack of uniform fare structures in the municipality between busses & Taxis etc.
- Freight transport evades weighbridges to leads and leads to deterioration of local roads
- Ineffective enforcement due lack of capacity from enforcement officers
- Cumbersome procedures in converting permits to operating licenses.

INFRASTRUCTURAL

- Poor conditions of bus & taxi facilities
- No facilities for people living with disability
- Lack of clarity on responsibility for funding & maintaining and controlling public transport facilities in bus & taxi industry
- General lack of public transport facilities unavailability of land to erect facilities
- Lack of lighting at intersections compromising safety
- Infrastructure not tourist friendly in terms of convenience and safety

INTEGRATION

- Development of new residential areas not sufficiently addressing transport & access issues
- Facilities at times not conveniently located in relation to built up areas etc.
- Taxi industry not actively involved in the tourism market
- Effectiveness of transport forum meetings hampered by lack of attendance by role players due to lack of legislative voice on the NLTTA in this regard

7. PUBLIC TRANSPORT PROPOSAL

These needs to be guided by vision mission, goals & objectives outlined in the ITP and include:

- Policy framework on
 - Customer segments
 - Modes
 - Subsidy
 - Competition
 - Policy on off –Peak Services
- Rail proposals
 - Possibility / viability of rail commuter service on Leandra – Ermelo, Piet Retief line
 - Liaising with Spoornet on the above
 - NTA to own rolling stock in the interim until the District is in a position to do so.

BUS PROPOSALS (RATPLAN)

- Update CPTR with view to completing RATPLAN
- Update RATPLAN to resolve the subsidy discrepancies to include all modes of transport and uneven fare structures
- Monitoring of subsidized bus services for compliance etc. and updating relevant information
- Promoting SMME involvement & repackaging of smaller inclusive contracts to become feeder services to main services in the neglected rural areas.

MINIBUS TAXI PROPOSALS (OLS)

- Update of CPTR to include taxi data
- Update of OLS to include proposals bent on guiding OLB in striving to strike on effective balance between public transport supply & utilization.
- Reconcile CPTR with LTPS & RAS before recommending on routes & disposal of operating license applications
- Investigate viability of utilizing surplus taxis owing from license disposal on other sectors of the economy e.g. tourism, senior citizens etc.
- Develop realistic planning tools to assess different costs, service levels and impact on other polices on performance of integrated transport system.

Special category proposals

These include:

- Scholars transport
- Sedan Taxi
- Metered Taxi
- Van Taxi

No survey or data is available on these and hence:

- Undertake CPTR including transport for disabled persons
- Do a study on additional costs of servicing special needs passengers & their requirements.

8. PRIVATE & FREIGHT PROPOSALS

This category makes extensive use of roads & was traditionally given priority over public transport, however current thinking favours public transport over this category and the following strategies needs more focus:

- Upgrading gravel roads in previously disadvantaged areas
- Prioritizing roads supporting public transport
- Management of congestion
- Maximizing using of existing infrastructure
- Promotion of walking, cycling through provision of facilities
- Promotion of traffic safety & law enforcement

Road network proposals

- Undertake traffic counts on major roads to establish extent of traffic so as to gather data to inform accurate traffic modelling
- Develop strategic road Network that has emphasis on public transport to ensure funding prioritization during implementation
- Develop guidelines for local road Network Master Plan that will interact with public transport standard master Plans to guide layout & development of settlements

Private transport proposals

There is a lack of survey data on these focus should be in travel demand management taking into accounts the following:

- Staggered business hours
- Reduced demands for vehicles
- Provide balanced Road network
- Road access management

The following is recommended:

- Undertake detail surveys to establish modal splits, travel patterns & community needs in terms of transport aspects
- Develop transport model for GSDM to access impacts of different development corridors supporting public transport

Freight transport proposals

Despite prioritization of Public transport the importance of freight in terms of supporting economic development in the District must never be overlooked.

No hard data is available on freight transport in the District. It will be necessary to establish a number of issues in this regard to be able to inform any future action as follows:

- Land use planning's influence on road based freight transport
- Movement of dangerous goods in appropriate areas
- Law enforcement to reduce overloading
- Efficient utilization of all modes for transporting goods & services
- Involvement of private Sector

It is necessary to compile data in this regards to enable effective planning

9. NON-MOTORISED TRANSPORT

This will be more useful in deep rural areas which are peripheral & poorly connected. The following are proposed:

- Establish community access needs study to deal with construction maintenance & improvement of community access infrastructure e.g. rural roads, bridges & paths, demand for non-motorized transport.
- Identifying a needy rural area to initiate pilot bicycle project (Shova Kalula)
- Roll out of "Shova Kalula" to improve access in the District

10. INSTITUTIONAL MANAGEMENT PROPOSALS

- More capacity required for Transport Planning component of the municipality in terms of human resources and funding
- Other related support sections i.e. Land Use LED need to be capacitated equally

Management

- Establishment of a District Transport Committees to deal with taxi, rail, safety & freight industries
- Establish procedures regarding Land Use application assessment from a point of view of public transport planning to synergise the processes
- Develop strategy for provision upgrading & maintenance of Public transport facilities of and amenities in conjunction with Provincial Government.
- Coordination of finalizing conversion of permits to operating licenses

11. PROGRAMME & BUDGET

The reduction of funding on transport projects due to other competing needs now calls for proper prioritization of projects to get maximum benefit from the prioritized investment.

Funding mechanisms

- Consolidated municipal infrastructure Programme
- Urban transport fund
- LED fund
- Community Based Public Works Programme
- Water services projects
- Building Sports & Recreation Programme

Operational

- Poor service coverage due to limited services from some areas
- No contribution from the generally well developed rail infrastructure in the District
- Slow introduction of non-motorized transport to serve poor rural communities
- General neglect of people living with disability in the public transport service provision
- Lack of integration of different modes e.g. bus and taxi to harness the benefit of contra flow due to competition leading to unnecessary waste of resources
- Need to capacitate smaller operators in terms of operational financial record keeping & ITR aspects of public transport and training

Management

- Lack of regulation of informal operators i.e. mini-bus, metered taxi, sedan taxi, schools & van transports

12. STAKEHOLDER CONSULTATION

This is necessary to achieve stakeholder's endorsement in development of the ITP. The following issues were addressed:

- Establish & confirm the requirements of the project
- Determine & ensure the buy in into proposed interventions
- Develop & agree on preferred initial proposals

STEERING COMMITTEE MEETING

Consistent of the following:

- National Development of Transport
- Mpumalanga Province: Roads Transport & GSDM
- Transport committee Councillors

This provided a platform on which strategic direction & importance of the ITP were formulated

Project team

- Municipal officials & politicians of various municipalities in the District.

Questionnaires

- Provided municipalities with opportunity to respond on aspects that may not been covered during meetings
- Telephone interviews with transport industry players.

Facilitation

- Professional facilitators were engaged for easy access to various public transport sector forums etc.

3.1.7 District HIV/AIDS Plan

As part of the Gert Sibande District Municipality's 2008/09 IDP review process, the review of the District HIV/AIDS Plan was commissioned. Hereunder is therefore a concise overview of the District AIDS/HIV Plan.

The 2006 HIV Prevalence Survey in Mpumalanga indicates 32.1% infection rate. Gert Sibande amongst the three Districts is leading by 38.9% while also ranking 2nd nationally amongst Districts following Amajuba District in KZN at 46% which happens to be our neighbouring District. The highest prevalence rate is recorded amongst people with lower levels of education (grade 0-7) at 36.3%. Prevalence trends per local municipality indicate the following figures: Pixley ka Seme 42.4, Albert Luthuli 40.2, Lekwa 40%, Msukaligwa 39.1%, Govan Mbeki 37.4%, Mkhondo 37.2% and Dipaliseng at 35.5%.

As a response to this threatening situation GSDM developed a plan in June 2007 that will assist in its efforts to fight the epidemic. The plan is still in its draft form.

Purpose of the plan

The HIV & AIDS Plan is a strategic response mechanism and a tool that will guide the District municipality through the District AIDS Council in coordinating programmes by all stakeholders in partnership with government that have pledged their financial and/ human resources to mitigate the impact of HIV and AIDS.

Key issues identified

- The existence of national and other roads connecting our District to other Districts, provinces and countries creates opportunity for commercial sex work between local young unemployed women and long distance truck drivers.
- The key economic activities in the District are mining, agriculture, forestry and tourism. Mostly these are primary in nature and are characterized by high levels of seasonal and migrant workers which have been identified as one of the contributing factors to the spread of HIV. The tourism industry as characterized by interaction between local community and tourists also plays a role.
- Unemployment which currently stands at 39,4% and poverty coupled by low literacy levels creates an unbalanced relationship between family members and couples leaving women with no voice in relationship matters including sexual relations.
- The traditional belief system, low status of women predisposes women to HIV infection

3.1.8 Communication Strategy

As part of the Gert Sibande District Municipality's 2009/10 IDP review process, the review of the Communication Strategy was commissioned. Hereunder is therefore a concise overview of the Communication Strategy.

In conjunction with the 2009/2010 IDP Review process the District will also be doing the annual review of the communication strategy with an aim of ensuring that all the communication mechanisms, processes and dynamics as contained therein harness the ability of the District to communicate and solicit shared understanding of the District developmental imperatives among all stakeholders.

This strategy is giving an impetus by a District Communication Policy which was submitted to Council during December 2007.

Purpose of the District Communication Strategy

- Embrace the precepts of the Constitution of the Republic of South Africa and other acts of parliament that provide for access to information.
- Stimulate discussions around the developmental issues within the District.
- Encourage the maximum participation of all relevant stakeholders.
- Ensuring the streamline of communication processes and protocol.

Key issues to which the Sector Plan is responding to:

- Poor participation in the District Communicators Forum
- Inadequate funding resources towards establishment and sustenance of effectively functioning communication units across the District.
- Incoherent messages
- Inadequate consideration and attendance of communication matters in most constituent municipalities of the District.
- Place Marketing and branding of the District.

The schematic diagram below depicts the interrelationship between the planning cycles and the communication thereof of the three Spheres of Government, and the significant events that happen in between. Sharing of information between municipalities, Provincial Departments and ultimately National Departments is therefore pivotal so as to ensure that all the Strategic Plans of Government as a whole are focused towards common objectives and the realization thereof.

COMMUNICATION CYCLE





The purpose of Disaster Management Policy Framework is aimed at providing an integrated and uniform approach to disaster management, fire and traffic services within its local Municipalities and other relevant stakeholders.

3.1.9 Disaster Management Plan

As part of the Gert Sibande District Municipality's 2009/10 IDP review process, the development of the Disaster Management Plan was commissioned. Hereunder is therefore a concise overview of the Disaster Management Policy Framework for the GSDM.

The following risks were identified around GSDM area during risk assessment:

- Floods
- Veld fires
- Storm damages
- Roads accidents
- Hazmat Spillages
- Explosions at Industrial Plants.
- Dam Failures

Accordingly the above will give guidance during the development of District Disaster Management Plan, which will be complying with section 42 Of Disaster Management Act (Act 57 of 2002).

This report provides an overview of the following:
Key issues identified as part of GAP analysis report.
Disaster Management Policy Framework.
Envisaged disaster management project identified.
Operational and implementation plan.

Purpose

The purpose of Disaster Management Policy Framework is aimed at providing an integrated and uniform approach to disaster management, fire and traffic services within its local Municipalities and other relevant stakeholders.

The framework will outline the policy and procedures for the proactive disaster prevention, reactive disaster response, mitigation, rehabilitation of disaster management, which must be consistent with the provision of the Disaster Management Act, National and Provincial Disaster Policy Framework respectively,

Objectives

- To provide comprehensive disaster management, traffic, fire and emergency services that will ensure that all the communities and properties are safe.
- To provide training to volunteer cops and staff personnel.
- To capacitate the local municipalities with adequate resources to be able to respond to any form of disaster.
- Reduction of disaster impacts that may occur as a result of the spatial spread of the District.

The key issues identified via analysis that was undertaken, are as follows:

- Of the eight Municipalities only one (1) had adopted a Disaster Management Plan by 31 January 2008.
- Inadequate equipments and no standard guidelines have been set as yet.
- Insufficient human resource capacity.
- Insufficient budget allocations towards Disaster Management among most Municipalities.

The Disaster Management Policy Framework has been formulated in terms of section 42 of Disaster Management Act (Act 57 of 2002).

3.1.10 Integrated Water Services Development Plan (IWSDP)

As part of the Gert Sibande District Municipality's 2009/10 IDP review process, the review of the Integrated Water Services Development Plan was commissioned. Hereunder is therefore a concise overview of the Integrated Water Services Development Plan.

1. Background & Introduction

The State President pronounced in the State of the Nation address that all residents must have decent and safe water and sanitation by 2010. The pronouncement was reiterated by the Premier of Mpumalanga Province in the State of the Province address to meet the targets as set by the State President. In the meeting of the Premiers' Coordinating Forum as held on the 4th of February 2004, it was resolved that the Local Municipalities need to compile Service Delivery Plans to address the backlogs in compliance to the pronouncements. National Government is committed to eliminating the backlog in basic services and to progressively improve levels of service over time. Therefore the State President has set the following targets to which all Stakeholders and role-players in the country are expected to contribute:

By 2007	–	Eradication of the "bucket toilets" system
By 2008	–	All households will have access to clean running water.
By 2010	–	All households will have access to decent sanitation.
By 2012	–	Every household will have access to electricity
By 2014	–	Poverty and unemployment will be halved.

The seven Local Municipalities of the GSDM are, as Water Services Authorities (WSA's), responsible in terms of the Water Services-, Municipal Systems – and Municipal Structures Acts for water supply and sanitation within their respective areas of jurisdiction. In terms of Section 2(c) of the Water Services Act, Act 108 of 1997, all WSA's must prepare and adopt WSDP's for their respective Local Authorities.

The Gert Sibande District Municipality is obligated in terms of the Municipal Structures Act No. 117 of 1998, section 84(1) (a), to co-ordinate and integrate development planning, which includes the WSA's efforts on their WSDP planning, in order to ensure access to basic water supply and sanitation for all its residents.

To achieve these objectives, the GSDM should compile a regional Water Service Development Plan which consists of the completed WSDP's of the seven Local Authorities in its area, consolidated them into one strategic document to be used by the GSDM for future master planning in the region.

2. Purpose of the WSDP

A Water Services Development Plan (WSDP) is a five year plan to progressively ensure efficient, affordable, economical and sustainable access to water services.

It is the product of the water services development planning process captured into a sectoral plan, which deals with socio-economic, technical, financial, institutional and environmental issues as they pertain to water services hence it becomes a critical plan when coming to integration of all developmental priorities.

It also functions as a management tool in ensuring the progressive provision of total, effective and sustainable water services within the Municipality.

3. Key aspects being addressed in the WSDP

1. The physical attributes of the area to which it applies;
2. The size and distribution of the population within that area;
3. The time frame for the plan, including the implementation programme for the following five years;
4. The existing water services;
5. The existing industrial water use within the area of jurisdiction of the relevant water services authority;
6. The existing industrial effluent disposed of within the area of jurisdiction of the relevant water services authority's within the District;
7. The number and location of persons within the area who are not being provided with a basic water supply and basic sanitation;
8. The future provision of water services and water for industrial use and the future disposal of industrial effluent, including—
 - a. the water services providers which will provide those water services;
 - b. the contracts and proposed contracts with those water services providers;
 - c. the proposed infrastructure necessary;
 - d. the water sources to be used and the quantity of water to be obtained from and discharged into each source;
 - e. the estimated capital and operating costs of those water services and the financial arrangements for funding those water services, including the tariff structures;
 - f. any water services institution that will assist the water services authority;
 - g. the operation, maintenance, repair and replacement of existing and future infrastructure;
9. The number and location of persons to whom water services cannot be provided within the next five years, setting out
 - a. the reasons therefore; and
 - b. the time frame within which it may reasonably be expected that a basic water supply and basic sanitation will be provided to those persons; and
10. The existing and proposed water conservation, recycling and environmental protection measures.

4. Link of the WSDP to other Sector Plans and IDP as a whole

All Local Municipalities that are Water Services Authorities (WSA's) need to prepare Water Services Development Plans (WSDP's) as part of the Integrated Development Planning (IDP) Process.

There are two main areas of alignment that are to be attained when preparing a WSDP.

- To ensure that the development strategies of the District's IDP in terms of Water and Sanitation are realized, and;
- That local development priorities are integrated within the IDP and District WSDP.

The District Municipality may request further information from a Local Municipality for inclusion in the District WSDP. This is particularly the case where a Local Municipality is a WSA and a water services provider (WSP). It is important that Local Municipalities do not duplicate data collection and planning processes that are undertaken at the District level.

The participation process utilized in the development of a WSDP encourages proper prioritization of water and sanitation projects to be implemented. These same priorities should also arise through the community participation process which is followed in the development of the IDP, thus showing the link between both integrated planning documents.

The Water Service Act requires that the WSDP of a WSA must address water services information (both status quo and future targets) for the entire municipal area

5. Status Quo of Regional WSDP for the GSDM

The last fully completed WSDP for the GSDM was done during 2003/2004 and finished during April 2004 by WRP Consulting Engineers (Pty) Ltd.

During 2006, the Gert Sibande District Municipality took the initiative in addressing the concerns regarding the eradication of the water and sanitation backlogs by appointing a Service provider namely Lulu Gwagwa Development Consortium to assist the District Municipality as well as its Local Municipalities with the implementation of the "Accelerated Water and Sanitation Services Delivery Programme".

This appointment was a direct result of the Presidential and Premier of the Mpumalanga Province Imbizo's where all the Local Municipalities in the District's region agreed to the urgent intervention with respect to capacity support to eradicate the backlogs in respect of water and sanitation, to adhere to the millennium targets as set by the State President.

The appointment of the Consultant was only done for a three month period ending May 2006. Their mandate consisted of the following key focus namely:

- (1) Backlog quantification in respect of the 2008 (Water) and 2010 (Sanitation) targets with emphasis on the following:
Physical Infrastructure;
Service Levels, and;
Institutional capability.
- (2) Compilation of a Business / Development Plan detailing the proposed interventions for each respective key focus area towards achieving the above targets.

This appointment represented the first Phase in the compilation of a Water Service and Development Plan (WSDP) for the District Municipality and the seven Local Municipalities in its region.

The seven Local Municipalities as WSA's have started with the compilation of their respective WSDP's with the assistance of a Consultant appointed by DWAF namely Madlanduna Consulting. The Consultant was merely appointed for the identification of gaps in the Local Municipalities WSDP's and to assist them with information in filling of these gaps. Unfortunately not all the WSA's have budgeted for the preparation / review of their WSDP's and therefore will not be performing the work in this financial year.

As indicated earlier in the report, the GSDM WSDP will largely consist of a consolidation of the completed WSDP's of the Local Municipalities and the completion of the District's WSDP is therefore much dependant on the completion of the WSDP's of the seven Local Municipalities.

To determine the status quo of WSDP's of the seven Local Municipalities, the District is busy arranging a meeting with DWAF's appointed Consultant as well as representatives of the seven Local Municipalities. Issues like the information outstanding on WSDP's, when completion of the documents can be expected, budgeting for annual reviewing of the WSDP's, etc. will then be discussed. After such a meeting, the District can plan forward for the development of the Regional WSDP.

6. Progress

As indicated above, the GSDM is busy arranging a meeting with all Stakeholders to determine the status quo on the compilation of the WSDP's of the Local Municipalities.

Currently, the GSDM is busy gathering and maintain the following information which just needs to be incorporated into the regional WSDP once the compilation of the document starts namely:

- Verification of population figures per community in each Local Municipality
- Verification of backlogs i.t.o Water, Sanitation per community in each Local Municipality
- Verification of Water & Sanitation backlogs at Schools and Clinics in the GSDM region.
- Collecting electronic Maps indicating backlogs per community in each Local Municipality
- Compiling data regarding the Status Quo eg. capacity and operations of all existing Water and Waste Water Treatment Plants in the GSDM region.
- Update and maintain a Millennium Target project list that contains Water and Sanitation projects which will eradicate the backlogs in these services. The projects are also listed in terms of priority indicating the estimated financial implications per year as well as the deficit in funding, required to meet the obligations.
- Securing of funding from different funding agencies in ensuring that the projects will be implemented.

7. Committed funds

As the GSDM is not a WSA, the compilation of a WSDP is not one of its functions and therefore no provision was made in the 07/08 budget for this function.

A request for funding was however forwarded to the DBSA for the development of Sector plans which, inter alia, includes a WSDP. The amount requested was R4 500 000 which are divided as follows between the different book years:

2008/09	–	R 1 500 000
2009/10	–	R 1 500 000
2010/11	–	R 1 500 000
Total:		R 4 500 000

A Business plan is currently being compiled which will be submitted as part of an application for funding from external sources e.g. National and provincial Government and external borrowing facilities.

8. Challenges experienced

- WSA's lack lots of information regarding water & sanitation in their respective areas to ensure the proper and quick completion of their WSDP's
- WSA's don't budget enough funding for the compilation of WSDP's.(Lack of funding)
- Still awaited the installation of the GIS programme at the DM and Locals which could assist a lot with the compilation of WSDP's.
- No proper and integrated planning between all the Stakeholders namely DWAF, DM and LM's with regards to the completion of WSDP's.
- GSDM currently don't provide funding for the compilation of WSDP's

9. Required tools

- Updating of computer and relevant software
- Installation of GIS programme
- Training on GIS programme

10. Date of commencement:

The process has started but the core information required to complete the Integrated District WSDP is dependant on the compilation and completion of the Local Municipalities WSDP's for which no definite date is available.

3.1.11 Financial Plan

As part of the Gert Sibande District Municipality's 2009/10 IDP review process, the review of the Financial Plan was commissioned. Hereunder is therefore the concise overview of the Financial Plan.

Financial Strategies

The municipality will embark on the following financial strategies in order to link local imperatives with strategic priorities thereby ensuring that the process is a holistic exercise.

- Maximizing of revenue and proper administration of subsidy and grant revenue strategy
- Management of asset management strategy
- Financial management strategy
- Operational financial strategy
- Capital financial strategy
- Upgrading of cost effective strategy

Maximizing Of Revenue and Proper Administration of Subsidy and Grant Revenue Strategy

The purpose of this strategy is to fully comply with the 2008 DORA legislation – with regard to inter-governmental transfers and grants or donations received from abroad.

Further the aspect of attracting additional grant funding in the form of pilot projects with National Treasury, in order to achieve the major infrastructure goals of the Council is included in this strategy. The strategy will be based on sound financial modelling and cash flow management of the funds received from various Government Institutions.

Grant Income, Subsidies and Donations

The external grant funding received from National Treasury is to be appropriately utilized for infrastructural purposes with a view of ensuring that GSDM and the local municipalities receive maximum benefit in this regard. GSDM is to provide the financial support to local municipalities to assist them directly or indirectly in providing the much needed basic services within its area of jurisdiction. Donations received for the first time from abroad are to be applied on funding the operating training costs that are likely to be incurred regarding all section 57 and senior managers of the local municipalities and the GSDM.

Hence, in this regard the expertise and knowledge levels will be enhanced of all senior persons within the municipality's environment. This capacity training will help to avoid the poor stewardship currently being displayed by certain senior management thereby resulting in Auditor-General's Management Report highlighting several weaknesses. The knowledge turnaround that is anticipated would help in ensuring better responses are obtained from municipalities in compliance with the various legislation and consequently ensuring unqualified reports maybe achieved in the short to medium term by the defaulting local municipalities.

Internal and sourcing other grant funding initiatives

Once again internal funding of the GSDM will be utilised to finance the much needed maintenance of infrastructural water and sanitation plants of the constituent local municipalities thereby addressing their backlogs. Also internal funding will be

utilised to finance the much needed lab testing facility that would ensure that clean water is provided for the consumption of communities within the area of jurisdiction of GSDM. This facility will enable the local municipalities to focus on their primary reticulation tasks in terms of their respective WSA/WSP authority status.

Further, internal funds are to be applied to finance the construction of critical office accommodation for staff, councillors and other personnel.

Credit Control and Debt Collection Strategy for Local Municipalities

With GSDM currently financing the data cleansing operations of all seven local municipalities, this process would help to ensure that the data maintained on their financial systems are accurate. The accuracy of data will ensure that realistic revenue projections maybe done and hence collections would also be effective. Further with the introduction of the Local Government: Municipal Property Rates Act, 2004 by local municipalities, the management and recovery of outstanding debt is of extreme importance. The overseeing of the timeous implementation of the MPRA will enable local municipalities to maximize their fixed revenue so as to finance the operational expenditure. In future GSDM's funding allocation will be applied in priority to areas where other significant service delivery demands are required.

Management of Asset Management Strategy

This strategy is to ensure that all movable assets are in the custody of responsible officials. Further, management should ensure that optimum use of assets is being made to enable GSDM and other local municipalities to carry out their business operations efficiently and effectively.

Asset Management

An updated policy needs to be in place to ensure the effective management, control and maintenance of assets, is achieved.

The primary objective of the policy is to ensure that the assets of GSDM are properly utilized, managed and accounted for by:

- the accurate recording of asset movements
- the strict usage / custody of assets
- compliance with Council's insurance policy and payment procedures
- effecting adequate insurance of all assets
- providing accurate and meaningful management information of movable assets
- ensuring adequate disclosure in terms of GAMAP

Financial Management Strategy

The purpose of this strategy is to ensure that the financial system and procedures in place at GSDM are of a high standard, with a view of ensuring that management internal financial reports for decision making as well as external statutory reports for public and other stakeholder information are accurate.

Budget and Finance Reform

National Treasury have regularly issued circulars relating to Budget Reform with a view of ensuring that the Finance and Budget reporting is accurate and within statutory guidelines. Hence, GSDM will be ensuring that at all times there is compliance to these guidelines.

In order to ensure that adequate reporting controls are in place, the following specific tasks are to be embarked upon:

- capacitating department with Interns where appropriate
- reconciliation of key control accounts
- training of personnel
- assisting local municipalities with their reporting and statutory obligations in terms of MFMA
- maintaining strict internal control procedures

Local Municipal Support

In terms of the Local Government Municipal Structures Act 1998, the District Municipality should build the capacity of local municipalities in its area of jurisdiction to enable them to perform their functions and carry out their respective powers where such capacity is lacking.

In order for GSDM to meet these obligations, the following programmes are anticipated and currently Service Level Agreements are being negotiated with the respective local municipalities.

For the provision of bulk water services, water quality testing and the co-ordination of water services operations generally throughout the GSDM area of jurisdiction

- Sharing of financial, technical & administrative information and experiences. In addition to the technical and administrative forum, a District Finance Forum meets regularly to discuss common areas of concern. Further, information relating to best practices, as well as Treasury Circulars are tabled at these meetings. Also matters discussed at the Municipal Managers Forum are cascaded down to the Finance Forum meeting.
- Establishing a shared Audit Committee Forum with participating Local Municipalities being Lekwa, Dipaleseng, Msukaligwa and Pixley ka Seme.

Direct Support

Funding allocations are made directly to local municipalities to fund the various projects in terms of the budget.

Shared Audit Services

Further, the District is to co-ordinate the shared audit services concept with four local municipalities as previously mentioned. 3-year audit risk plans in terms of MFMA will be produced by Internal Auditors and these would be reviewed annually. The risk plans should be in terms of the MFMA legislation. Further risk plans also allows the municipality to prioritize its risks into high, medium and low. The high risks are attended to immediately and consequently the internal controls are strengthened.

Operational Financial Strategy

The purpose of this strategy is to assess the viability of any association or alliance or partnership that may arise from time to time. Also consideration will be explored with regards to Public Private Partnerships that maybe entered into between GSDM and the relevant party.

Capital Funding Strategy

The purpose of this strategy is to address the major capital plans that are contained in the IDP. Also when implementation is considered, various financial models relating to capital acquisition will be utilized to ensure that GSDM is adopting the best financial plan.

Upgrading of Cost Effective Strategy

The purpose of this strategy is to ensure that GSDM adopts and implements the most cost effective operating practices.

Best practices relating to costing policy would be introduced and these would be addressing the high risk areas that are likely to be identified in the Audit Risk Plan. Hence, the value for money principle would be at all times adopted.

ALLOCATIONS TO LOCAL MUNICIPALITIES:
The budget can be summarized as follows:

PROJECTS				
NO	DETAIL	BUDGET (R)	BUDGET (R)	BUDGET (R)
		2009/2010	2010/2011	2011/2012
INDIRECT ALLOCATIONS - MM				
1	BURSARIES	2,500,000	2,600,000	2,700,000
2	TRADITIONAL AFFAIRS / PROJECTS	500,000	500,000	500,000
3	IDP - NEW AND UPDATE	500,000	1,000,000	1,000,000
4	PROMOTION OF THE DISTRICT/COMM	2,500,000	2,500,000	2,500,000
5	EMERGENCY / CONTINGENCIES	1,000,000	1,500,000	1,500,000
		7,000,000	8,100,000	8,200,000
INDIRECT ALLOCATIONS - ITS				
6	2010 SPORT ACTIVITIES	1,000,000	1,000,000	1,000,000
7	CARWASH	2,000,000		
8	UPDATE BULK WATER/SEWER REPORT	1,000,000	2,530,000	2,783,000
9	GERT SIBANDE SPECIAL PROJECT	100,000	0	0
10	PLANNING	1,000,000		
11	MAINTENANCE BOREHOLES	2,000,000	0	0
		7,100,000	3,530,000	3,783,000
INDIRECT ALLOCATIONS - CORPORATE				
12	REVENUE COLLECTION / DATA CLEANING	2,500,000	2,000,000	2,000,000
13	WOMEN'S DEVELOPMENT ACTIVITIES	500,000	300,000	300,000
14	RELIGIOUS AFFAIRS(MORAL REGENERATION	500,000	250,000	250,000
15	IT FOR THE REGION	1,000,000	700,000	700,000
16	CAPACITY BUILDING/COMM PARTICIPATION	5,000,000	5,500,000	5,500,000
17	TRAINING - DONOR FUNDING	0	0	0
		9,500,000	8,750,000	8,750,000
INDIRECT ALLOCATIONS - IGR				
18	MAYORAL EXCELLANCE AWARD	1,250,000	1,000,000	1,000,000
19	SPORT,ART AND CULTURE	1,500,000	1,500,000	1,500,000
20	CO-ORDINATION HIV AND AIDS	500,000	600,000	600,000
21	YOUTH DEVELOPMENT	1,000,000	800,000	800,000
22	DISASTER MANAGEMENT	1,500,000	2,500,000	2,500,000
23	CHILDREN'S RIGHTS	400,000	200,000	200,000
24	MUNICIPAL HEALTH AND ENVIRONMENT	1,500,000	2,000,000	2,000,000
25	PEOPLE WITH DISABILITIES	500,000	300,000	300,000
26	CO-ORDINATION OF FARM WORKERS	300,000	250,000	250,000
27	LED AND TOURISM	2,000,000	1,000,000	1,000,000
28	RURAL AND AGRICULTURAL DEVELOPMENT	6,000,000	3,000,000	3,000,000
29	CO-OPERATIVES SUPPORT	1,500,000		
30	THUSONG CENTRE SUPPORT	500,000		
		17,950,000	13,150,000	13,150,000
INDIRECT ALLOCATIONS - FINANCE				
31	DEPRECIATION	2,600,000	2,700,000	2,700,000
		2,600,000	2,700,000	2,700,000
TOTAL INDIRECT ALLOCATIONS		44,150,000	36,230,000	36,583,000

ADMINISTRATION OF ACT

For the 2009/2010 financial year an amount of R 88,097,620 is budgeted under this section of the budget. This section of the budget can be summarized as follows:

DETAIL	BUDGET (R) 2009/2010	BUDGET (R) 2010/2011	BUDGET (R) 2011/2012
COUNCIL			
Mayor & Exec Committee	5,351,380	5,886,510	6,475,180
Speaker, Chief Whip & Councillors	5,236,000	5,759,610	6,335,570
Council Support	6,198,120	6,817,940	7,499,740
TOTAL: Council	16,785,500	18,464,060	20,310,490
MUNICIPAL MANAGER			
Municipal Manager	2,752,930	3,028,220	3,331,080
Communication, Marketing & Tourism	2,468,470	2,715,320	2,986,860
Internal Audit	3,278,400	3,606,240	3,966,880
IDP	1,466,590	1,613,250	1,774,600
TOTAL: Municipal Manager	9,966,390	10,963,030	12,059,420
CORPORATE SERVICES			
Building	2,028,900	2,231,820	2,455,000
IT	4,106,690	4,517,350	4,969,100
Legal	2,261,960	2,488,160	2,736,980
Human Resources	3,904,520	4,294,960	4,724,460
Administration	8,331,110	9,164,250	10,080,680
TOTAL: Corporate Services	20,633,180	22,696,540	24,966,220
FINANCE			
Finance	7,080,760	7,788,860	8,567,740
Supply Chain Management	1,869,050	2,055,970	2,261,580
Municipal Management & Support	1,506,360	1,657,000	1,822,700
MSIG	1,300,000	1,000,000	1,000,000
TOTAL: Finance	11,756,170	12,501,830	13,652,020
MUNICIPAL INFRASTRUCTURE & SERVICES			
Planning, Implementation & Support	4,051,490	4,456,660	4,902,340
Infrastructure Maintenance	4,761,870	5,241,930	5,770,490
Water & Sanitation	4,018,870	4,420,750	4,862,820
Planning Services	1,833,210	2,016,540	2,218,190
TOTAL: Municipal Infrastructure and Services	14,665,440	16,135,880	17,753,840
INTERGOVERNMENTAL RELATIONS & DEVELOPMENT			
Intergovernmental Relations	4,767,560	5,244,330	5,768,770
Municipal Health Services	7,228,600	7,951,470	8,746,630
Disaster Management	2,294,780	2,524,260	2,776,690
TOTAL: Intergovernmental Relations and Development	14,290,940	15,720,060	17,292,090
GRAND TOTAL	88,097,620	96,481,400	106,034,080

EXPENDITURE BREAKDOWN

DETAIL	BUDGET (R) 2009/2010	BUDGET (R) 2010/2011	BUDGET (R) 2011/2012
Salaries and wages	50,902,400	55,992,700	61,591,980
Social Contributions	11,180,710	12,298,800	13,528,760
Councillor Allowances	8,388,270	9,227,110	10,149,830
Depreciation	1,597,890	1,761,530	1,942,050
Repair and Maintenance	875,730	963,310	1,059,660
Contracted Services	1,085,650	1,194,220	1,313,640
General Expenditure	14,066,970	15,043,730	16,448,160
Total	88,097,620	96,481,400	106,034,080

DONATIONS

Council receives daily applications for donations. During the 2009/2010 financial year an amount of R300 000 was budgeted. It is suggested that this section of the budget be increased as follows:

Year	Amount (R)
2009/2010	400 000
2010/2011	400 000
2011/2012	400 000

FINANCING

The budget and the financing of the budget can be summarized as follows:

DETAIL	BUDGET (R) 2009/2010	BUDGET (R) 2010/2011	BUDGET (R) 2011/2012
Revenue			
Grants	228,234,000	239,365,000	248,536,000
Interest on investments	8,164,540	8,654,410	9,519,860
Income from tariffs	1,000,000	1,000,000	1,000,000
Other income	170,770	187,870	206,670
Contribution Accumulated Surplus	134,412,595	72,904,120	70,754,550
Total Income	371,981,905	322,111,400	330,017,080
Expenditure			
Allocations to Local Municipalities	70,030,803	93,000,000	93,000,000
Roads	28,000,000		0
Multi Year Projects	46,303,487	22,000,000	0
Bulk Services Water and Sanitation	1,000,000	1,000,000	1,000,000
Indirect Allocations	44,150,000	36,230,000	36,583,000
Administration of the Act	88,097,620	96,481,400	106,034,080
Donations	400,000	400,000	400,000
Capital Expenditure	94,000,000	73,000,000	93,000,000
Surplus			
Total Expenditure	371,981,910	322,111,400	330,017,080

CAPITAL BUDGET

The suggested capital budget for the next three years can be summarized as follows:

DETAIL	BUDGET (R)	BUDGET (R)	BUDGET (R)
	2009/2010	2010/2011	2011/2012
New Office Complex & Alterations	50,000,000	50,000,000	70,000,000
Construction of lab	12,000,000	0	0
Disaster Centres - Mkondo, Diapleseng, Albert Luthuli	16,000,000	3,000,000	3,000,000
Landfill Site	6,000,000	10,000,000	10,000,000
Construction equipment / Vehicles	8,000,000	5,000,000	5,000,000
Office furniture and equipment	2,000,000	5,000,000	5,000,000
Sub-Total	94,000,000	73,000,000	93,000,000

3.1.12 EMPLOYMENT EQUITY PLAN

As part of the Gert Sibande District Municipality's 2009/10 IDP review process, the review of the Employment Equity Plan was commissioned. Hereunder is therefore the concise overview of the Employment Equity Plan.

1. Background

The Gert Sibande District Municipality is committed to achieving equity in the workplace by promoting equal opportunities and fair treatment of all its employees. To this end, the District aims to eliminate all unfair discrimination and implement affirmative action measures to redress the disadvantages in employment experienced by designated groups and to ensure their equitable representation in all occupational levels in the workforce.

2. Purpose of the Plan

- to address imbalances in the composition of the present and future labour force with regard to race, gender and disability.
- to honour the principle of public liability by rendering a satisfactory and affordable service in a cost effective manner.

3. Key issues

An analysis has been undertaken regarding the current employment policies, procedures and the working environment in order to identify employment barriers which may affect people from designated groups.

- Performance and evaluation system
- HIV / AIDS education and prevention
- Job classification and grading
- Diversity management programme
- Community investment and bridging programme
- Conditional Study grant

4. Skills Development

The principles underlying skills development interventions include the need to redress the imbalances of the past.

Several short and long term programmes have been initiated to address the Skills Development and represent components of the District's Employment Equity Plan and its Workplace Skills Plan.

The EEP is envisaged to operate as a continuous system in relation to Skills Development to strengthen both individual and the District performance.

5. Responsibilities

The Municipal Manager and the Heads of Departments will have their employment equity responsibilities incorporated as one of their key performance areas, which in turn will play an integral part in their performance assessments.

3.1.13 Integrated Environmental Management framework

Background

The district is committed in promoting a safe and health environment for all, in achieving these mandate the development of the framework plan in line with the guidelines contained in the National Environmental management Act is crucial to ensure that we manage our natural environment and balance the need to exploit the natural resources found within the district to the benefit of the present and future generations

Purpose of the Plan

The framework plan is aimed at ensuring that the district provide a guideline in terms of balancing the economic needs and preserving and protecting the environment for present and future generation, the IEMFP will highlight the sensitive areas pressure zones, conservation zones and special and sensitive areas that need developmental restrictions and developmental management or control

Responsibilities

The Municipal Manager and the Heads of Department will be responsible for the implementation of the plan

3.1.14 Air quality Management Plan

Background

The district municipality due to industrial and power generating industrial activities has been declared a high air quality priority area due to its high pollution levels within five of its seven local municipalities. The level of air quality within these municipalities is of poor quality and not within the minimum air quality standards.

Purpose of the Plan

The plan aim to put mechanisms in place to comprehensively address Air quality issues, the plan put in place systems and method of managing Air quality within the district in relation to national targets and programs .the main objective of the plan is to reduce the current levels of Air Pollution and prevent future deterioration of Air quality within the district.

Responsibilities

The Municipal Manager and the Heads of Department will be responsible for the implementation of the plan

3.2 Policy Compliance & Implementation Monitoring and Evaluation

3.2.1 Performance Management and IDP Review

The purpose of the IDP is to ensure that the resources available to the municipality are directed at the delivery of projects and programmes that meet agreed Municipal development priorities. Once a municipality starts to implement its IDP it is important to check that:

- The delivery is happening in the planned manner
- The municipality is using its resources most efficiently
- It is producing the quality of delivery envisaged
- The delivery is having the envisaged impacts on the lives of the people in the municipality.

To achieve this it is necessary to monitor and evaluate measure and review the performance of GSDM against indicators and targets set in its IDP. Performance management will assist GSDM:

- To make immediate, appropriate changes in delivery and management of resources
- Identify and overcome major or systematic blockages
- Guide future planning on developmental objectives and resource use

Achieving this requires proactive development of a performance management system to be annually reviewed in conjunction with the IDP

To comprehend the relationship between IDP review and performance management, the following quotation from the Performance Management Guide for Municipalities, DPLG, 2001 (draft2, page 16) becomes relevant:

“The Integrated Development Planning Process and the Performance Management Process should appear to be seamlessly integrated. Integrated development planning fulfils the planning stage of performance management. Performance management fulfils the implementation management, monitoring and evaluation of the IDP process”.

Legal Context for Performance Management and IDP Annual Review

The purpose of this sub-section is to provide insight into key legislation concerning the Performance Management System and the Annual Review of the IDP.

In addition to the requirement for every Municipality to compile an Integrated Development Plan (IDP) the Municipal Systems Act, Act 32 of 2000 (MSA) also requires that the IDP is implemented, and that the Municipality monitors and evaluates its performance.

Section 34 of the MSA deals with the review and amendment of the IDP:

A Municipal council:

- must review its integrated development plan
 - (i) annually in accordance with an assessment of its performance measurements in terms of section 41; and
 - (ii) to the extent that changing circumstances so demand;
 - (iii) may amend its integrated development plan in accordance with a prescribed process".

Every Municipality is also required to develop and implement a performance management system in terms of Chapter 6 of the MSA. This performance management system must contain certain core components (section 41 of the MSA):

- Key performance indicators are "a yardstick for measuring performance, including outcomes and impact, with regard to the municipality's development priorities and objectives set out in its Integrated Development Plan".
- Measurable performance targets for each of the development priorities and objectives.

The Local Government: Municipal Planning and Performance Management Regulations, 2001 describes the role of the performance management system in monitoring, evaluation and review:

"7. (1) A municipality's performance management system entails a framework that describes and represents how the Municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed

(For more detail on Performance management system consult the Performance Management – A guide for Municipalities, DPLG, 2001).

The review and amendment process must also adhere to the requirements for public participation as set out in Chapter 4 of the MSA. This will involve establishing processes and structures for public participation, as was required for the process of drafting the IDP. The MSA (section 37 (d) and (e)) permits the Minister to make regulations and guidelines on certain matters regarding the review and amendment of the IDP.

As is the case when formulating the IDP, sector requirements have to be considered in monitoring, evaluation and review to ensure sector alignment. These requirements may be in the form of process time frames, reporting procedures and formats, as well as review of existing plans/ programmes and adoption of new plans/programmes.

As a general rule, when the IDP is reviewed, it means that all the integrated plans and programmes forming part of the IDP are reviewed as well.

For certain sectors, monitoring, evaluation and review may have to occur at prescribed intervals that are more or less frequent than the annual IDP review.

In the review process, sector requirements regarding adherence to principles (e.g. National Environmental Management Act, 107 of 1998, and the Development Facilitation Act, of 1995) have to be taken into consideration.

Performance/implementation should be evaluated in terms of such principles and inform the review process.

There are some of the key aspects of relevant legislation and regulations. It is important to note any additional legislation, or regulations and other requirements that spheres of government might institute in the future that require incorporation in the monitoring and evaluation and review process of our Municipality's IDP.



GERT SIBANDE
DISTRICT MUNICIPALITY

CONTACT DETAILS

Physical Address:

Louwrens Muller Street, Secunda

Postal Address:

PO Box 550, Secunda, 2302,

Telephone: (017) 620-3000

Fax: (017) 631-1607

E-mail: centrec@gsibande.gov.za

website: [www.gsibande .gov.za](http://www.gsibande.gov.za)