

GERT SIBANDE DISTRICT MUNICIPALITY



IDP 2014/15

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ACRONYMS

<i>ABET</i>	<i>Adult Based Education and Training</i>
<i>AIDS</i>	<i>Acquired Immune Deficiency Syndrome</i>
<i>ASGISA</i>	<i>Accelerated Shared Growth Initiative South Africa</i>
<i>CBO's</i>	<i>Community Based Organisations</i>
<i>CETA</i>	<i>Construction Education and Training Authority</i>
<i>CHBC</i>	<i>Community Home Base Care</i>
<i>CIP</i>	<i>Comprehensive Infrastructure Plan</i>
<i>CMIP</i>	<i>Consolidated Municipal Infrastructure Programme</i>
<i>CPMU</i>	<i>Centralised Project Management Unit</i>
<i>CPTR</i>	<i>Current Public Transport Record</i>
<i>DAC</i>	<i>District AIDS Council</i>
<i>DARDLA</i>	<i>Department of Agriculture, Rural Development and Land Administration</i>
<i>DBSA</i>	<i>Development Bank of South Africa</i>
<i>DCOGTA</i>	<i>Department of Corporative Government and Traditional Affairs</i>
<i>DEAT</i>	<i>Department of Environmental Affairs and Tourism</i>
<i>DHS</i>	<i>Department of human Settlements</i>
<i>DM</i>	<i>District Municipality</i>
<i>DMA</i>	<i>District Management Area</i>
<i>DME</i>	<i>Department of Minerals and Energy</i>
<i>DoE</i>	<i>Department of Energy</i>
<i>DoH</i>	<i>Department of Health</i>

<i>DPWR&T</i>	<i>Department of Public Works, Roads and Transport</i>
<i>DRDLR</i>	<i>Department of Rural Development and Land Reform</i>
<i>DTI</i>	<i>Department of Trade and Industry</i>
<i>DWA</i>	<i>Department of Water Affairs</i>
<i>ECA</i>	<i>Environmental Conservation Act</i>
<i>EHS</i>	<i>Environmental Health Services</i>
<i>EIA</i>	<i>Environmental Impact Assessment</i>
<i>EIP</i>	<i>Environmental Implementation Plan</i>
<i>EMP</i>	<i>Environmental Management Plan</i>
<i>EMS</i>	<i>Environmental Management System</i>
<i>EPWP</i>	<i>Expanded Public Works Programme</i>
<i>FBE</i>	<i>Free Basic Electricity</i>
<i>FBS</i>	<i>Free basic Services</i>
<i>FPA</i>	<i>Fire Protection Association</i>
<i>GIS</i>	<i>Geographic Information System</i>
<i>GSDM</i>	<i>Gert Sibande District Municipality</i>
<i>HDI</i>	<i>Human Development Index</i>
<i>HOD</i>	<i>Head of Department</i>
<i>ICT</i>	<i>Information and Communication Technology</i>
<i>IDP</i>	<i>Integrated Development Plan</i>
<i>IEM</i>	<i>Integrated Environmental Management</i>
<i>IGR</i>	<i>Intergovernmental Relations</i>
<i>IMEP</i>	<i>Integrated Municipal Environmental Programme</i>
<i>INEPBPU</i>	<i>Integrated National Electrification Programme Business Planning Unit</i>
<i>IS</i>	<i>Information System</i>
<i>IT</i>	<i>Information Technology</i>
<i>ITP</i>	<i>Integrated Transport Plan</i>
<i>IWMP</i>	<i>Integrated Waste Management Plan</i>
<i>IWSDP</i>	<i>Integrated Water Services Development</i>

<i>JIPSA</i>	<i>Joint Initiative for Priority Skills Acquisition</i>
<i>KPA</i>	<i>Key Performance Area</i>
<i>KPI</i>	<i>Key Performance Indicator</i>
<i>LED</i>	<i>Local Economic Development</i>
<i>LM</i>	<i>Local Municipality</i>
<i>LRAD</i>	<i>Land Redistribution for Agricultural Development</i>
<i>LTO</i>	<i>Local Tourism Organisation</i>
<i>LUMS</i>	<i>Land Use Management System</i>
<i>MAM</i>	<i>Multi Agency Mechanism</i>
<i>MEC</i>	<i>Member of Executive Committee</i>
<i>MFMA</i>	<i>Municipal Finance Management Act</i>
<i>MHS</i>	<i>Municipal Health Services</i>
<i>MIG</i>	<i>Municipal Infrastructure Grant</i>
<i>MPCC</i>	<i>Multi Purpose Community Centres</i>
<i>MSIG</i>	<i>Municipal Systems Improvement Grant</i>
<i>MSP</i>	<i>Master Systems Plan</i>
<i>NEMA</i>	<i>National Environmental Management Act</i>
<i>NEPAD</i>	<i>New Partnership for Africa's Development</i>
<i>NER</i>	<i>National Electricity Regulator</i>
<i>NGO</i>	<i>Non Governmental Organization</i>
<i>NSDP</i>	<i>National Spatial Development Perspective</i>
<i>NWMS</i>	<i>National Waste Management Strategy</i>
<i>OLS</i>	<i>Operating Licence Strategy</i>
<i>PGDS</i>	<i>Provincial Growth and Development Strategy</i>
<i>PHC</i>	<i>Primary Health Care</i>
<i>PMS</i>	<i>Performance Management System</i>
<i>PPP</i>	<i>Public Performance Areas</i>
<i>REDS</i>	<i>Regional Electricity Distribution System</i>
<i>RSC</i>	<i>Regional Service Council</i>
<i>RTO</i>	<i>Regional Tourism Organisation</i>

<i>SABS</i>	<i>South Africa Bureau of Standards</i>
<i>SACOB</i>	<i>South Africa Chamber of Business</i>
<i>SALGA</i>	<i>South Africa Local Government and Administration</i>
<i>SANAC</i>	<i>South African National AIDS Council</i>
<i>SANCO</i>	<i>South Africa National Civic Organization</i>
<i>SAPS</i>	<i>South African Police Service</i>
<i>SDBIP</i>	<i>Service Delivery and Budget Implementation Plan</i>
<i>SDF</i>	<i>Spatial Development Framework</i>
<i>SETA</i>	<i>Sector Education Training Authority</i>
<i>SLA</i>	<i>Service Level Agreement</i>
<i>SOER</i>	<i>State of the Environment Report</i>
<i>TBVC</i>	<i>Transvaal Bophuthatswana Venda and Ciskei</i>
<i>TSC</i>	<i>Thusong Services Centres</i>
<i>WSA</i>	<i>Water Services Authorities</i>

DRAFT

Chapter One: Executive Summary

1. Introduction

The objectives of Local Government are based on a co-operative governance framework that encourages participation of all Local Councils within the District, as well as the Provincial and National spheres of Government, in public policy setting, development planning and the delivery of services.

The Constitutional Mandate for Municipalities is that they strive, within their Financial and Administrative capacity to achieve these objectives, and carry out the developmental duties assigned to Local Government. Municipal Councils therefore take charge of the following principal responsibilities:

- The provision of democratic and accountable government without favour or prejudice.
- To encourage the involvement of the local community.
- To provide all members of the local community with equitable access to the municipal services that they are entitled to.
- To plan at the local and regional levels for the development and future requirements of the area.
- To monitor the performance of the Municipality by carefully evaluating Budget reports and Annual reports to avoid financial difficulties, and if necessary, to identify causes and remedial measures for the identified Financial and Administrative challenges.
- To provide services, facilities and financial capacity, within the guidelines provided by the Constitution and Legislative Authority.

Integrated Development Planning is a process through which a District Municipality, its constituent local municipalities, other government Sector Departments, various service providers, and interested and affected parties come together to identify development needs, and to outline clear objectives and strategies which serve to guide the allocation and management of resources within the Municipality's jurisdictional area. From this planning process emanates the Municipal Integrated Development Plan (IDP), with its main objective being the improvement of coordination and integration of planning, budgeting and development within the 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 plans which guide 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, and 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 2013/14 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).

1.1. 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 above, 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:

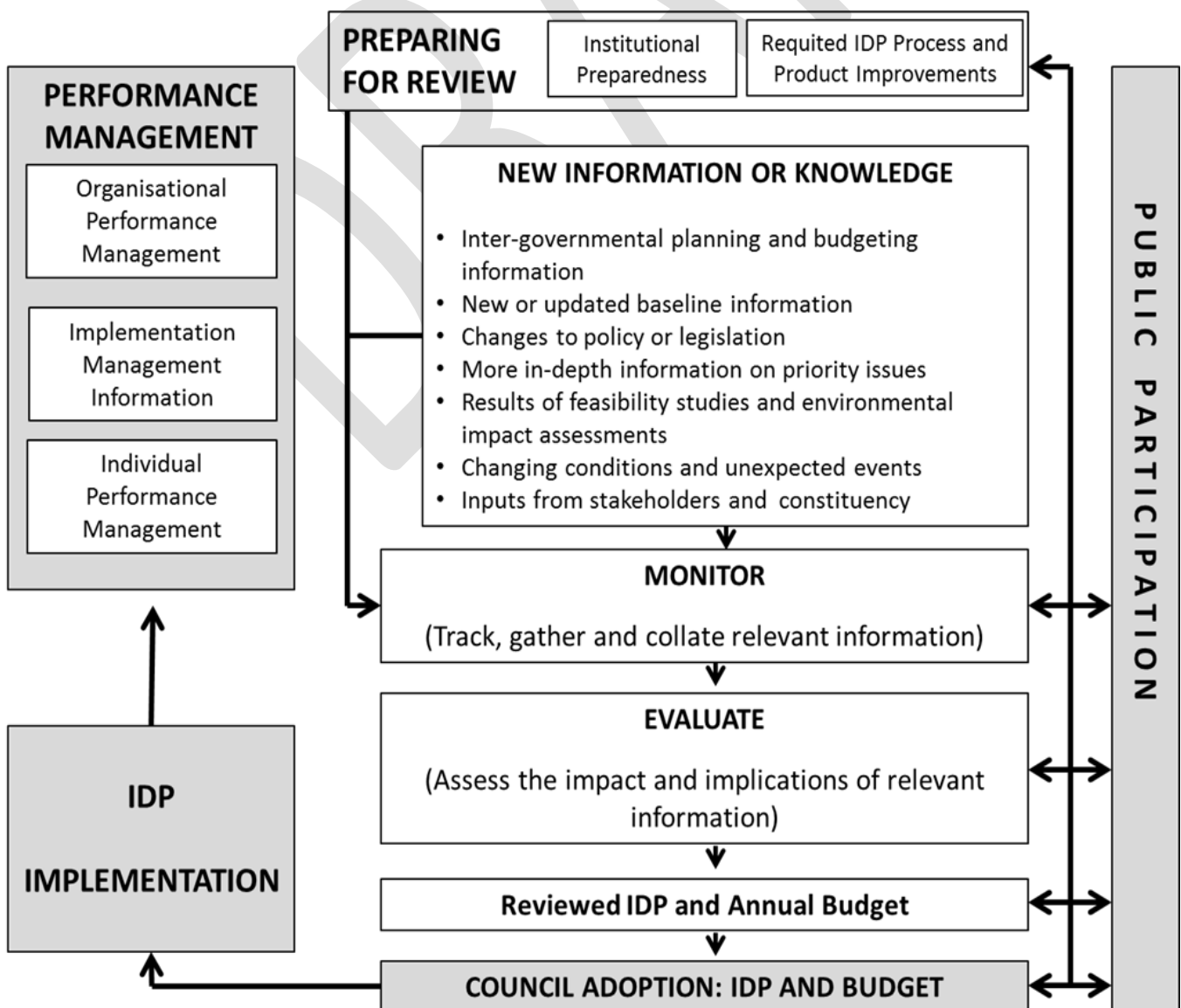
- a) Must review its Integrated Development Plan
 - i) annually in accordance with an assessment of its performance measures in terms of Section 41 and;
 - ii) to the extent that changing circumstances so demand and;
- b) May amend its Integrated Development Plan in accordance with the prescribed process”

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 in Chapter 4 of the MSA (2000).

In terms of the IDP Review Guidelines, IDPs are reviewed based on four 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 Figure 1 below represents a continuous cycle of planning, implementation, monitoring and review. Implementation commences after the Municipal Council adopts the Final Draft IDP and Budget for the subsequent financial year and Implementation feeds into the Performance Management System of the municipality. Public Participation remains pivotal throughout the process of the IDP as graphically illustrated on Figure 1.

Figure 1: IDP review process



1.2. National and Provincial Frameworks governing 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. Some of these are of particular importance in developing an Integrated Development Plan for the Gert Sibande District Municipality. The following section briefly deals with each of these, and highlights the most salient aspects emanating from the aforementioned policies/plans.

1.2.1. 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 that instead of 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 opportunities 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, health and social transfers. Crucially, this kind of "development spending" is specifically aimed at enabling the South African population, particularly youth located in areas in which they have no hope of finding employment, to gradually gravitate to areas with high economic potential.

Emanating 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 1: NSDP Classification for selected Municipalities in Gert Sibande

	NSDP Classification	Municipal Name
A	High Levels of Economic Activity (Potential)	Govan Mbeki LM and Lekwa LM
B	High Levels of Poverty Concentrations	Albert Luthuli LM, Mkhondo LM, Pixley Ka Isaka Seme LM, Lekwa LM, Msukaligwa LM, Govan Mbeki LM and Dipaleseng LM
C	Area of Combined Poverty and Economic Activity	Govan Mbeki LM, Lekwa LM, Msukaligwa LM, Albert Luthuli LM Mkhondo LM, Dipaleseng LM and Pixley Ka Isaka Seme LM

1.2.2. National Growth Path

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

The shift to a New Growth Path requires the creative and collective efforts of all sections of South African society. It requires leadership and strong governance. It further takes account of the new opportunities and the strengths available, and the constraints to be overcome. It requires the development of a collective action to change the character of the South African economy and ensure that the benefits are shared more equitably among all people, particularly the poor.

The following targets have been set nationally, with Mpumalanga Province (including Gert Sibande District Municipality) having to proportionally contribute towards the achievement of these and has done so by initiating projects and programmes in line with these drivers, namely:

- **JOBS DRIVER 1: INFRASTRUCTURE**
- **JOBS DRIVER 2: MAIN ECONOMIC SECTORS**
- **JOBS DRIVER 3: SEIZING THE POTENTIAL OF NEW ECONOMIES**
- **JOBS DRIVER 4: INVESTING IN SOCIAL AND PUBLIC SERVICES**
- **JOBS DRIVER 5: SPATIAL DEVELOPMENT (REGIONAL INTEGRATION)**

1.2.3. National Development Plan

The National Development Plan envisages an economy that serves the needs of all South Africans – rich and poor, black and white, skilled and unskilled, those with capital and those without, urban and rural, women and men. The Vision is that, in 2030, the economy should be close to full employment, equip people with the skills they need, ensure that ownership of production is less concentrated and more diverse (where black people and women own a significant share of productive assets) and be able to grow rapidly, providing the resources to pay for investment in human and physical capital.

Subsequently, the National Development Plan proposes to create eleven million jobs by 2030 by ensuring that there is an environment which is conducive for sustainable employment and inclusive economic growth consequently promoting employment in labour-absorbing industries. Furthermore ensure the strengthening of government's capacity to give leadership to economic development through raising exports and competitiveness, and mobilising all sectors of society around a national vision.

1.2.4. Government Outcomes

In January 2010, Cabinet adopted 12 Outcomes within which to frame public-service delivery priorities. Cabinet Ministers accordingly signed Performance Agreements linked to these Outcomes. More detailed Delivery Agreements have since been developed to extend targets and responsibilities to National and Provincial Departments, Agencies and Municipalities.

All Municipalities are expected to consider the 12 Outcomes when reviewing their IDPs and developing their annual Budgets. Below are the 12 Outcomes and the related outputs, together with indicative areas where Mpumalanga Province and Municipalities have a role to play in either contributing directly to the realisation of the Outcomes or facilitate the work of National and Provincial Departments in realising them. Moreover the outcomes which are listed below are further elaborated on in relation to GSDM in the following chapters of the IDP:

- **OUTCOME 1: IMPROVE THE QUALITY OF BASIC EDUCATION**
- **OUTCOME 2: IMPROVE HEALTH AND LIFE EXPECTANCY**
- **OUTCOME 3: ALL PEOPLE IN SOUTH AFRICA PROTECTED AND FEEL SAFE**
- **OUTCOME 4: DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH**
- **OUTCOME 5: A SKILLED AND CAPABLE WORKFORCE TO SUPPORT INCLUSIVE GROWTH**
- **OUTCOME 6: AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK**
- **OUTCOME 7: VIBRANT, EQUITABLE AND SUSTAINABLE RURAL COMMUNITIES AND FOOD SECURITY**
- **OUTCOME 8: SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE**
- **OUTCOME 9: A RESPONSIVE AND, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM**
- **OUTCOME 10: PROTECTION AND ENHANCEMENT OF ENVIRONMENTAL ASSETS AND NATURAL RESOURCES**
- **OUTCOME 11: A BETTER SOUTH AFRICA, A BETTER AND SAFER AFRICA AND WORLD**

- **OUTCOME 12: A DEVELOPMENT-ORIENTATED PUBLIC SERVICE AND INCLUSIVE CITIZENSHIP**

1.2.5. Medium - Term Strategic Framework

The Medium Term Strategic Framework (MTSF) seeks to identify the major strategic choices that need to be made in order to put the country on a higher trajectory in dealing with poverty and underdevelopment. It is also meant to serve as a backdrop to guide planning and budgeting across the three spheres of government. The document seeks to identify the few critical things that need to be done to define a new course for the country's development. Among these are the key objectives for 2014 which include:

- Reducing poverty and unemployment by half;
- Providing the skills required by the economy;
- Ensuring that all South Africans are able to fully exercise their constitutional rights and enjoy the full dignity of freedom;
- Compassionate government services to the people;
- Achieving a better national health profile and massively reduce preventable causes of death, including violent crime and road accidents;
- Significantly reducing the number of serious and priority crimes and cases awaiting trial;
- Positioning South Africa strategically as an effective force in global relations.

These strategic objectives are broken down into various thematic areas which include a growing economy; sustainable livelihoods; access to services; comprehensive social security; crime and corruption; constitutional rights and governance; and Africa and the world. In order to ensure capacity to meet these objectives, the following critical measures would in terms of the MTSF have to be adopted:

- Cooperation among economic partners;
- Stronger partnership across all sectors;
- Improving the system of monitoring and evaluation;
- Focusing on economic development in areas with economic potential; as well as
- Recruiting and skilling law-enforcement agencies.

Emanating from the above, the logic of the path of development can be summarised as follow:

- The central and main intervention required in the current period is to grow the economy;
- The state has to intervene decisively to promote the involvement of the marginalised in economic activity, including sustainable livelihoods;
- To the extent that able-bodied South Africans are reliant on welfare grants, these grants should be seen as a temporary intervention which should diminish in the same measure as the economic interventions succeed;
- The performance of the state, the campaign against crime, and international relations should improve in the main to promote economic growth and social inclusion.

The MTSF is the linkage between South Africa's national development planning and the Millennium Development Goals (MDG's).

Table 2: MTSF Linkage between South Africa’s national development planning and the MDGs

MTSF Strategic Elements		Relevant MDGS
Strategic Priority 1	Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	MDG 1, MDG 2, MDG 3, MDG 8
Strategic Priority 2	Massive programme to build economic and social infrastructure	MDG 1, MDG 3, MDG 8
Strategic Priority 3	Comprehensive rural development strategy linked to land and agrarian reform and food security	MDG 1, MDG 2, MDG 7
Strategic Priority 4	Strengthen the skills and human resource base	MDG 2
Strategic Priority 5	Improve the health profile of all South Africans	MDG 4, MDG 5, MDG 6
Strategic Priority 6	Intensify the fight against crime and corruption	MDG 2, MDG 3
Strategic Priority 7	Build cohesive, caring and sustainable communities	MDG 2, MDG 3, MDG 7
Strategic Priority 8	Pursuing African advancement and enhanced international cooperation	MDG 8
Strategic Priority 9	Sustainable resource management and use	MDG 2, MDG 3, MDG 7
Strategic Priority 10	Building a developmental state, including improvement of public services and strengthening democratic institutions	MDG 1, MDG 2, MDG 3, MDG 8

1.2.6. Mpumalanga Growth and Development Path

The primary objective of the Mpumalanga Economic Growth and Development Path (MEGDP) is to foster economic growth that creates jobs, reduces poverty and inequality in the Province. The following are the main economic sectors (all of which occur in the Gert Sibande District) that have been identified as pivotal in spurring economic growth and employment creation:

- Agriculture and forestry
- Mining and energy
- Tourism and cultural industries
- The Green Economy and ICT
- Manufacturing and beneficiation.

Agriculture

Key areas for intervention to facilitate growth and job creation in the agricultural sector include:

- Massive drive on infrastructure development
- Massive drive in skills development.
- Comprehensive support to small-scale farmers and agri-businesses.

- Fast-track the settlement of the outstanding land claims.
- Optimal utilisation of restituted and distributed land.
- Increase acquisition of agricultural land for the previously disadvantaged.
- Revisit current legislation to create balanced development in areas of competition between mining and farming.
- Assistance (technical, material and finance) to identified Agricultural co-operatives in traditional areas as well as the establishment of the fresh produce market in the District.

Forestry

Key areas for intervention to facilitate growth and job creation in the forestry sector include:

- Resolving water issues to foster expansion in the forestry industry.
- Accelerating settlement of land claims under forestry.
- Comprehensive support to SMMEs, particularly cooperatives.
- Investing in infrastructure.

Mining

Key areas for intervention to facilitate growth and job creation in the mining industry are as follow:

- Upgrading and maintenance of the coal haulage network.
- Increase the level of higher skilled graduates.
- Expand the water network and increase reliance on water transfer schemes.
- Increase South Africa's load and improve alternate energy supply.
- Establishment of a mining supplier park to enhance enterprise development in the province.
- Resolve land claims to release land for development.
- Comprehensive support to small-scale mining enterprises to exploit opportunities presented by corporate social investment initiatives, retreatment of sub-economic deposits and dumps, and dimension stones.
- Improving rail haulage of minerals to reduce shipping costs(currently done by road)

Energy industry

Key areas for intervention to facilitate growth and job creation in the manufacturing sector comprise:

- Invest in industrial infrastructure to encourage enterprise development.
- Enhance skills development, especially in the areas of engineering, artisan, business and project management.
- Provide comprehensive support to SMMEs development.
- Supporting the development of clean forms of energy like wind and hydro power generations opportunities including gas production from landfill and organic waste.

Tourism and cultural industries

Key areas for intervention to facilitate growth and job creation in the tourism and cultural industries include the following:

- Broadening and diversifying the primarily nature-based tourism product offerings of Mpumalanga into more mainstream segments of the market such as sports events, business/conference meetings, theme/amusement park, and subsequently grow the economy that create jobs, the following key interventions will be critical:
 - Sustained investment in all aspects of the industry – new products, destination marketing, human capital development in the service industry.

- Investing in economic infrastructure, e.g. airport, International Conference Centre, sports Academy, roads for tourism routes, etc.
- Comprehensive support to SMMEs to exploit opportunities in the tourism and cultural industries.
- Supporting critical heritage events e.g. Gandhi centenary commemoration.

The Green Economy and ICT

Key areas for intervention to facilitate growth and job creation in the green economy and ICT are:

- Invest in research for new technologies to promote green economy.
- Invest in infrastructure for ICT development.
- Train and assist SMMEs to provide them with the necessary tools for moving their businesses on-line.

Regional and international cooperation

The Growth Path also states that the proximity of Mozambique, Swaziland and the other SADC countries, including the memoranda of understanding signed with few overseas countries, provide Mpumalanga with regional and international trade, investment and tourism opportunities.

With regard to neighbouring countries, road, rail and air infrastructure is key in terms of facilitating trade and other economic opportunities – e.g. border posts between Gert Sibande District Municipality and Swaziland and improve railings in line with recent Cabinet pronouncement.

Infrastructure as a major job driver

Infrastructure development is one of the key drivers for economic growth and job creation. All the sectors that have been discussed above rely, in the main, on infrastructure development for their own growth and development. Investment in massive infrastructure development by both government and the private sector will go a long way in terms of unlocking opportunities for economic growth and development, including massive jobs. In essence, for the Economic Growth and Development Path to succeed, infrastructure development will be critical.

The Mpumalanga Infrastructure Development Plan (MIDP) which is currently underway will guide the province with regard to the rollout of infrastructure projects. The Plan is covering both the economic and social infrastructure and should be completed during 2012. What is also worth noting is that the Expanded Public Works Programme will feature highly as part the roll-out of the Infrastructure Plan. The following projects are listed as priority Economic Infrastructure projects for Mpumalanga Province in the Mpumalanga Growth Path.

TABLE 3: Mpumalanga Economic infrastructure Projects

Economic Sector	Project	Location
Agriculture	Fresh produce market	Ehlanzeni
	Sugar Mill Plant to support SMMEs in sugarcane production	Nkomazi
	Bio-fuels Plant	Gert Sibande
	Construction of two dams/irrigation mechanisation	Ehlanzeni
Forestry	Paper and Pulp production Plant to support SMMEs in the forestry industry	Ehlanzeni
Mining	Mining supplier park	Ehlanzeni
Manufacturing	Ferrochrome smelter	
	Industrial Parks	
Tourism and Cultural Industries	International Convention Centre (ICC)	Ehlanzeni
	Theme/Amusement Park Resort (Afro Disney Concept)	Nkangala
	Commercialisation of state reserve parks	All districts
ICT	Installation of broadband infrastructure particularly in rural areas	All districts
Transport	Upgrading of the coal haulage	Nkangala, Gert Sibande
	Moloto rail development corridor	Nkangala
	Delmas cargo Terminal	Nkangala
	Komatipoort Logistics Hub	Ehlanzeni
Regional Cooperation	One border post (Mozambique and Swaziland)	
	Upgrading of the airport	

Source: MGDP

Although not specifically allocated to the GSDM in the above list of projects as contained in the Mpumalanga Growth Path, the following larger scale (regional) projects are high on the priority list for Gert Sibande District Municipality:

- Pulp and Paper Production Plant
- Mining Supplier Parks
- Industrial Parks
- Regional Library
- Sports Faculty (Regional)
- Craft Hub
- Swaziland Border Posts Upgrade
- Pulp and Paper Production Plant
- Regional Airport Development
- Regional Convention centre
- Fresh Produce Market
- Ermelo Development (Town to City)
- Truck stop investigation
- Logistics Hub
- Regional Airport Development

1.2.7. 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, and 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 and Rural Development Strategies and other applicable policies.

1.3. IDP PLANNING PROCESS

During May 2013, the Gert Sibande District Municipality Council adopted and approved a Framework Plan (C43/05/2012) for the drafting of the 2014/15 IDP review within its area of jurisdiction. This was followed by Process Plans being developed by the seven (7) constituent Local Municipalities for their respective IDP Review processes. These plans were adopted in accordance with Section 27 of the MSA 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;
- Needs to improve the IDP process and content;
- Mainstreaming of Transversal programmes
- MEC's comments

Organisational arrangements were put in place as per the Framework/Process Plan and all legislative prescripts were adhered to. Therefore it is important to note that, necessary structures such as the IDP Representative Forum and Management Committee have been effectively launched and are operational.

These structures have executed their mandates in terms of the adopted Framework Plan and Process Plans and ensured the achievement of key milestones and deliverables in the process. However the Technical Committee has not been functioning as effectively as anticipated and efforts are being put in place to ensure that this structure is fully functioning.

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.

1.3.1. District IDP 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 during the review process.

The GSDM Framework 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 2013 to its completion during the month of May 2014.

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

- IDP Representative Forums
- 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:

Table 4: Organisational Arrangements for Organised Public Participation

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
1.	Municipal Council	<ul style="list-style-type: none"> • The District Council will approve the reviewed IDP. • Will consider the Framework/Process Plan which should set out the process for the new IDP cycle.
2.	Executive Mayor and Mayoral Committee	<p>The Mayoral Committee must:</p> <ul style="list-style-type: none"> • Decide on the Framework/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 Manager Planning	<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 framework/process plan and ensuring that timeframes are being adhere to and resources are 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. • Management of Service Providers.

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 IDP Forum 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 all the Executive Mayors/ Municipal Managers/ MMC Responsible for IDP/IDP managers/ coordinators/CBO's/NGO's/Business Forums/ Community Forums/ Youth /Woman/ Disabled Org./ Political parties /Traditional Leadership, GSDM GIS Manager. • This Forum consists 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. • 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 Council on planning and development priorities.
6.	<p>IDP Sectoral Forums</p> <ul style="list-style-type: none"> • Air Quality Stakeholders Forum • Authorities Air Quality Forum • CFOs Forum • Corporate Services/HR Forum • Disaster Management Forum • District Communications Forum • District Planners Forum • Environmental Health Practitioners Forum • Food Control Forum • HIV/AIDS Council • HOD Technical Forum • Pollution and Waste Forum • Transport 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 pursued towards achieving goals as articulated in the respective Municipal IDPs; - Use the 5 Year 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; - Coordinate planning, support, regulatory issue, compliance and enforcement of environmental laws by all authorities; - Coordinate stakeholder participation, implementation guidance and awareness, to provide platform for stakeholders to raise common issues or concerns, to mobilise support and participation on government programmes and give feedback;

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
		<ul style="list-style-type: none"> - Coordinate planning, support, regulatory issue, compliance and enforcement of environmental laws by all authorities
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 Local IDPs to that of the GSDM. • Deliberate on inter-sectoral programmes and recommends to the Representative Forum. • Give advice to municipalities and foster sectoral alignment. • 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 Manager 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 Participation

During the month of February 2013, the GSDM hosted IDP/ Budget consultation meetings during which the District met each local municipality with the aim of emphasizing Government's commitments via programmes such as the Medium Term Strategic Framework priorities, presenting the draft GSDM IDP, improvement in service delivery, and ensuring better life for all District residents within the constituent Local Municipalities. The following table reflects the GSDM IDP/ Budget consultation meetings programme as it was held during February 2013.

Table 5: GSDM IDP/ Budget Consultation Schedule

Date	Municipality	Venue	Time
11/02/13	Mkhondo LM	Municipal Offices(Hall)	09:00
11/02/13	Msukaligwa LM	Elle De Bruin Hall	14:00
12/02/13	Dipaleseng	Municipal Offices Hall	09:00
12/02/13	Govan Mbeki	Lillian Ngoyi Centre	14:00
13/02/13	Pixley Ka Isaka Seme	Municipal Offices(Hall)	09:00
13/02/13	Lekwa LM	Municipal Offices (Hall)	14:00
15/02/13	Chief Albert Luthuli	Municipal Offices(Hall)	09:00

The major issues recorded in each of the respective municipalities during this IDP/ Budget consultation meetings are summarized as follow:

Table 6: Issues emanating from the 2014 IDP Consultation

Municipality	Issues raised
Mkhondo	<ul style="list-style-type: none"> • Access to clean water • Sanitation • Unemployment • RDP houses • Graveyard toilets • Electrification of newly built houses • Road maintenance • Foot bridges • Disaster management • Clinic • Street lights
Msukaligwa	<ul style="list-style-type: none"> • Land allocation • Electricity • Water • Basic services in rural areas • Boreholes that are not functional
Dipaleseng	<ul style="list-style-type: none"> • Job creation • Disaster management • Potholes • Lack of HIV AIDS programmes • Monitoring of District funded projects • Library • Stadium
Govan Mbeki	<ul style="list-style-type: none"> • Job creation • Programmes for people living with disabilities • Information on bursaries
Dr Pixley ka Isaka ka Seme	<ul style="list-style-type: none"> • Youth development

	<ul style="list-style-type: none"> • Disaster management funding insufficient • HIV AIDS programme funding insufficient • Scholar transport (Safety) • Water and sanitation • Electricity in the new stands • Disaster management personnel • Job creation • Basic services in rural areas • High mast lights • Inaccessible road • Assistance with Land Use Strategy
Lekwa	<ul style="list-style-type: none"> • Employment opportunities • Youth development • Inadequate budget for people living with disabilities
Chief Albert Luthuli	<ul style="list-style-type: none"> • Criteria for allocation of bursaries • Incomplete water project since 2005 - 6 financial year • Water learnerships that was due to start January 2013 • Road maintenance • Sanitation • Electricity • Stipend for home based carers and people assisting traditional leadership • Projects for people living with disabilities • Disability centers in greater Mpuluzi in need assistance • Stadiums or sports facilities for people living with disabilities • Foot bridge

While there were some differences in the community needs by the different municipalities, the general outcry still remains the need for basic services such as:

CHAPTER TWO: SITUATIONAL ANALYSIS

The following chapter seeks to highlight the state of development in Gert Sibande district municipality looking at the regional context and status quo of development looking at certain indicators. Again the chapter is highlighting the demographic analysis of the district .

2.1. STATE OF DEVELOPMENT IN GSDM AND ANALYTICAL OVERVIEW OF DISTRICT POPULATION DYNAMICS.

2. 1.1. Regional Context

GSDM is demarcated as DC30 as per the Municipal Demarcation Board, and is one of the three (3) District Municipalities that constitute Mpumalanga Province. The District Municipality is bordered by the Ekurhuleni Metropolitan Municipality to the west and Sedibeng District Municipality to the south-west respectively, and Thabo Mofutsanyane District Municipality to the south-east. The Ehlanzeni District Municipality is located to the north-east and Nkangala District Municipality to the north, while the Amajuba and Zululand District Municipalities in KwaZulu-Natal Province are located 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 31 841 km², covering 40% of the Mpumalanga Province's land mass.

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.

2.1.2. STATE OF DEVELOPMENT

Table 7: Profile: Gert Sibande District Municipality

District Name	Gert Sibande
Total Population Size	1043194
Percentage of the population (0 - 14)	31.5
Percentage of the population (15 - 65)	64
Percentage of the population (65+)	4.5
Percentage African/Black	88.57
Percentage Coloured	1.03
Percentage Indian/Asian	1.05
Percentage White	9.04
Population density	27.97
Percentage of the population not born in South Africa	2.3
Sex ratio	97.28
The major grant received	Child support grant
Percentage of persons over 20 years with no schooling	13.40
Percentage of persons over 20 years not attending school	24.65
Percentage between ages 5-24 attending school	23.3
Unemployment rate	29.73
Percentage of economically active people	63.2
Major Industry	Wholesale and retail trade
Major occupation	Elementary occupations
Major source of energy for cooking (Electricity)	62.9
Major source of energy for lighting (Electricity)	83.4
Major source of energy for heating (Electricity)	49.4

Percentage with flush toilet	68
Percentage with access to piped water	91.1
Percentage with distance from water less than 200m	87
Percentage with distance from water less than 1K	90.7
Percentage with refuse removal	63.55
Most prevalent type of dwelling: Formal dwelling	72.35
Average household size (m ²)	3.8
Average number of rooms	4
Percentage with telephone/cellular phone	86.96

Source: Statistics South Africa, 2011

2.2. DISTRICT DEMOGRAPHIC ANALYSIS

The Gert Sibande district has the smallest population size in the province with a population of about 1 043 194 in 2011 which makes up to 26% of the province's population. The total number of households is 273,490. The District consists of 7 local municipalities, with Govan Mbeki and Albert Luthuli local municipalities having the largest population of 294,538 and 186,010, respectively. Dipaleseng municipality has the smallest population size of only 42,390 persons.

Table 8: Local Municipalities Main Administration Offices and Population distribution in Gert Sibande district in 2007

Local Municipality	Main Admin Location	Population Size	Population Density (Persons/km ²)	Central Place Index	Area (km ²)	Growth Rate(2001-2011)
Albert Luthuli	Carolina	186 010	33	1.03	5559	-0.09%
Dipaleseng	Balfour	42 390	16	1.20	2616	0.93%
Lekwa	Standerton	115 662	25	2.98	4585	1.13%
Msukaligwa	Ermelo	149 377	25	3.60	6017	1.8%
Mkhondo	Piet Retief	171 982	35	2.15	4 882	1,84%
Pixley Ka Seme	Volksrust	83 235	16	1.29	5227	0.3%
Govan Mbeki	Secunda	294 538	100	3.08	2 955	2.84%
TOTAL		1 043 194			31841	8.75%

Municipal Demarcation Board: Municipalities of South Africa 2010,STATS SA 2011

Indicated in Table 13 is the population density of each local municipality, which is the absolute value of the total population of the municipality per square kilometre (Persons/km²). Pixley ka Seme and Dipaleseng have the lowest population per each square kilometre, while Govan Mbeki has the highest population density.

Table 9: Demographic Indicators

DEMOGRAPHIC INDICATORS	STATS SA CENSUS 2001	STATS SA CENSUS 2011	SHARE OF MPUMALANGA FIGURE 2011	RANKING: HIGHEST (1) - LOWEST (3)
Population number	900 008	1 043 194	25.8%	3
Number of households	222 264	273 490	25.4%	3
Area size (km ²)	31 844	31 844	42.0%	1
Population per km ²	28.2	32.8		

Source: Stats SA 2011

- Population figure of 1 043 194 (Stats SA - 2011 Census) and a sex ratio of 97.28 males per 100 women as shown in table 10 below
- District Population grew by 15.9% between 2001 and 2011 while annualised population growth rate was measured at 1.48%.
- Youth of up to 34 years - 69.0% of Gert Sibande's population.
- 88.6% Africans, 9.0% Whites, 1.0% Coloureds, 1.1% Asians and other 0.3%.
- Number of households 273 490 (3.8 people per household) - 25.4% of Mpumalanga's household.

Table 10: Population distribution of local municipalities in Gert Sibande district in 2007

Municipality	Total Population	Sex Ratio (No. Of males/100 females)
Chief Alberty Luthuli	186 010	88.23
Msukaligwa	149 377	98.47
Mkhondo	171 982	91.69
Dr. Pixley Ka Isaka Seme	83 235	90.4
Lekwa	115 662	99.37
Depaleseng	42 390	102.55
Govan Mbeki	294 538	106.95
GSDM	1 043 194	97.28

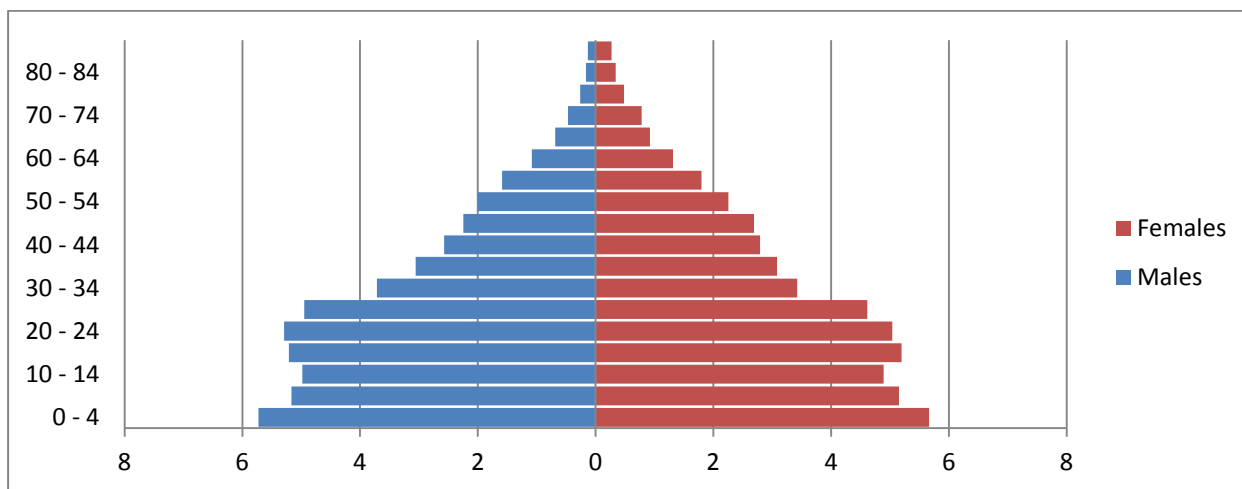
Source: Stats SA, 2011

2.2.1. Age and sex structure

The age and sex structure of the population is a key determinant of population change and dynamic. The shape of the age distribution is an indication of both current and future needs regarding educational provision for younger children, health care for the whole population and vulnerable groups such as the elderly and children, employment opportunities for those in the economic age groups, and provision of social security services such as pension and assistance to those in need.

Figure 5 below provides evidence that the youth cohort (14 - 35 years) constituted the largest share of 69.8% per cent of the district population. In 2010, 61.6 per cent of Gert Sibande's population was between 0 and 29 years, 23.7 per cent were between 30 and 49 years and 14.7 per cent was 50 years and older. The age cohort of 0 to 04 years represents the most populous age group with 127 297 individuals or some 11.9 per cent of the population in the district

Figure 2: Age structure of Gert Sibande District Municipality in 2011



Source: Stats SA, 2011

Gert Sibande DM 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 socio-economic development which include:

- A relatively high number of people below the age of 14 means that provision of health, early childhood development, basic education, sports development and recreation must be given a priority in developing the communities within GSDM;
- The concentration of the economically active population below the age of 35 implies that life skills services enabling ease of access to 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 leading them to social and economic deficit and most often at 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 DM to develop and advocate for the appropriate and requisite skills and most importantly, to retain these skills within the District municipality where practically possible.

2.2.2. Sex ratio

Sex ratio also referred to as the masculine ratio is an indicator of balances of sexes in a population. In the analysis presented in table below, the sex ratio is estimated by dividing the number of males with that of females and multiplying by 100. The local municipalities with sex ratio greater than 100 have excess of males, and the ones with sex ratio below 100 have more females than males. Typical national sex ratios fall between 95 and 102, and the ones that are outside the range of 90 and 105 are extreme (Siegel and Swanson, 2004). If the sex ratio is 100 as observed in the district as a whole, this indicates that there is a total balance of sexes.

The provincial sex ratio is 95.56, indicating a slight excess of female in Mpumalanga. The sex ratio of Gert Sibande District Municipality also shows an even elevated excess of females versus males, where there are 97 males for every 100 females. Govan Mbeki and Dipaleseng are the only local municipalities in the district with a larger number of males compared to that of females on average. Migration is one of the factors in population dynamics that affect sex ratios. Geographic areas that absorb labour migrants tend to have larger sex ratios, indicating larger presence of males particularly in employment ages. The opposite is true for areas experiencing emigration; they tend to have larger numbers of females compared to males.

2.2.3. Human Development Index

The Human Development Index (HDI) is a composite, relative index that attempts to quantify the extent of human development of a community. It is based on measures of life expectancy, literacy and income. The HDI can assume a maximum level of 1, indicating a high level of human development, and a minimum value of 0. According to the United Nations, HDI is considered high when it is 0.8 and higher, medium when it ranges between 0.5 and 0.8 and an index value of 0.5 and lower will be considered as a low rating.

Table 11: Human Development Index (HDI) in GSDM2001-2011

Indicators	Trend		Latest figure 2011	Better (+) or worse (-) than province	Ranking: best (1) - worst 3
	2001	2007			
HDI (0 worst to 1 best)	0.51	0.54	0.61	(=) (0.53)	2
Per Capita Income per year (current prices)	R13 338	R 23 167	R 28 857	(-) (R 29 259)	2
% of households below R42 000 per year (R 3 500 p/m)	72.5%	59.1 %	46.1%	(-) (R42.2%)	3

Source: Stats SA, 2011

Gert Sibande showed a slight increase of HDI score from 0.51 in 2001 to 0.61 in 2011 (Table 17). The district's HDI score is greater than that of Mpumalanga at 0.53. It is less than Nkangala's HDI score (0.58) which is the highest among the three districts in the province. According to Table 5 in 2010, Whites in Gert Sibande registered the highest HDI score of 0.88 followed by Asians (0.77) and Coloureds (0.65) whereas Africans (0.47) recorded the lowest score.

2.2.4. GINI-COEFFICIENT

Gini-coefficient is summary statistic of income inequality and is used to show the balance of income across the population. The Gini-coefficient varies from 0 (in the case of perfect equality where all households earn equal income) to 1 (in the case where one household earns all income and other households earn nothing). This indicator has been on the increase indicating that inequality is increasing in the district.

Table 12: Gini Co-efficient and Poverty Rates for GSDM from 2001-2011

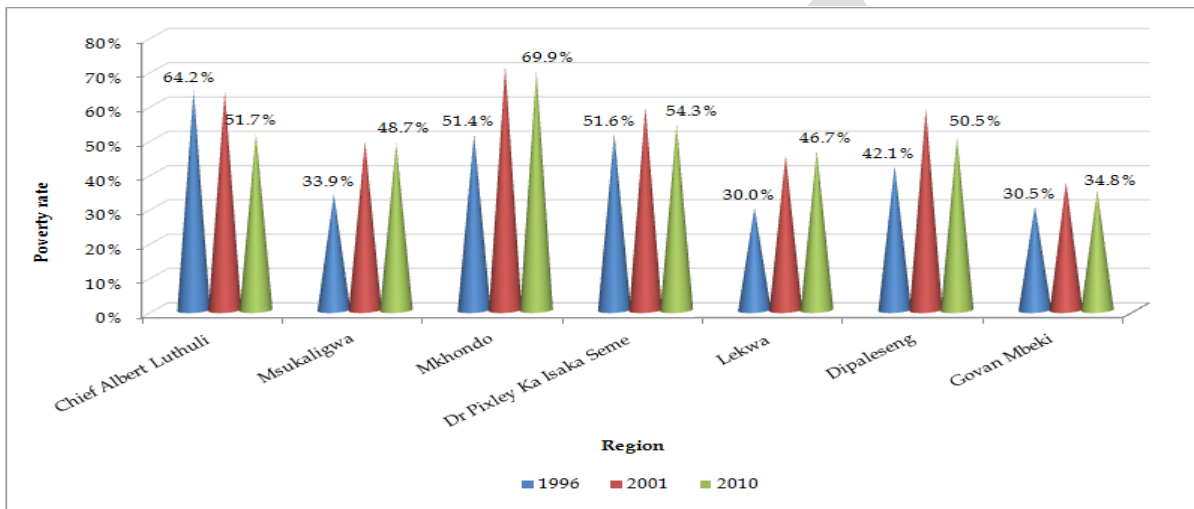
Indicator	Trend			Better than(+) or worse than (-) province	Ranking: best (1)-worst (3)
	2001	2007	2011		
Gini-coefficient (0 best to 1 worst)	0.06	0.66	0.63	(-)(0.62)	3
Poverty Rate	51.40%	46.80%	44.80%	(-) (41.6%)	2
Number of people in poverty	474 293	481 435	487 146		2

Source: Mpumalanga Department of Finance, 2012: Gert Sibande Socio-economic Profile

2.2.5. Poverty Rate

Poverty rate is described as the percentage of people living in households with an income less than the poverty income. Poverty income is defined as the minimum monthly income needed to sustain a household and it varies according to the household size, i.e. the larger the household the larger the income would be required to keep its members out of poverty. The poverty rate has been on the decline since 2001 but remains higher than the provincial average. Though the poverty rate is on the decline, the actual number of people in poverty is on the rise together with the inequality rate.

Figure 3: Poverty Rates in Local Municipalities within the GSDM



Source: Global Insight – ReX, August 2011

When grouping the 3 CRDP municipal areas into a single entity the poverty rate for the single entity as well as for the 4 non-CRDP municipal areas can be measured. The poverty rate of the 3 CRDP grouping decreased from 58.7 per cent in 1996 to 49.5 per cent in 2010, whereas in the 4 non-CRDP areas, the poverty rate increased from 41.3 per cent in 1996 to 50.5 per cent in 2010 (figure 3). Despite recording a higher poverty rate, the 3 CRDP grouping’s poverty rate decreased by -1.2 per cent, whereas that of the 4 non-CRDP grouping increased by 1.4 per cent over the 14-year period.

2.3. Employment Levels

Unemployment rates in the district are highest in the four non CRDP municipalities which recorded figures higher than 30% as of 2011 whilst the 3 non CRDP municipalities are all below the 30% mark. The Central municipalities are home to the bulk of employment opportunities, as indicated in table 18 and hence lower rates of unemployment.

Table:13 Labour force

	Gert sibande	Chief Albert Luthuli	Msukalig wa	Mkhondo	Pixley ka seme	Lekwa	Dipales eng	Govan Mbeki	TOTAL
Employed	259 129	29141	41 698	30 510	13 979	34 118	10 546	99 138	259 129
Unemployed	109 658	15 975	15 267	17 123	7 906	11 895	6 244	35 249	109 658
Discouraged job seeker	35 518	9 282	5 311	6 060	4 184	2 600	1 295	6 787	35 518
Other not economically active	262 387	53944	35 625	48 086	23 383	28 171	9 877	63 301	262 387
Total	662 692	108 342	97 900	101 779	49 452	76 784	27 961	204 474	666 692
Youth unemployment	29.7	35.4	26.8	35.9	36.1	25.9	37.2	26.2	29.7

- Unemployment rate of 29.7% (strict definition) in 2011 – 109 661 unemployed as a percentage of the EAP of 368 787 – decreasing trend.
- Unemployment rate for females 38.4% and males 22.9%.
- Employment number only 26.0% of Mpumalanga employed.
- Gert Sibande had 259 130 individuals that were employed in 2011.

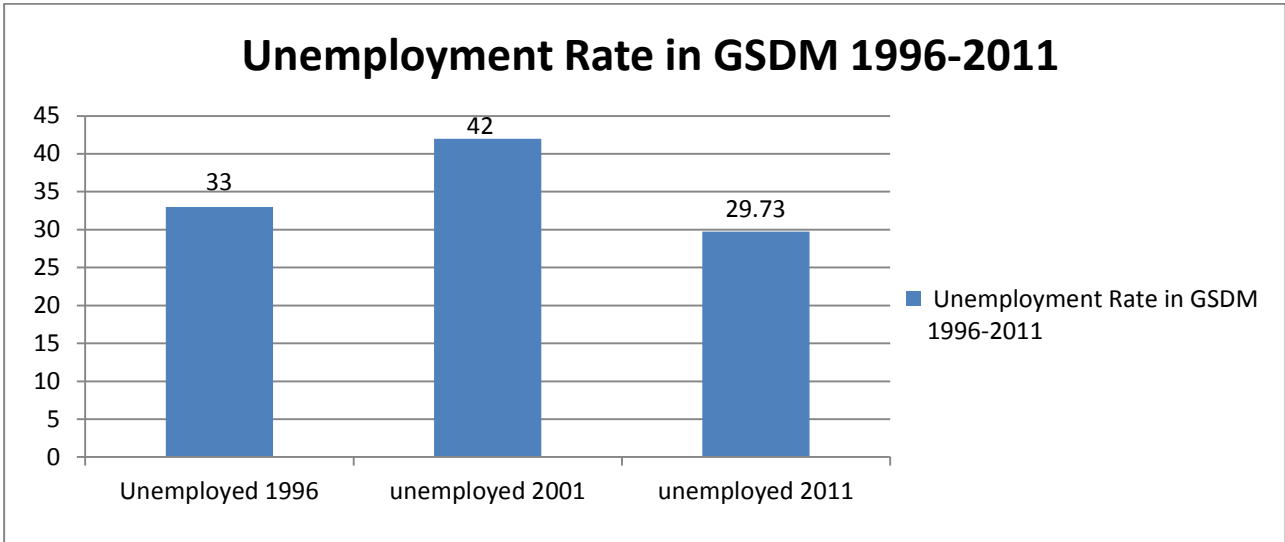
2.4. UNEMPLOYMENT LEVELS

Unemployment remains one of the pressing socio economic challenge throughout South Africa, Mpumalanga and globally. High rates of unemployment have direct links with the other social issues and problems such as poverty, inequality, social instability and crime. In assessing the unemployment in Gert Sibande, Statistics South Africa uses the strict (official) definition and distinction needs to be made between it and the expanded definition. According to the official definition, unemployed people are those that:

- have not worked seven days prior to an interview,
- want to work and are available to work, and
- take active steps to search employment.

The expanded definition incorporates both (a) and (b), but excludes condition (c). The people affected by (c) are called discouraged work seekers. The official definition of unemployment regards the discouraged work sectors as not economically active, while the expanded definition regards them as unemployed.

Figure 4: Unemployment in Gert Sibande, 1996 – 2011

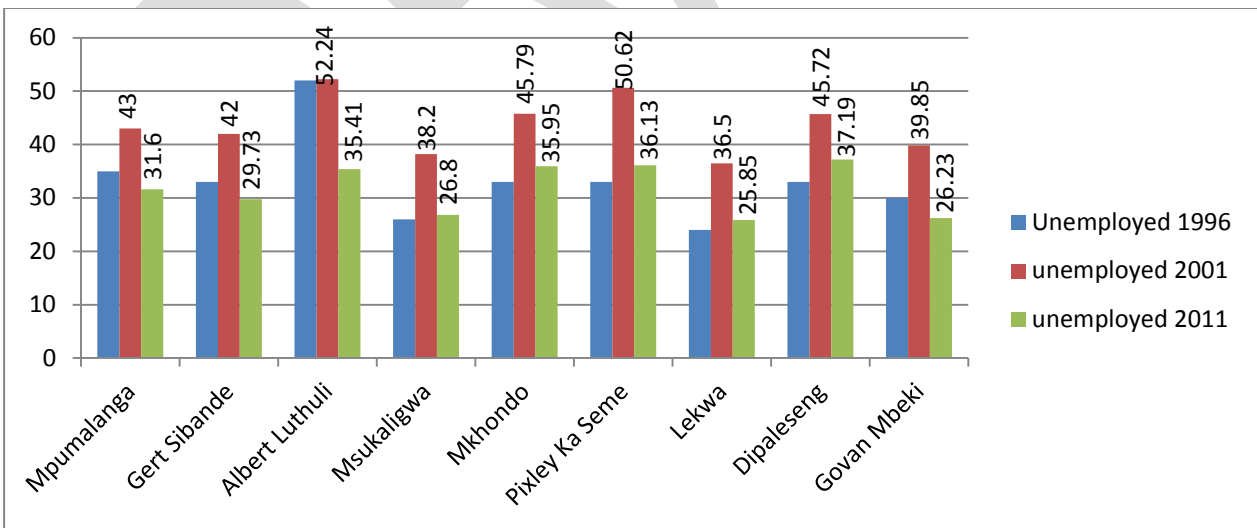


Source: Stats SA, 2011

In 1996, Lekwa recorded the lowest unemployment rate at 24 per cent while Chief Albert Luthuli had the highest unemployment at 52 per cent. There has been tremendous improvement in the employment figures in Chief Albert Luthuli, going from the highest unemployment rate in 1996 to fourth highest in 2011 at 35.41%. Albert Luthuli and Govan Mbeki are the only two municipalities whose unemployment figures in 2011 are better than the 1996 figures.

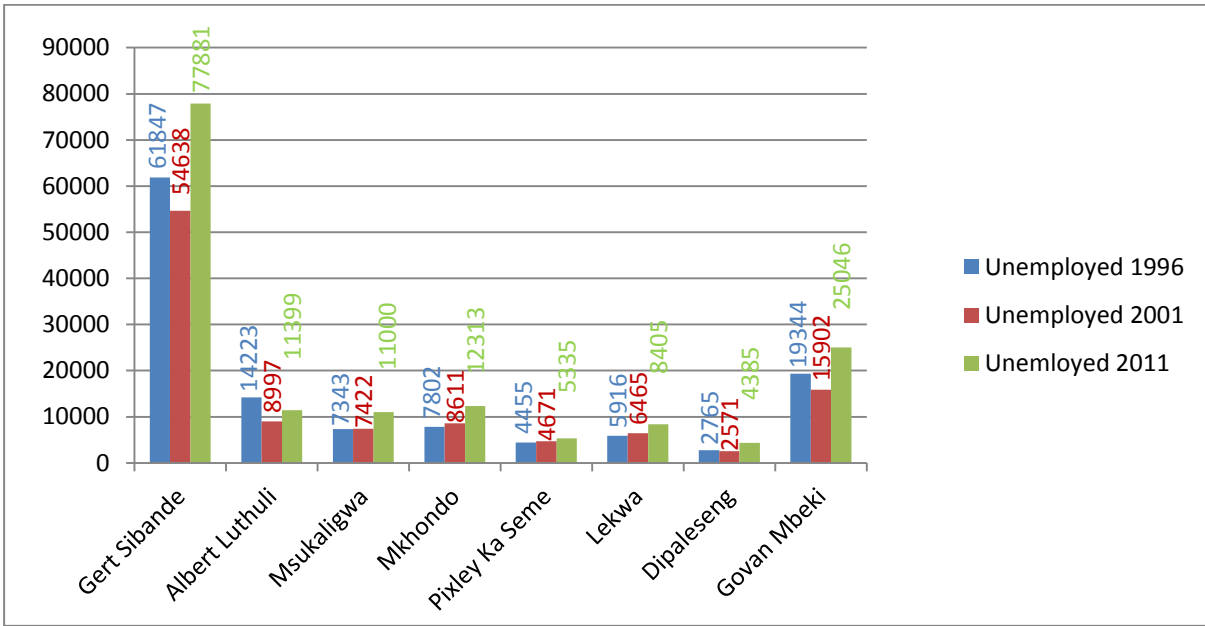
That being the case, there is a general improvement across the district from the 2001 unemployment rate (Figure 9). Unemployment in the three CRDP municipalities is beginning to normalize and come down to within the district average as opposed to the previous scenario where they were peaking much higher than the district average.

Figure 5: Unemployment rates in Mpumalanga, Gert Sibande and its local municipalities, 1996 - 2011



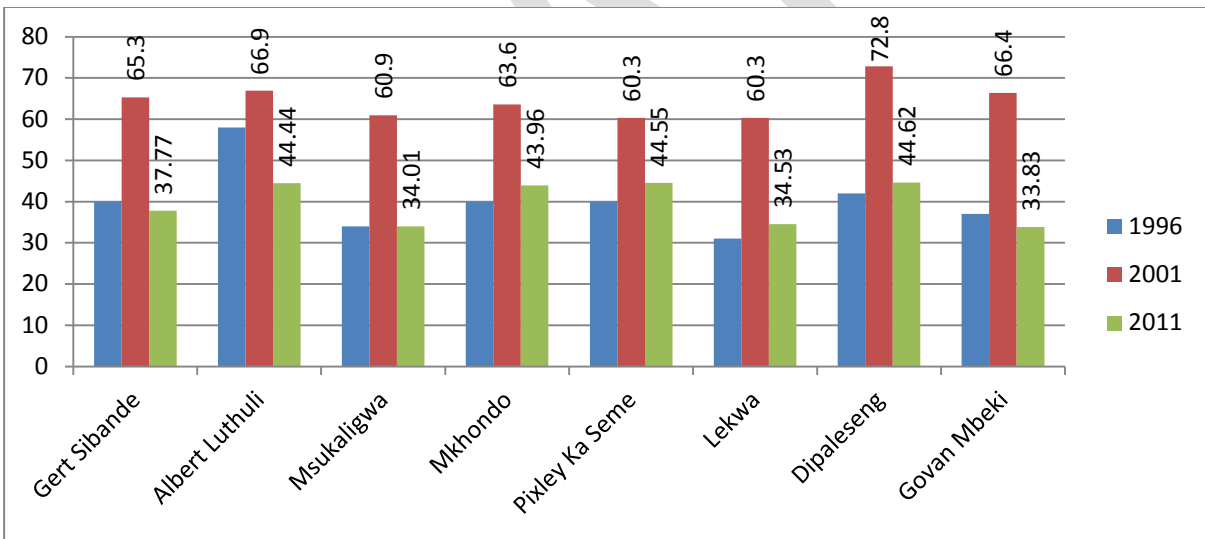
Source: Stats SA, 2011

Figure 6: Youth Unemployment Volumes for GSDM and LMs from 1996 to 2011



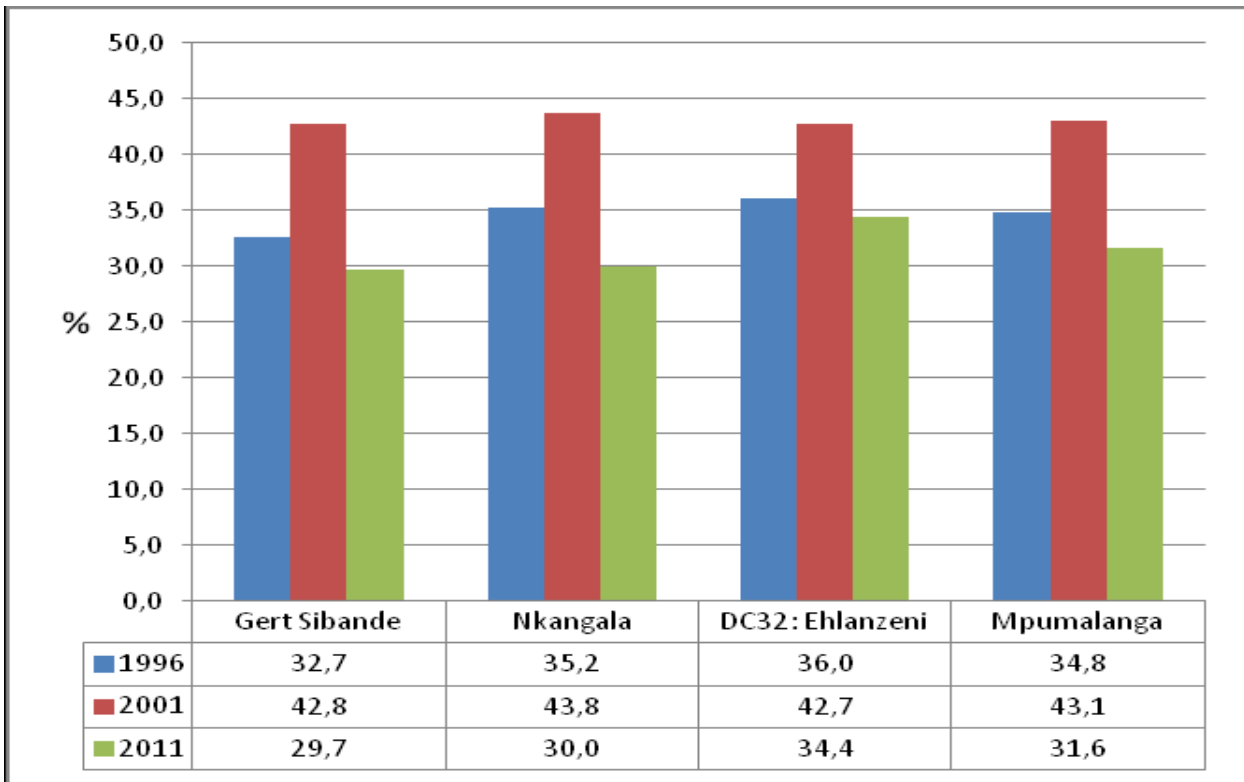
Source: Stats SA, 2011

Figure 7: Youth unemployment rate in Mpumalanga and GSDM from 1996-2011



Source: Stats SA 2011

Figure 8: Youth Unemployment Rate per District



Source: Stats SA, 2011

From figure 4, it is clear that the majority of people in the District constitute youth from the age group 15 to 35. This means that focus in terms of investment should be on youth Development in order to ensure a sustainable future (See section 9.7 Youth Development).

Despite the increasing volume of unemployed youth (Figure 11), there is a general decrease in the proportion of youth unemployment in the district from 2001 to 2011 (Figure 12). The number of unemployed youth for 2011 is higher than the 2001 levels across the district with Govan Mbeki, Albert Luthuli, Msukaligwa and Mkhondo recording the highest increases in volume. Pixley Ka Isaka Seme, Lekwa and Depaleseng recording slight increase in the number of unemployed youths. Whilst Mkhondo and Dipaleseng have high unemployment rates, they have the lowest volumes of unemployment as indicated in figure 18. Govan Mbeki has the lowest rate of youth unemployment but is home to the largest number of unemployed young people, followed by Mkhondo, Chief Albert Luthuli and Msukaligwa.

Mpumalanga recorded a decline in unemployment amongst the youth between 2011. However, the highest decline was recorded in Nkangala district, which is higher than the provincial average at almost 10%. Notwithstanding the decline in unemployment in the District, there is still a significant number of youths who are unemployed.

2.5. Education

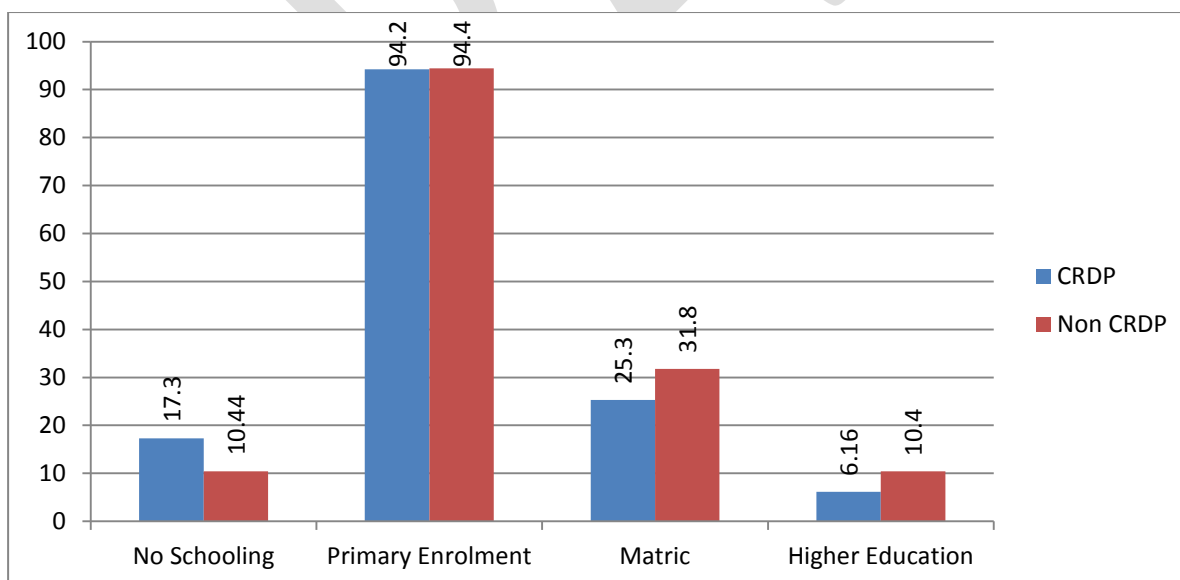
2.5.1. Literacy and Education Levels

Table 14: Percentages of Literacy and Educational Levels in Mpumalanga, GSDM and Local Municipalities for 2011

Municipality	No Schooling	Primary Enrolment	Matric	Higher Education
Chief Albert Luthuli	19.9	95.5	26.97	6.3
Msukaligwa	12.25	94.2	29.2	9.6
Mkhondo	18.08	90.8	25.5	5.3
Dr. Pixley Ka Isaka Seme	19.3	94.9	24.7	7.3
Lekwa	11.18	95.7	25.1	10.2
Dipaleseng	12.02	95.5	24.1	5.74
Govan	7.9	93.4	31.3	12.5
GSDM (Average)	13.34	93.89	27.93	9.14
Mpumalanga (Average)	14	95.05	28.88	9.63

Source: Stats SA 2011

Figure 9: Functional literacy rates in Gert Sibande's CRDP & non-CRDP municipal areas, 1996-2010



Source: Stats SA 2011

There is still a significantly high rate of illiteracy in the district at an average of 13.3%. The four CRDP Municipalities in the district have an average of 17.3% compared to 10.4% in non-CRDP municipalities. The Education Sector plans need to address the gaps in CRDP and non-CRDP municipalities as they appear in figure 13 above.

According to the 2013 matric results in Mpumalanga as depicted in Table 24, Gert Sibande recorded a matric pass rate of 76.4 percent, which is lower than the provincial average of 77.6 percent achieved in the same year. Gert Sibande recorded low pass rate as compared to Nkangala (77.5 percent) and Ehlanzeni (82.8 percent). Though district has shown an improvement in its results with increase of 22.1 percentage points increase from 2008 where it recorded a 54.3 pass rate, it remains the lowest performer as compared to the two districts

Table 15: Comparative grade 12 results for districts in Mpumalanga, 2008-2010

District	2008 % pass rate	2009 % pass rate	2010 % pass rate	2011 % pass rate	2012% pass rate	2013 % pass rate
Ehlanzeni	45.9	43.4	54.7	72.1	74.0	82.8
Gert Sibande	54.3	52.2	59.3	65.4	69.0	76.4
Nkangala	59.2	53.6	59.0	67.9	73.0	77.5

Source: Provincial Department of Education, 2011, 2014; Mpumalanga department finance, 2013

2.5.2. EDUCATION FACILITIES

The level of education infrastructure available within the District, and the spatial distribution thereof is depicted in **Table 25** below. The challenge still faced is the provision of adequate and appropriate facilities to meet the needs of the community, especially the disabled and learners with special care needs.

Table 16: 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

Source: Local Municipalities date and Sector Departments

Table 17: Composition of Population Served by the Education System within GSDM

Educational institution	Total	Gert Sibande	Albert Luthuli	Msukaligwa	Mkhondo	Pixley Ka Seme	Lekwa	Dipaleseng	Govan Mbeki
Pre-school including day care; crèche; Grade R and Pre-Grade R in an ECD centre	2,088	0.60%	0.10%	0.10%	0.10%	0.00%	0.10%	0.00%	0.30%
Ordinary school including Grade R learners who attend a formal school; Grade 1-12 learners & learners in special class	290,842	87.50%	19.60%	11.80%	16.50%	7.90%	8.70%	3.10%	19.90%
Special school	1,331	0.40%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.20%
Further Education and Training College FET	10,121	3.00%	0.40%	0.50%	0.20%	0.10%	0.50%	0.10%	1.20%
Other College	2,913	0.90%	0.10%	0.10%	0.10%	0.10%	0.10%	0.00%	0.30%
Higher Educational Institution University/University of Technology	14,016	4.20%	0.50%	0.60%	0.60%	0.20%	0.40%	0.10%	1.80%
Adult Basic Education and Training Centre ABET Centre	8,328	2.50%	0.50%	0.30%	0.80%	0.20%	0.20%	0.00%	0.50%
Literacy classes e.g. Kha Ri Gude; SANLI	1,833	0.60%	0.10%	0.10%	0.20%	0.00%	0.00%	0.00%	0.10%
Home based education/ home schooling	990	0.30%	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.10%
Total	332,462	100.00%	21.40%	13.60%	18.70%	8.70%	10.00%	3.40%	24.30%

Source: Stats SA 2011

From the tables 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 ratios, rather than bringing more facilities which might be under-utilised or turned into white elephants. It is also clear that there is no institution of higher learning or university, within the GSDM area. There are plans to establish a Mpumalanga University which will have one campus in each district in the Province. As the GSDM has a comparative advantage in agriculture and that agriculture is the highest employing sector in the District, it is prudent then that the Gert Sibande campus must offer specialised training on Agriculture and Forestry to cater for the already thriving industries in the region. This will make a major contribution towards skills development in the region while ensuring that the youth becomes a skilled and capable workforce which is the national priority.

Key Issues pertaining to Education includes, among others, the following:

- Equitable distribution of Education facilities;
- Inadequate Institutions of Higher Learning;
- Skewed Pupil/Teacher Ratios in certain parts of the District;
- Lack of coordinated approach towards skilling of communities;
- Optimal and effective utilization of all Educational facilities;
- Maintenance of Farm Schools;
- University catering for the skills needed by the District.

2.6. GSDM SOCIO -ECONOMIC ANALYSIS

Socio-economic analysis refers to an analysis of how the community/society of a particular area progresses stagnates or declines looking at their local and regional economy.

2.6.1 GDP GROWTH

GDP per capita is often considered an indicator of a region's standard of living on the rationale that all citizens would benefit from the region's increased economic production. (Mpumalanga Department of Finance, 2013). Looking at the GDP growth rate of Gert Sibande District Municipality it shows that the municipality is experiencing an increasing figure from 1996 -2012. table 27 below illustrates more.

Table 18: Gert Sibande District Municipality's GDP Growth of the district.

Municipality	Trend 1996-2011	Forecast 2011-2016	Better (+) or worse than (-) province	Ranking: best(1) or worst(3)
Gert sibande District	2.6%	4.1%	(+) (3.6%)	1
	2001(trend)	2007(trend)	Latest figure(2011)	Ranking: best(1) or worst(3)
Contribution to mpumalanga GVA%	30.9%	31.4%	30.7%	2

(Mpumalanga Department of Finance, 2013)

The district was expected to record the highest GDP growth of (3.7%) among the 3 districts over the period 2010-2015, with a historic growth of 2.5% in the period 1996-2010. But recently it made a contribution of 2.6 which lower than the target of 3.7%. Currently the district is expected to record the highest GDP growth (4.1% per annum) among the 3 districts over the period 2011-2016 with a historic growth 2.6% per annum in the period 1996-2011. Manufacturing, finance & community services should contribute the most to Gert Sibande’s economic growth in the period 2011-2016.

2.7. REGIONAL CONTRIBUTION

2.7.1. PROVINCIAL CONTRIBUTION

The economic industries are classified according to the International Standard Industrial Classification of all Economic Activities (ISIC). This classification system groups together economic activities that are closely related. In 2012, Gert Sibande has a competitive advantage in terms of Mpumalanga’s manufacturing (57.4 per cent) and agriculture industries (41.4 per cent) as compared to Nkangala and Ehlanzeni Districts. Gert sibande was the second largest contributor after nkangala. Govan Mbeki contributed (19.4 per cent), Mbombela (19.3 per cent), Emalahleni (18.2 per cent) and Steve Tshwete (14.3 per cent) which made up to 71.2 per cent of the Mpumalanga economy in 2012. Dipaleseng (0.6 per cent) and Dr Pixley Ka Isaka Seme (1.1 percent) made the smallest contributions to the provincial economy.

TABLE 19: Regional contribution to Mpumalanga’s industries (GVA at constant 2005

prices), 1996-2012

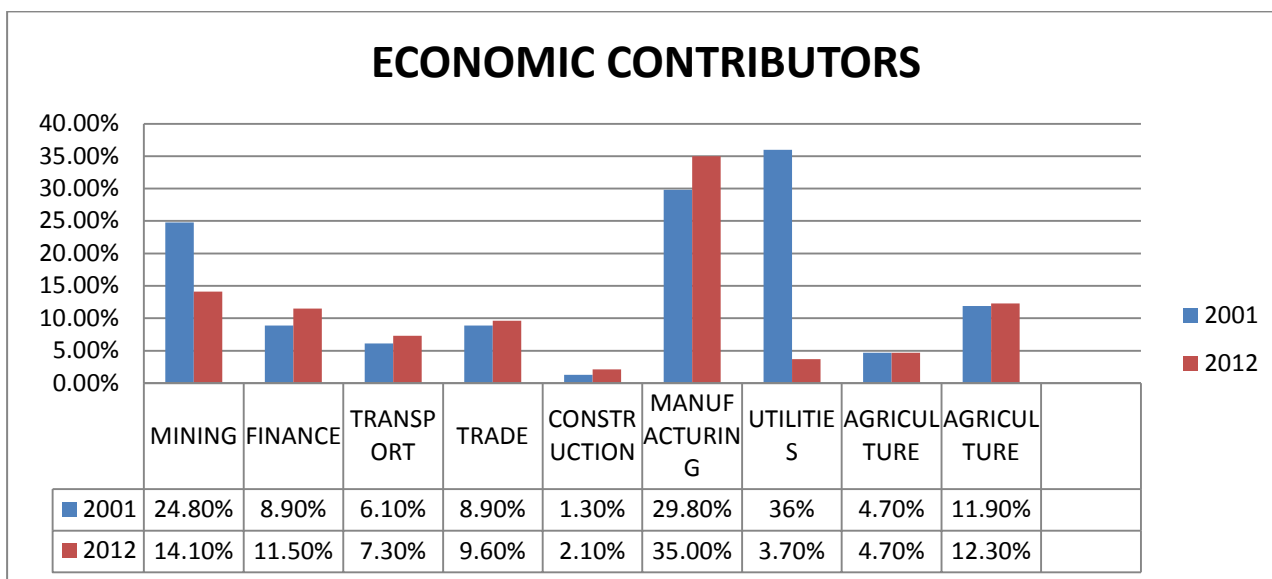
Industry	GERT SIBANDE		Nkangala		EHLANZENI	
	1996	2012	1996	2012	1996	2012
Agriculture	41.7	41.4	23.9%	22.9%	34.4%	35.7%
Mining	36.1%	23.9%	49.1%	69.4%	14.9%	6.7%
Manufacturing	42.6%	57.4%	31.4%	24.4%	26.0%	18.1%
Utilities	26.2%	25.7%	70.0%	71.4%	3.9%	2.8%
Construction	24.8%	26.8%	30.4%	32.6%	44.8%	40.6%
Trade	26.4%	25.8%	27.4%	30.5%	46.2%	43.7%
Transport	27.2%	24.5%	33.6%	37.8%	39.2%	37.7%
Finance	22.2%	21.2%	34.9%	36.8%	43.0%	42.0%
Community Services	22.4%	22.5%	32.2%	32.5%	45.4%	45.0%
TOTAL	31.0%	31.0%	37.7%	39.3%	31.2%	29.7%

Source: IHS Global Insight – ReX, October 2013

2.7.2. DISTRICT CONTRIBUTION

Manufacturing(35.0%), is the leading industry in terms of % contribution to Gert Sibande’s economy, followed by mining (14.1%) and community services (12.3%). Construction is the lowest with (2.1%).There is a Decreasing role/share of mining and increasing role/share of manufacturing. Below it’s a graph indicating sectors which contributes to the Gert sibande's economy.

FIGURE 10: GERT SIBANDE 'S ECONOMIC CONTRIBUTORS



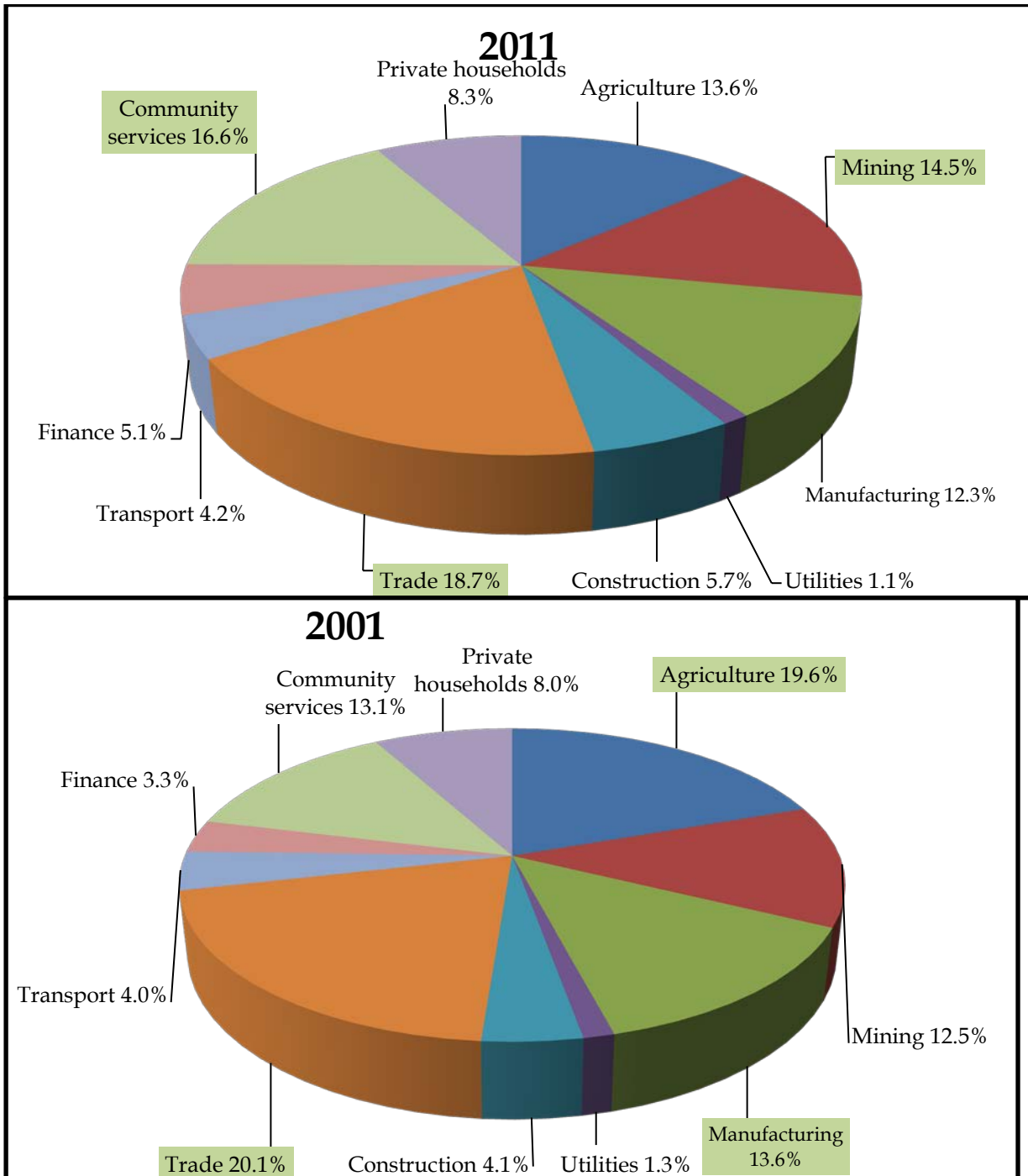
source:(Mpumalanga Department Of Finance, 2013

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2.8. SECTORAL EMPLOYMENT AND OUTPUT

Figure 11: Gert Sibande- Sectoral Employment 2001-2011

Source Mpumalanga Department of Finance, 2013



Source: Mpumalanga Department of Finance, 2013: Gert Sibande Socio-economic Profile

- Leading industries in terms of employment in the district - trade (18.7%) community services (16.6%), mining (14.5%) and agriculture (13.6%).
- Decrease in role of agriculture & trade as employer and increase in role of community services & mining as employer.

Table 20: Contribution by Districts to Mpumalanga's industries (GVA constant 2005 prices)

INDUSTRY	Gert Sibande	Nkangala	Ehlanzeni	Mpumalanga
Agriculture	41.2%	22.5%	36.3%	100.0%
Mining	24.5%	66.9%	8.6%	100.0%
Manufacturing	53.4%	26.7%	19.9%	100.0%
Utilities	25.3%	71.7%	3.0%	100.0%
Construction	25.6%	31.9%	42.5%	100.0%
Trade	24.5%	29.6%	46.0%	100.0%
Transport	23.2%	36.9%	39.9%	100.0%
Finance	26.4%	38.8%	35.0%	100.0%
Community services	22.7%	32.2%	45.1%	100.0%
Total	30.7%	39.7%	29.5%	100.0%

Source: Mpumalanga Department of Finance, 2012: Gert Sibande Socio-economic Profile.

- Gert Sibande's manufacturing (role of Sasol) contributed 53.4% & agriculture 41.2% to the relevant provincial industries.

Table 21: Sector employment per local municipalities in Gert Sibande, 2010

Economic sector	Chief Albert Luthuli	Msukaligwa	Mkhondo	Dr Pixley Ka Isaka Seme	Lekwa	Dipaleseng	Govan Mbeki	Gert Sibande
Agriculture	9.7%	24.2%	24.0%	7.9%	20.6%	5.5%	8.2%	100
Mining	3.6%	10.3%	5.4%	0.9%	23.9%	0.9%	55.0%	100
Manufacturing	2.7%	7.5%	8.4%	2.0%	9.6%	1.0%	68.6%	100
Utilities	2.7%	10.4%	5.7%	19.2%	36.5%	6.0%	19.6%	100
Construction	6.6%	13.6%	7.4%	12.7%	10.9%	2.6%	46.2%	100
Trade	8.7%	15.3%	8.6%	5.9%	10.9%	2.3%	48.3%	100
Transport	9.3%	20.9%	8.9%	5.7%	9.7%	1.7%	43.8%	100

Finance	5.7%	19.1%	8.5%	6.4%	11.2%	1.6%	47.4%	100
Community services	13.2%	19.9%	13.9%	5.9%	16.9%	3.1%	27.1%	100
Households	6.3%	18.3%	12.7%	7.3%	17.4%	3.5%	34.4%	100
Total	7.5%	16.1%	11.3%	5.6%	15.7%	2.6%	41.2%	100

Source: Global Insight – ReX, August 2011

The 4 non-CRDP areas in the district dominated all the sectors in the district mining (90.1%) and manufacturing (86.8%) were main employers. CRDP areas recorded less employment having the highest at 41.5 per cent in Gert Sibande’s total employment in 2010 although still lower than non-CRDP areas (Table 19).

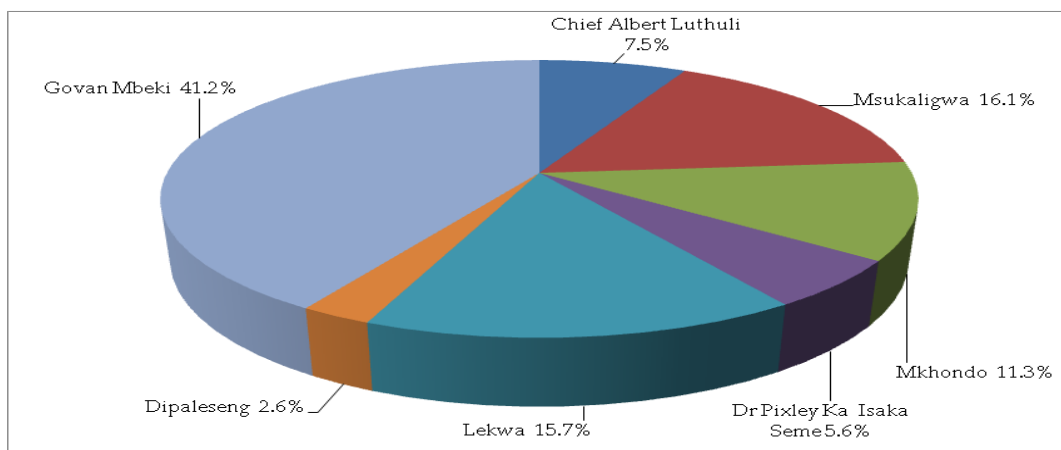
Table 22: Sector employment per local municipalities in Gert Sibande, 2010

Economic sector	4 non-CRDP	3 CRDP	Gert Sibande
Agriculture	58.5%	41.5%	100.0%
Mining	90.1%	9.9%	100.0%
Manufacturing	86.8%	13.2%	100.0%
Utilities	72.5%	27.5%	100.0%
Construction	73.4%	26.6%	100.0%
Trade	76.8%	23.2%	100.0%
Transport	76.1%	23.9%	100.0%
Finance	79.4%	20.6%	100.0%
Community services	67.0%	33.0%	100.0%
Households	73.7%	26.3%	100.0%
Total	75.5%	24.5%	100.0%

Source: Global Insight – ReX, August 2011

In 2010, Govan Mbeki (41.2 per cent) and Msukaligwa (16.1 per cent) provided the highest employment to the district employment with the highest shares whereas Dipaleseng (2.6 per cent) and Dr Pixley ka Isaka Seme (5.6 per cent) recorded the lowest employment shares in Gert Sibande (Figure 12).

Figure 12: Gert Sibande's employment shares by local municipality, 2010



Source: Global
Insight – ReX,

August 2011

2.9. challenges for socio-economic development

- High proportion of population aged 0-34(youth)
- Second highest unemployment rate among the districts
- Educational challenge_ matric pass rate and university/degree admission rate
- Basic service delivery challenge- concern about electricity and informal dwelling
- Second highest poverty rate among the districts
- Relatively low economic growth
- Independence/ or relying too much on manufacturing
- Reduce unemployment, poverty and inequality
- Budget must be in line with and respond to the IDP and socio-economic challenges

CHAPTER THREE: KEY PERFORMANCE AREAS

3.1. KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATION DEVELOPMENT

3.1.1. Municipal Powers and Functions

Local Government must provide a vision and leadership for all those who have a role to play in achieving District wide 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 where most functions are shared. Table 8 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. Accountability challenges that come with the sharing of Powers and Functions cannot be further ignored, and must be accordingly attended to.

Other key aspects that contribute to the District Municipality not optimally performing all its Powers and Functions are the following:

- Predominant rural nature of the District enhance inequality between the rural and urban areas
- IGR Structures; Provincial and Municipal structures not fully utilised thereby operating in silos
- Inability to acquire and retain skilled professionals.
- Bureaucratic processes and delayed turnaround time in the re-allocation of functions coupled with associated financial resources.

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

- Engage CoGTA in undertaking an audit of all the powers and functions currently performed by various stakeholders in the District.
- Need to continually engage within the Inter Governmental Relation Framework and mechanisms in improving the manner in which we perform our functions.
- 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.
- Enhance the Municipal Monitoring and Evaluation processes.

Table 23: Powers, Duties and Functions

Constitutional Mandate, Powers and Functions	GSDM	ALBERT LUTHULI	DIPALESENG	GOVAN MBEKI	LEKWA	MKHONDO	MSUKALIGWA	PIXLEY KA SEME
Water & Sanitation in terms of Section 84(3) 1(b) & 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	✓	X	x	x	x	x	X	x
Municipal Airports in terms of section 84(i) (j) schedule 4 part (b)	✓	✓	x	✓	✓	✓	✓	x
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) except planning of the MSA	✓	✓	✓	✓	✓	✓	✓	✓
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	X	✓	✓	✓	✓	✓	✓	✓
Greening programme in terms of Schedule 4 & part	✓	✓	✓	✓	✓	✓	✓	✓

Constitutional Mandate, Powers and Functions	GSDM	ALBERT LUTHULI	DIPALESENG	GOVAN MBEKI	LEKWA	MKHONDO	MSUKALIGWA	PIXLEY KA SEME
(b) of the Constitution Environmental promotion								
Municipal Planning in terms of MSA Section 84 (1) (a)	✓	✓	X	✓	✓	✓	✓	✓
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)	✓	X	X	X	X	X	X	✓
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)	✓	✓	✓	✓	✓	✓	✓
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	✓	✓	✓	✓	✓	✓	✓	✓

Constitutional Mandate, Powers and Functions	GSDM	ALBERT LUTHULI	DIPALESENG	GOVAN MBEKI	LEKWA	MKHONDO	MSUKALIGWA	PIXLEY KA SEME
General comments on capacity in terms of Powers and Functions	<p>The District needs to increase its capacity to support its local municipalities and build capacity</p> <p>The municipalities are having financial and human constrains to perform their functions</p> <p>The municipalities are having a challenge to recruit and retain special skills and managers due to their rural nature and conditions of service / salaries</p> <p>The municipalities need to look into the institutional arrangements to improve on its capacity to deliver services and have a staff retention policy</p>							
General comments from demarcation board assessments in terms of Priority 1-3 Functions	<p>That there should be service level agreements where DWAF or other providers are still performing water services on behalf of the locals</p> <p>That all locals must ring fence their budgets per service rendered independently</p> <p>That municipalities should improve on the performance of their functions [service delivery mechanisms]</p>							

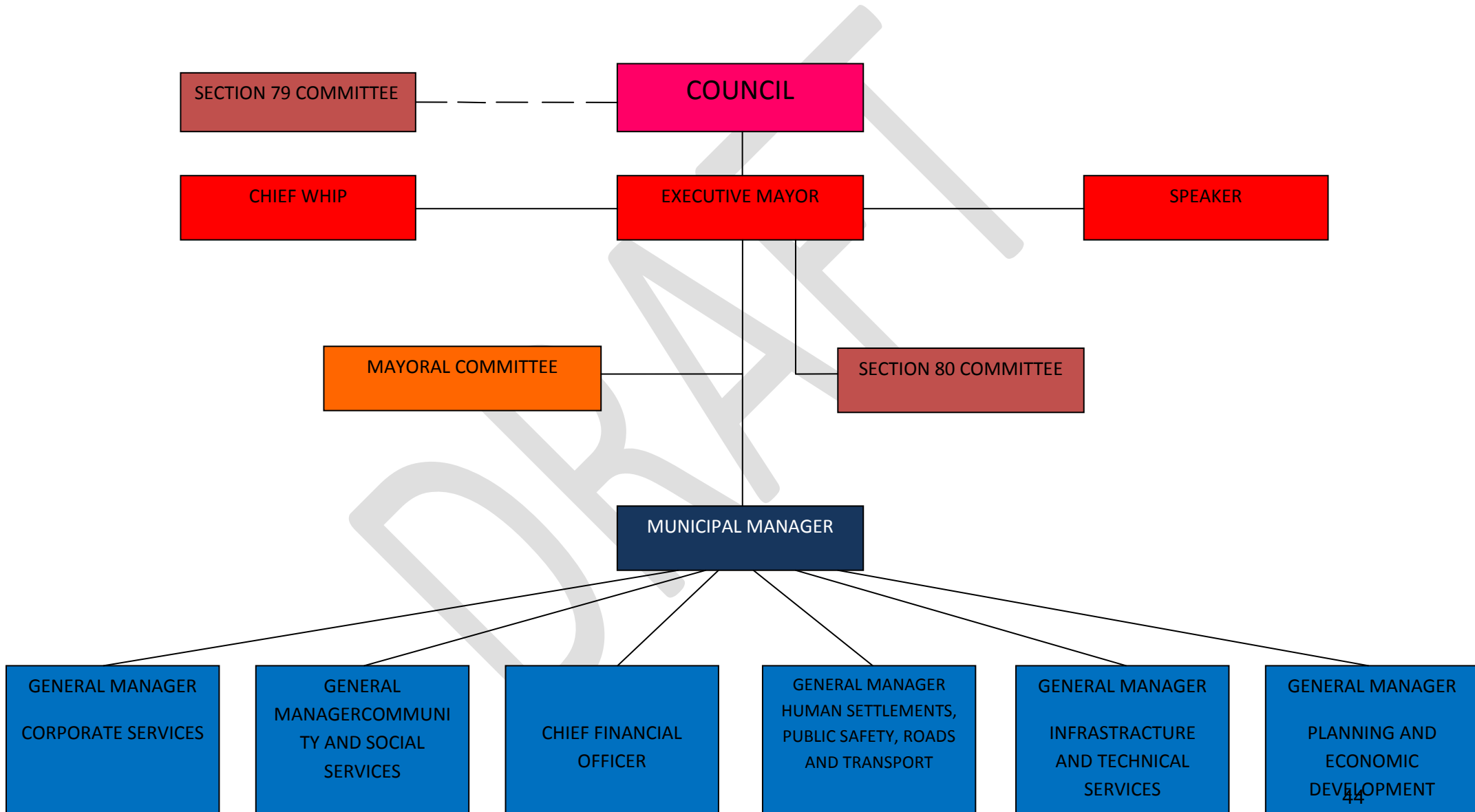
3.1.2. Organizational Design

Gert Sibande District Municipality comprises of both a Political and an Administrative component, with the former constituted of the Council, the Executive Mayor, six Mayoral Committee Members, the Speaker and Chief Whip as reflected in Figure 2a below. A similar arrangement will be advocated for in constituent Local Municipalities with the GSDM area of jurisdiction.

The Political component of Council is supported by an Administrative component which consists of the following: Office of the Municipal Manager, Corporate Services, Finance, Infrastructure and Infrastructure and Technical Services, Planning and Economic Development, Community and Social Services (Figure .

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Figure 13: Gert Sibande District Municipality: Political and administrative Organisational Structure



Key Issues regarding the Organisational Structure of the District municipality include 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 institutional memory due to high retention of experienced personnel which will benefit the entire staff, leadership and community at large.
- Improve knowledge management among staff members.
- Sustain Strategic Leadership through ensuring harmonious working relations between both Political and Administration components within the District.

3.1.3.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 clear 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 and have important policy setting and oversight roles, particularly in relation to budgets and budget related policies, IDP, tariff setting for services, indigent policies, credit control policies and long-term borrowing policies. In addition, they 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. Their 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.

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 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.

3.1.4.Committee Service

As part of governance process, Council meetings are held quarterly while Mayoral Committee meetings are being held on a monthly basis. Progress has been made in submitting professionally compiled items, agendas and minutes which are timeously distributed to reach the Councillors well before the scheduled meetings.

Despite the fact that much success has been attained in improving the standard of reports that are presented to Committees of Council and to Council, there are still areas that need continuous corroboration to optimize the functionality and decision-making capability of Council. The below mentioned are the committees within the municipality and they are all fully functional.

SECTION 80 COMMITTEES

- Corporate Services
- Community and Social Services
- Infrastructure and Technical Services
- Planning and Economic Development
- Finance
- Human Settlements and Public Safety

SECTION 79 COMMITTEES

- **Municipal Public Accounts**
Within the context of this guide, it refers to oversight of the ‘executive’ of the municipality by council structures. The MPAC is a committee of the municipal council, appointed in accordance with section 79 of the Structures Act. It is also important to note that in metros and large category B municipalities it is, due to the number of councillors, easier to appoint section 79 oversight committees to provide oversight over the functions of the section 80 committees. Many of the smaller municipalities do not have enough councillors to appoint such section 79 committees and can only appoint one oversight committee tasked with the complete oversight role, but focusing mainly on compliance with the provisions of the Local Government: Municipal Finance Management Act, 2003.
Nevertheless, municipalities are encouraged to establish MPACs as far as is possible and practical.
As a section 79 committee, the following principles will apply:
 - ❖ the municipal council must resolve to establish a MPAC by way of a council resolution;
 - ❖ the municipal council must determine the functions of the committee and agree on the terms of reference for the committee;
 - ❖ the municipal council must delegate functions to the MPAC in accordance with the terms of reference of the committee;
 - ❖ the municipal council may determine the procedure of the committee or allow it to determine its own procedure;
 - ❖ the municipal council appoints the members of the MPAC from amongst the councillors;
 - ❖ section 160(8) of the Constitution applies to the committee and therefore its composition must be such that it allows parties and interests reflected within the Council to be fairly represented in the MPAC;
 - ❖ the municipal council appoints the chairperson of the MPAC;
 - ❖ the municipal council may dissolve the MPAC at any time;
 - ❖ the municipal council may remove any member of the committee at any time;
 - ❖ the municipal council may allow the MPAC to co-opt advisory members who are not members of the council, within the limits determined by the council;
 - ❖ the meetings of the MPAC should, as far as is possible and practical, be open to the public in accordance with section 160(7) of the Constitution;
 - ❖ the municipal administration must ensure that adequate financial and human resources are made available to support the functions of the MPAC;
 - ❖ meetings of the MPAC should be provided for and included in the annual calendar of the council; and
 - ❖ the MPAC reports directly to the municipal council and the chairperson of the MPAC liaise directly with the Speaker on the inclusion of reports of the MPAC in the council agenda.

Functions and terms of reference of the committee

The main purpose of the MPAC is to exercise oversight over the executive functionaries of council and to ensure good governance in the municipality. This will include oversight over municipal entities. In order for the MPAC to fulfil this oversight role, it needs to be provided with the necessary information and documentation to interrogate the actions of the executive. Part 2 below provides generic terms of reference for the MPAC.

Reporting

The MPAC reports directly to the municipal council and the chairperson of the MPAC must liaise directly with the speaker on the inclusion of reports of the MPAC in the council agenda. As the MPAC is a committee of the council, its reports are submitted directly to the council without being submitted to the Exco or Mayoral Committee. The chairperson of the MPAC liaises directly with the speaker on the inclusion of its report in the council agenda, and the committee staff ensures that the documentation is physically included in the agenda of the council meeting.

- Rural Development and Traditional Affairs
- Rules and Ethics
- By-Laws and Policies
- Local Labour Forum

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

- 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

3.1.5. Institutional Capacity

In an endeavour to be adequately responsive to the developmental mandate bestowed upon municipalities, the Gert Sibande District Municipality and all the Local Municipalities within its area of jurisdiction are in the process of refining their staff complements. GSDM is in the process of filling all management positions and actions are ongoing to fill all other critical vacancies i.e. General Manager: Corporate Services, General Manager: Human Settlements, Supply Chain Management and Transport Planning among many others particularly in the Finance Department. These positions will take priority in making sure that the municipality is geared towards service delivery. The GSDM has put together a draft human Resource Strategy and draft employment equity plan in order to guide the municipality in its human resource needs. These policies need to be adopted in order to be effective policy documents.

Table 24: GSDM Organisational Composition

Number of posts on the organogram	Filled positions	Vacant positions	Vacancy rate %	Filled rate %
269	231	38	14.1	85.9

Table 22 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
- Organisational Performance Management and Monitoring
- Compliance with legislative requirements
- Human Resource Development System
- Organisational grading
- Employee Assistance Programme

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Table 25: Institutional Capacity / Institutional Plans

ISSUES	GERT SIBANDE	ALBERT LUTHULI	DIPALESENG	GOVAN MBEKI	LEKWA	MKHONDO	MSUKALIGWA	PIXLEY KA SEME
Organizational Structure	Approved	Approved	Approved	Approved	Approved	Approved	Approved -LM 206/06/2012	Approved
Total Staff Composition	210	583	246	1619	527	462	808	361
Filled Positions	139	406	70	1386	520	462	638	349
Job Evaluation	Yes	No	No	Not finalized	Yes	No	No	Under Review
Information Management System	Yes	No	No	Yes	Yes	No	Yes	Yes
Delegations	Approved	Approved	Approved	Approved	Approved	Approved	Approved	Approved
PMS	Organisational Finalised	In Progress	To be implemented	Approved.	In Planning Phase	Partly Completed	Policy adopted but not yet implemented	Adopted by Council: CRA61/2009
Skills Development Plan	Approved	Approved	2007/2008 Plan in Place	Approved	Submitted & approved	Approved & in Place	Approved	Approved
Employment Equity plan	Approved	Approved	2007/2008 Plan in Place	Approved	Plan Approved	Approved	Approved	Approved
Gender Equity Plan	Approved	In Progress	2007/2008 Plan in Place	Approved & in Place	Not in place	Approved & in Place	Approved	Approved
Employment Assistance Plan	No	In progress	Not in Place	Approved	Not in place	Available	Approved	Adopted

Disaster Management Plan	Approved 2009 & Due for review	Draft	None	None	Draft	None	Approved - LM 1094/05/2011 and being reviewed for 2013	Approved
Integrated Environmental Management Framework/ Plan	Submitted to Council for approval	In process of development	In process of development	In process of development	In process of development	In process of development	In place	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	No	In process of development
Municipal Health Plan	No	No	No	No	No	No	No	No

Source: GSDM IDP DIRECTORATE (Base Data: Local Municipality HR information).

3.1.6. Skills Development and Capacity Building

It is known that certain skills categories including artisans, engineers, financial administrators and 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) which include the following:

- High level, world class engineering and planning skills for the “network industries”, transport, communications and energy 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 have 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 low classification.

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 a number of interventions that seeks to ensure better lives for citizens in the District. The following goals are paramount in this regard:

- 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.

3.1.7. ICT Services

The district recognises the strategic value and role of Information and Communication Technology as a service delivery enabler. Both internal and external ICT services must be provided in manner that is well governed, efficient, reliable and derives maximum business leverage. Internal services relates to the provision of value adding technology and systems that creates efficiency and enhances productivity. External services relates to solutions that allow all stakeholders to derive benefits of the District's ICT initiatives. In order to achieve the aforementioned aims the District has proposed the following ICT Governance Framework.

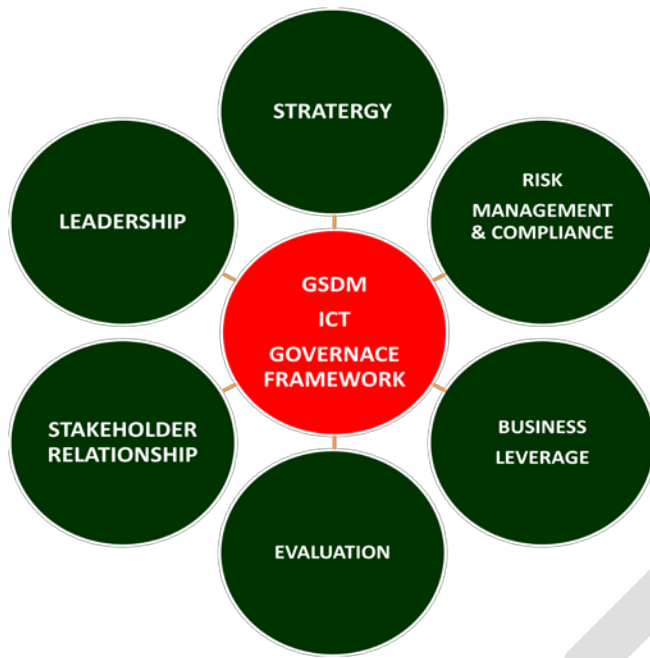


Figure 14: ICT Governance Framework

- This framework is aligned with ICT best practices e.g King III and will ensure compliance with the prescripts of ICT and local government legislation.
- The framework is also compliant with the Auditor General’s prescripts.
- The framework will ensure sound ICT risk mitigation and compliance, business alignment, performance monitoring and evaluation, efficient enabling systems, stakeholder involvement and sound management.
- By enabling this organisational ICT Governance framework, there are a number of outcomes and benefits to be derived as shown below:

Council	Management	Organisation
<ul style="list-style-type: none"> • Ensures that legal & compliance obligations are met • Ensures that the service delivery mandates are met • Enable the Council to regularly monitor activities • Helps establish clear authority levels • Assists in approving financial plans and budgets • Facilitates the monitoring of risk management strategies 	<ul style="list-style-type: none"> • Provides the process for aligning ICT investments with business strategy • Helps to effectively prioritise requests from business units competing for resources • Reduces redundancy within the project and application portfolios • Reduces inefficient and over-allocation of resources • Minimises business losses, reputational damage and a weakened service delivery position • Reduces the failure of ICT initiatives to bring the innovation and benefits they motivated 	<ul style="list-style-type: none"> • Provides a clear communication platform across the organisation • Assists ICT management understand the business • Reduces unresolved conflict between business and ICT management • Changes the view that business executives take no responsibility for ICT-enabled business change • Minimises the chance that the ICT organisation will fail to realise business value

Figure 15: Benefits of adopting an ICT Governance Framework.

The key focus areas of the tactical and operational roles are:

- Delivery of a District wide GIS with the aim of enhancing revenue collection and enabling spatial data cleansing;
- Delivery of a Municipal /Environmental Health System
- Wide Area Network within the District
- Enterprise Software Agreements and Licensing
- Disaster Recovery and ICT Continuity
- Assisting Local Municipalities with ICT services
- Standardisation of Technologies
- Enhancing internal administrative systems

The District will endeavour to fulfil its legislative mandate by assisting Local Municipalities with ICT services. This process will be facilitated by the newly established District ICT Forum, fostering a platform of cooperation and inter-operability.

3.1.8. Gert Sibande District Municipality Turn Around Strategy

The advent of the Local Government Turn Around Strategy (LGTAS) has brought about numerous challenges in local government both contextually and in so far as implementation is concerned. However, the GSDM endeavoured to synchronise all administrative processes relating to the LGTAS. The GSDM LGTAS highlighted several service delivery programmes in the previous financial years. Most significantly, major strides have been made in terms of achievements in this regard.

Prime to these, are infrastructure development projects at the constituent local municipalities, as well as financial and administrative assistance being given to local municipalities. Furthermore, all the projects and MTAS implementation are part of the broader IDP and Service Delivery Budget Implementation Plan (SDBIP) programmes

KPA2: 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 the integration of programs and projects between the three spheres of government, i.e. national and provincial sector departments and municipalities.

The manner in which the private sector, especially the commercial sector and non-governmental organisations and parastatals are participating in planning processes within the municipalities also needs to be improved through engagement as prescribed in the Municipal Systems Act.

3.2.1. Public Participation and Communication Mechanisms

The Municipal Systems Act is very specific on the need for community participation. Community participation – derive from Section 152 (1) e of the Constitution, requires municipalities to encourage the involvement of the community organizations in the matters of the local government.

The provisions of community participation in the Municipal Systems Act therefore have a constitutional base. The local community should be enabled to participate in the affairs of the municipality, and Councillors and staff to foster community participation. Use its resources, annually allocate funds in its budgets, as may be appropriate for the purpose of implementing the above provisions. However, these provisions must not be interpreted as permitting interference with a municipal council's right to govern and to exercise the executive and legislative authority of the municipality as conferred by the Constitution. In other words, a balance must be struck between community participation and the acts of government: At some point participation must cease and governing must begin.

The legislation refers to IDP, Performance Management, Budget and Strategic Decisions on the provision of municipal services. The reference to the above is preceded by the words 'including in', the legislation is not exclusive. It would be contrary to the intent of the constitution not to extend community participation to all services, facilities and development.

Key issues pertaining to communication:

- Inadequate staffing in local municipalities
- There is an improvement pertaining to submission of reports to the DCF, addressing areas of Local Government Five Year Strategic Agenda
- There is still inadequate support/ resources given to Local Municipalities for the effective and sustainable functioning of the communication units.
- Inadequate consideration and attendance of communication matters in most constituent municipalities of the District.
- Place Marketing and branding of the District needs to be augmented.

3.2.2. INTERFACE BETWEEN IGR, COMMUNICATION AND PUBLIC PARTICIPATION

The Gert Sibande District Municipality has over the years developed a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose encourages and creates conditions for, the local community to participate in the affairs of the municipality, including:

- The preparation, implementation and review of its IDP;
- Establishment , implementation, review of its performance management system;
- The monitoring and review of its performance management system;
- The preparation of its budget,
- and strategic decisions relating to the provision of municipal services.

There is a need for the central co-ordination of programs in order for the Public Participation strategy to yield the desired goals. Such integration will be guided by the Intergovernmental Relations Framework Policy, Act No.15 of the IGRFA, 2005. The Act gives guidance in the vertical and horizontal co-ordination of Government Structures with an aim of enhancing a cooperative system of Government.

The Key role players in the municipality with regards to public participation are the Councillors since they serve as:

- Facilitators of community/constituency input
- Communication link between council and community
- Councillors help to monitor the performance of the municipality

The central responsibility of municipalities is to work together with local communities to find sustainable ways to meet their needs and improve the quality of their lives. Public participation is outlined in:

- The Constitution –Chapter 7 (section 152) two objectives of local government that apply to public participation:
- Provide democratic and accountable government for local communities
- Encourage the involvement of communities and community organisations in matters of local government
- The White Paper on Local Government, 1998
- The Municipal Structures Act, 117 of 1998
- The Municipal Systems Act, 32 of 2000

Community development workers (CDWs)

CDWs are public officials who work with municipalities where they live to bridge the gap between services provided by government and access by the communities to these services.

- CDWs can attend ward committee meetings and offer advice
- CDWs could offer secretarial support to the ward committees

In GSDM the CDWs have over the past 12 months done some of the following;

- War on poverty household profiling: CDW's working with social development officials interviewing residents
- DRDLA: registered officials for Masibuyele emasimini
- Indigent: identifying qualifying residents and registering them
- Housing: identified beneficiaries for RDP houses and help to complete application forms
- IEC: Actively involved in Voter registration
- SASSA: Identified people who qualify for food parcels and distribution
- LED: Assisted with the registration of cooperatives
- Home Affairs: Assisted with the delivery of ID's
- Assist communities to attend integrated service delivery events
- Attendance of Ward Committee meetings
- SASSA: Identified people who qualify for food parcels and distribution
- LED: Assisted with the registration of cooperatives
- Home Affairs: Assisted with the delivery of ID's
- Assist communities to attend integrated service delivery events
- Attendance of Ward Committee meetings, evidence available

Table 26: CDW Programme

MUNICIPALITY	NUMBER OF WARDS	NUMBER CDW DEPLOYED	COMMENTS
CALM	25	29	
DIPALESENG	6	10	
GOVAN MBEKI	32	32	1 CDW resigned
LEKWA	15	11	
MKHONDO	19	23	
MSUKA LIGWA	19	17	
DR.PKISEME	11	10	
TOTAL	127	130	

Table 27: Summary Of Wards In GSDM

ITEM	TOTAL NO. OF WARDS IN GSDM	FUNCTIONAL WARDS	NON FUNCTIONAL WARDS
FUNCTIONALITY	127	109	18

Table28: Functional Wards Committees in GSDM

MUNICIPALITY	NUMBER OF WARD COMMITTEES	FUNCTIONAL	NON FUNCTIONAL
CALM	25	25	-
DIPALESENG	6	5	1
GOVAN MBEKI	32	25	7
LEKWA	15	13	2
MKHONDO	19	15	4
MSUKALIGWA	19	15	4
DR. P. K. I. SEME	11	11	0

Presidential Hotline

The aim of the Presidential Hotline is to increase the participation of the public in their government. The Presidential Hotline is instrumental in defining a government that understands the needs of its people and responds faster to those needs.

The initiative does not ask if government will or is able to provide the services. It focuses on how government should improve the service by working faster and smarter.

Table 29: Presidential Hotline Issues

MUNICIPALITY	OPEN CALLS	RESOLVED	TOTAL CALLS	PERCENTAGE
CALM	21	21	21	
DIPALESENG	18	7	11	
GOVAN MBEKI	14	0 Still pending		
LEKWA	-	-	-	
MKHONDO				
MSUKALIGWA				
DR.PKISEME	4	4	4	

ACHIEVEMENTS/ PROGRAMMES

- Ward committees trained on ward operational plans
- Training of Ward committee on community development NQF level 2 & 3
- Distribution of blankets to pensioners, child headed homes and disabled people
- Voter registration to identify born frees
- World Aids day held in Mkhondo
- IDP review meetings in progress
- Certificate handover to ward committees who completed skills training
- Workshop on ward governance framework
- Ward committees held cultural event and internal training for ward secretaries to use laptops
- Participation in a commemoration march of Mahatma Gandhi
- Distribution of Identity Documents to communities

CHALLENGES

- Water shortages
- Unfinished RDP houses
- Damaged road infrastructure
- Sanitation
- Illegal dumping sites
- Shortage of land for residential and cemeteries
- None adherence to submission of minutes, attendance register of ward committee and community meetings
- Separation of votes between public participation and ward committees
- Fast tracking of appointments of CDWs
- Immigration of CDWs to other wards
- Continuous training on ward committees
- None submission of ward operational plans
- Issues raised by Ward Committees are not attended by municipalities
- Inconsistencies of financial system of municipality in charging for services

REMEDIAL STEPS

- Councilors reminded to submit ward operational plans

3.2.3 TRADITIONAL LEADERSHIP AND PARTNERSHIPS

Traditional leadership is an epitome of culture and tradition and a symbolical existence of historical values and traditions observed by particular communities over a period of time 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 was entrenched in the Constitution of the Republic of South Africa, in Chapter 12, which recognised the institution, status and the role of the traditional leadership

During 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, structures and their cultures.

The Traditional Leaders also need to understand Local Government mandates in terms of the Constitution, Section 152. The main objective for the establishment of the District House of Traditional Leaders was to enhance and synergise partnerships between Traditional Institutions and Municipalities in order to overcome the issues identified above while and enhancing the performance of Local Government.

In May 2010, the MEC for Mpumalanga COGTA published a notice identifying the Traditional Leaders who may participate in the Municipal Council proceedings. The notice set out the Schedule of the Traditional Leaders per municipality where GSDM has Traditional Leaders seating in the Council proceedings, 7 Traditional Leaders at Albert Luthuli and one Leader at Mkhondo and Pixley ka Seme Local Municipalities respectively. Subsequently, a Section 79 Committee has been established to accommodate traditional leaders (Rural Development Portfolio Committee). GSDM thus enhanced the relationship with the House of Traditional Leaders by taking a council resolution responding to the notice by the MEC.

Furthermore, The GSDM has drafted a Memorandum of Understanding 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. The GSDM office of Traditional Leaders is housed in the District office to ensure that Traditional Leaders are regularly engaged on developmental issues within their area of operation.

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 reside 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. GSDM is also intending to further capacitate Traditional Leaders in Local Government matters by enrolling them in Institutions of Higher learning etc.

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 extent GSDM has thus made provision with regard to the following aspects:

- Participation in developmental decisions
- Building Capacity and Training;
- Promotion of Arts and Culture;
- Promotion of Tourism;
- Economic Development; and
- Agriculture

KPA3: LOCAL ECONOMIC DEVELOPMENT

3.3.1. Economic Development Objectives

The District, in collaboration with its seven (7) constituent Local Municipalities and other stakeholders endeavours to optimise the impact of economic growth in the district through the proper implementation of the District Local Economic Development Strategy (2009) which addresses, among other key issues, the following:

- Partnerships towards progressively responding to the skills need by the growing Regional Economy.
- Visible promotion and support of SMMEs (Financial and Non-Financial).
- Visible promotion of the Tourism Sector.
- 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 like Bio- Fuel Plant as part of rural economic development in response to Land Reform Programmes.
- Providing support services, mentorship and investment towards ensuring sustainability and effective utilisation of farms attained through Land Reform Programme.
- Development and Training of Co-operatives and SMMEs and establish database thereof.
- Promotion of Trade and Investments through Regional Development Agency.
- Informal Sector development and Second economy interventions (i.e. skills development).
- Promotion of the usage of alternative sources of energy.

It should be noted that this information feeds into a process that was initiated by the Department of Trade and Industry towards the "Alignment of Industrial Development Plans across the Three Tiers of Government". A delegation of the Department of Trade and Industry met with the GSDM on 23 May 2012 as a first step towards initiating this process in the District.

Introduction and GSDM status quo

The following is a summary of some of the main endeavours to be implemented in order to achieve the above objectives in the Gert Sibande District Municipality.

3.3.2 Regional Economic Growth and Spatial Features

The key sectors that drive the economy of the District are:

- Manufacturing

- Mining
- Energy Generation and Supply
- Agriculture
- Forestry
- Tourism
- Transportation and logistics

These key sectors are discussed in detail in the GSDM LED Strategy which was approved in December 2009 and will be updated in the next financial year.

Areas such as Standerton, Ermelo, Bethal and Piet Retief are strong in agricultural activities varying between crops and livestock farming. The forestry industry consists of forest plantations leading to primary processing industries where the products include dried and treated timber. Pulp and paper production, manufacturing of furniture, construction material like door and window frames are secondary products. Though this industry displays some value chain, there are other opportunities that need further exploration.

The tourism sector is not yet fully developed and should maximise the potential of the wild frontier, grass and wetlands, and cosmos country regions of the District Municipality. The mining sector is one of the main contributors to the Province's GVA with the major concentration within Govan Mbeki LM and smaller operations such as the Driefontein mine in Mkhondo LM.

The coal-mining activities enable electricity generation by the coal-fired power stations in the District. The processing of the mined products either for electricity generation or petrochemicals contributes immensely to the economy of the country. These sectors have not been fully exploited to their maximum capacity to benefit the economy of the District. It is envisaged that through intersectoral collaborations with relevant stakeholders more initiatives focusing on the second economy can still be examined, thus creating an enabling environment for more jobs to be created, and thus lessening dependency ratios.

3.3.3 Economic Potential/Endeavours in GSDM

3.3.3.1. Sustainable Integrated Agricultural Development Programme for GSDM Land Reform Projects

The beneficiaries of the land re-form projects within the District are to date faced with uncoordinated capacity building and limited support, which has led to challenges in maintaining the sustainability in most of the previously economically viable farms.

The District, in collaboration with its relevant stakeholders, has started to coordinate development and support for the agricultural sector with emphasis on enhancing partnerships, training and development, management, farm worker labour training and development, and overall economic empowerment within the agricultural sector for the District agricultural communities.

The District envisages coordinating the participation and support of the agricultural unions, and the establishment of commercial farmers. The Department of Rural Development and Land Reform, and Department of Labour who form part of the agricultural development cluster, have to work together and will be encouraged to form joint focus initiatives in the development of a robust Agricultural Development Strategy addressing the following key development areas:

- Training and skills transfer on management of farms
- District Agro-Value Chain industry
- Comprehensive Post-Settlement support
- Advance training on farming methods
- Partnerships and marketing
- Support more farming inputs and implements

Agricultural development will be best achieved through proper integrated planning and targeted support services for the farms while responding to other District Sector Plans like Environmental Management Plan, Spatial Development Framework, etc. This approach must still integrate sustainable farming techniques with various other elements such as poultry, livestock, traditional medicinal plants and traditional co-ops 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 Agricultural Development Initiatives to establish a centre for Sustainable Development of the sector within the Gert Sibande District Municipality.

3.3.3.2 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 products. **The District has budgeted for a study on the viability of establishing a fresh produce market within its jurisdictional (2012/13)** 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 devise 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.

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3.3.3.3 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 focused implementation agency/entity which will strategically focus on delivering the following mandate on behalf of the District:

- Coordinate and manage the identified economic development initiatives (projects).
- Coordinate and manage key economic development stakeholders.
- Facilitate marketing and investment initiatives.
- Solicit funding and technical support for the identified anchor projects and the identified beneficiaries.
- The establishment of the Agency is long outstanding and the District will revisit the proposal in the ensuing year.

Through the support of cooperatives, the agency assisting the District is envisaged to achieve the following objectives:

- To broaden and diversify the economic base of the District.
- To 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 objectives to be achieved through the Agency include, but are not limited, to the following:

- Attract specialised skills to drive the implementation of the economic and development programs and projects
- Increase implementation capacity and minimise bureaucracy
- Manage liaising, consultation and involvement of key stakeholders, private sector and government departments and Parastatals
- Explore investment opportunities and initiatives

- Facilitate the development and sustainability of existing businesses, development and investment initiatives
- Facilitate and coordinate effective functioning of business structure and forums (Business organisations, SMME Forums, Hawkers Associations, Farmers Associations, etc)
- Coordinate the establishment and management of the Economic and Development Database for the District
- Coordinate the effectiveness of the LED Forums at municipal level
- Facilitate and coordinate economic research and make recommendations to the District on economic and development matters

3.3.4 Potential Economic Development Corridors

In terms of Development Principle number two (2) of the GDSM SDF 2009, the District needs “To optimally capitalise on the strategic location of the District and its five key economic strips/corridors, and to functionally link all towns and settlements to one another through establishing and maintaining a strategic road and rail network comprising internal and external linkages.”

The Gert Sibande District does not function in isolation but is part of a broader regional and sub-continental economy. It is, therefore, important that the District area be properly linked to surrounding districts and even bordering countries (like Swaziland) to ensure an efficient flow of goods and services in all directions within the economical region. An analysis of the Gert Sibande and regional economy (as presented by the MPISDF and MPGDS) revealed five key economic/corridors traversing the District. These perform significant regional functions in terms of linking the District to prominent activity nodes and areas in adjacent areas, and comprise the following (also refer to Map 2):

- The N17/N2 Corridor with Trichardt-Evander-Kinross-Secunda (TEKS Area) as an industrial node.
- The R23 Corridor which is the main link between Gauteng and KZN.
- The N11 National Corridor which is the main road link between the Limpopo Province through Mpumalanga and into KwaZulu-Natal.
- The R35 Corridor which links the central and western parts of the Gert Sibande District converging with the N11 to the Limpopo Province. To the south it links to the national N3 Corridor between Gauteng and KZN.
- The R33 Corridor which extends along the eastern border where it runs parallel to the border with Swaziland. It also gives access to a number of border posts with Swaziland, including Oshoek, Sicunusa, Gege and Mahamba.

Introduction and GSDM status quo

Implications/actions:

- The thorough maintenance and upgrading of the national and provincial road network constituting the five main transportation corridors in the Gert Sibande District.
- The efficient “branding” of the five corridors through appropriate signage in order to attract more tourist traffic through the area (Establishment of “Theme Routes”).
- Active promotion of rail as transport mode in the district – especially as an alternative to road-trucking of coal in the District, e.g. Lothair Swaziland Maputo Rail link.
- Formalisation of the provincial road between Badplaas and Barberton as a short-cut to the Lowveld Tourism Precinct.

The feasibility study into the development of the abovementioned Corridors will result in proper planning and implementation to harness the growth of the District economy. This will provide downstream industries for petro-chemical industry and the mines within the District including forestry beneficiation industries. The District, in partnership with potential investors and other spheres of Government and Private Sector, will be looking at undertaking feasibility studies along the corridors 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
6. Medium to High density housing developments
7. Shopping centres or malls
8. Tourist Attraction centres and Leisure facilities including cultural villages
9. Agro-processing Facilities
10. Forestry downstream manufacturing hubs
11. Enhanced farming with co-ordinated market
12. Economic diversification and empowerment

The District thus has confidence in the economic potential of the corridors which will, among others, translate into improved revenues for Local Municipalities, which will assist them to provide more and improved services. It is pleasing to note that over the past few years, major roads in the District have been upgraded to high standards. National and Regional roads most notably N17, N2, N11, R33 (Refer to Map 2), etc.

3.3.5 Strategic Development Initiatives

3.3.5.1 Heyshope Dam Scoping Study

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 North West Province and Jozini Dam in KwaZulu-Natal.

3.3.5.2 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 namely:

- Chemicals, plastic fabrication and pharmaceuticals
- Capital or transport equipment and metals sector

3.3.5.3 Mining Beneficiation Master Plan

Gert Sibande District Municipality is also a mining District and despite having several mining operations within the District, the benefits and economic empowerment from the mining activities for the surrounding communities are limited. The Master Plan should 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. This will be complemented by the hosting of mining summits.

- Mining and Industrial Workshops

3.3.5.4. New Regional Information Management and Tourism Exhibition Centre

The library is intended to serve as a District Knowledge Management and Information Resource Centre to provide a comprehensive information package to the communities from lowest levels through to tertiary education levels and beyond.

Tourism is rated highly in the Mpumalanga Provincial Economic Growth Strategy and GSDM is one of the key tourist destinations in South Africa because of its diversity i.e. industry and environment and rich cultural history of heritage sites which must be properly profiled.

3.3.5.5 Development of the District Biodiesel Plant

The Mpumalanga Provincial Government endorsed Gert Sibande District Municipality as the priority District for the Development of the Biodiesel Plant in the Province, the District Council undertook a Pre-Feasibility Study to ascertain the viability of such an undertaking and the following conclusions were arrived at:

- Poverty levels in GSDM are unacceptably high, with six of the seven Local Municipalities battling, with poverty rates above 45%;
- An integrated Agricultural and Agri-business Development model is financially feasible and sustainable;
- More than a thousand (1 000) job opportunities can be created with the potential to increase this number significantly if the proposed project is expanded; and
- The economy of GSDM will greatly benefit from the proposed project, with about R1 Billion per annum being injected into the local economy.

A detailed Feasibility Study that will lead to a Bankable Business Plan is to be conducted with the usage of a Public-Private Partnership (PPP) as a vehicle for financing the project with Black Communities in the proximity of the project having significant equity in the enterprise.

- In conjunction with the detailed feasibility study, that Traditional Leaders be involved in the design of the grain farming enterprise ownership and management models;
- That the detailed feasibility Study includes a basic engineering design of the biodiesel plant, the animal feed mill, the broiler units and the abattoirs in order to get a relatively accurate cost estimation of the project;
- That identified prospective financing partners be involved in the determination of the type and size of the enterprise;
- Government support should be sought and obtained;
- Communities should be properly informed of all the possibilities and consequences; and
- To optimise its impacts, the project should be properly implemented and professionally managed.

In the meantime, engagements have started with different Stakeholders like Government and Farming Communities within the District, and all have pledged their optimal support.

3.3.5.6 SMME/Co-operatives Development and Support

Co-operatives from across the District are to benefit from Sectors like Agriculture, Manufacturing and Mining e.g. Gold and Coal across the District. In an endeavour to harness the prospects of SMMEs within the District, the following aspects, among 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 Providers;

- Market development and Trade promotion
- Supporting development of Cooperatives.

3.3.5.7 Responsible Tourism Development, Promotion and Support

Tourism may have not been considered as a key sector contributing to the District economy, but this sector has incredible potential with minimal or no harm to the environment. This has necessitated GSDM to develop a Responsible Tourism Plan which gives guidance on the possible institutional arrangement that will enable improved relations in the advancement of the tourism sector. This plan assists in identifying the status of the enabling environment for tourism to take place which will in return create much-needed job opportunities.

Introduction and GSDM stat GSDM status quo

The current status of our road infrastructure and network is improving since the upgrading of the national roads like the N17 linking Gauteng and Swaziland on the east, N11 cross-cutting the Mpumalanga Province and linking it with both KwaZulu-Natal and Limpopo Provinces. Other major tourism routes are also identified in the Comprehensive Integrated Transport Plan. The delivery of basic services can boost tourism as there will be social cohesion and residents will give the visitors a warm welcome. Other services like the availability and optimum usage of telecommunication infrastructure and proper signage of available tourist attraction areas can enhance their interest. Tourism development in GSDM should, amongst other things, consider the following:

- The availability of tourist attraction facilities and natural sites e.g. conferencing facilities, casino, resorts, motels, game farms, wetlands and Bed and Breakfast accommodation.
- The new tourism phenomena offering unique tourist adventure i.e. the township and industrial tourism, in our petrochemical, energy generation industries, and visits to township traditional sites.
- 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 boasts with its conference facilities, game reserve and \leisure facilities for both adults and children.
 - Game Reserves offer a variety of animals including some of the Big Five
 - Leisure Dams such as the mouth of the Vaal River, we have a variety of leisure activities like swimming, fishing, skiing and boat rides can be enjoyed
 - 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 boasts some of the historic battle fields and places of historical significant in our country's history- Wakkerstroom bird-watching.

To optimise the impacts of the aforementioned tourism opportunities, GSDM is looking at addressing the following key issues:

- Lack of effective public, private and community collaboration
- Effective and efficient transformation of the sector
- Development of the enabling infrastructure (Chrissiesmeer and watching infrastructure)
- Development of the Tourism Strategy including the Marketing Plan
- Revival of LTO (Local Tourism Organisation) and RTO (Regional Tourism Organisation)
- District Tourism Information Centre
- Identification of Heritage Sites
- Database on all the guesthouses in the District
- Improve and develop the River Park valley for tourism in Standerton

- Development of Wakkerstroom Game Park opportunities in collaboration with DEA

3.3.5.8 Development of a Regional Airport

GSDM is in the process of conducting an investigation into the feasibility of developing a Regional Airport. This will assist to establish whether such an undertaking will promote the district economy in which case a bankable business plan will be developed leading to the establishment of such a facility within GSDM. The Technical feasibility has already been completed.

It will be necessary to work on the economic analysis which will form part of the "Ermelo town to City Project".

3.3.5.9 Development and operationalisation of a Region Library and Exhibition Centre

GSDM has provided for the above facilities in its new headquarters and it will be imperative to source funding to operationalise the above critical facilities.

3.3.5.10 Promotion of Urban Renewal Programmes within the Municipality

The District is characterised by substantial urban decay in a number of towns within the various Local Municipalities. It will be therefore imperative to embark on a project to identify the areas needing priority intervention to enable the future budgeting and sourcing of funding for urban renewal projects like the Neighbourhood Partnership Development Grant which will also benefit Local Economic Development within the District. Once the Planning and Economic Development whether is capacitated it will be one of the key projects to be prioritised.

3.3.5.11 Promote the Expansion of the Greening Economy in the District

The GSDM falls within the Highveld high intervention priority area. Environmental degradation is highly noticeable in the district due to extensive opencast mining and deforestation and electricity generation from coal-fired Power Station. The promotion of clean energy generation e.g. wind, hydro and solar energy, as well as power generation from solid waste through gasification, need to be pursued. Some hydro electricity generation potential is already being pursued as well as wind power possibilities with private stakeholders.

3.3.5.12 Regional Training (Skills Development)

There is a dire need to liaise with institutions like SEDA and FETs and other relevant government departments within the Region to develop required skills that would be in line with the District's comparative and competitive advantage, e.g. the development of skills in the mining, agricultural, tourism, and forestry sectors. It is also important to form partnerships with the private sector in the development of such skills, e.g. ABSA and ESKOM have already indicated their readiness to be involved in such ventures. The district needs to work closely with these willing partners for the good of the Region. Some engagements have already started in this regard that will be pursued with more vigour in the current financial year.

3.3.5.13 Establishment of a Regional Sports Complex

The District has a challenge in terms of sub-standard Sports Facilities which in most cases might not meet the minimum standards for the various national sports codes. The following key issues have identified with regards to sports 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.
- DM already has a budget which can be completed with other external sponsors in this regard.

3.3.5.14 Build more united, non-racial, integrated and safer communities

The District needs to ensure the achievement of the above through the following initiatives:

- Integrated Human Settlement Development (Housing: Institutional Arrangement)
- Improving road networks and linkages
- Establish and assist in strengthening Community Policing Forums
- Spatial Development planning that will support the integration of communities and address all forms of racial discrimination This is evidenced by the District's current efforts to have a dedicated Department dealing with Human Settlements and Public Safety.

CRDP PROGRAM(INTRODUCTION)

The Comprehensive Rural Development Programme (CRDP) is strategic priority number 3 within the National Government's current Medium Term Strategic Framework (MTSF) and implemented under Outcome 7 which strives for Vibrant, Equitable, Sustainable Rural Communities and Food Security for all.

Mpumalanga Provincial Government launched the pilot phase of CRDP in 2009 Mkhondo Local Municipality. The programme was thereafter rolled out to other local municipalities which are, Dr Pixley ka IsakaSeme , Chief Albert Luthuli and Dipaleseng.

CRDP Vision

The vision of the CRDP is in creating vibrant, equitable and sustainable rural communities with food security for all through a three-pronged strategy based on:

- a coordinated and integrated broad-based agrarian transformation;
- strategically increasing rural development; and
- an improved land reform programme

The GSDM has a approved a business plan to financially assist Agricultural Co-operatives that are at the CRDP municipalities.

A

The MTSF also highlights the significance of government action in promoting and facilitating the following matters:

Expanded Public Works Programme

The EPWP is a nationwide programme covering all spheres of government and state-owned enterprises. The Programme provides an important avenue for labour absorption and income transfers to poor households in the short to medium-term. It is also a deliberate attempt by the public sector bodies to use expenditure on goods and services to create work opportunities for the unemployed. EPWP Projects employ workers on a temporary or on-going basis either by government, by contractors, or by other non-governmental organizations under the Ministerial Conditions of Employment for the EPWP or learnership employment conditions.

GSDM has established an EPWP unit in the LED department (Outcome 4 and 5) to facilitate the creation of economic opportunities in the implementation of its capital projects in the applicable communities.

GSDM aims to create over 1200 job opportunities through local development initiatives including capital projects, which involves Road Construction, Bulk Supply Line upgrades and Sewer reticulation projects. Phezkomkhuno has been registered on the EPWP MIS System as Social and Environmental Sector project which led to the creation of over 400 job opportunities in each local municipality within the district.

Development of Small and Micro-Enterprises

SMME development is recognised as having a significant role economic growth in South Africa. It is through this and enterprise development, that employment opportunities are created and empowering of local communities. SMME development can stimulate much needed economic development and reduce crime, poverty, unemployment and social inequalities.

Some approaches to SMME development:

1. Business Development Services - Capacity building workshop and awareness workshop to enable emerging businesses to be self-sufficient.
2. Woman's Development – Some areas see women still discriminated against and excluded from business. Enterprise development can help woman overcome the stigma and help them access the knowledge and skills to become entrepreneurs.
3. Green development – There is a massive shift in the approach to environmental changes. Going green is popular and many companies are raising funds and doing their part for climate change. This outlook can generate many jobs and empower the impoverished.
4. Community Development – Enterprise development aims to improve the community from a grass roots level. GSDM co-operative development starts with analysing what the community can offer and the economy of the region. Once the opportunities are identified, they can be targeted, enhanced and transformed into a self sustaining business.
5. Support Private Partnerships – Many emerging businesses are getting support from the private sector. These partners are working directly in businesses and offer development skills. By assisting with skills and providing financial aid, this partnership is resulting in some successful businesses

GSDM has played a leading role in support the development of SMME and will continue to work together with business community, sector departments and private sector to promote SMME in the district.

Direct Facilitation of Job-creation, Skills Development and Work Experience by launching a massive campaign on learnerships, recapitalisation of FET institutions, working with the private sector to identify needs in the economy, identify specific labour-intensive sectors for targeted employment subsidy and rearrange the allocation of the students assistance scheme for tertiary education in such a way that it prioritises skills.

GSDM provides bursaries at FETs, Universities of Technology and Universities to deserving underprivileged students. Furthermore, the students who graduated from these institutions were, where possible, offered experiential/on the job training after completing their studies to enhance their chances of being absorbed in the job market. The institution also runs a sustained internship programme in all areas of its operation.

Land Reform and Agricultural Support Programmes (which respond to outcome 7) will be completed within the next two years and the land restitution programme combined with intensive agricultural support, with resources allocated for interventions where failures are registered, launch the Agricultural Support Scheme. The Comprehensive Agricultural Support Programme (CASP) has been expanded to improve the effectiveness of the land restitution and reform programmes, finalise and implement Black Economic Empowerment (BEE) with regard to land acquisition and skills development.

The GSDM has established a land and agricultural coordination unit to streamline rural and agricultural development activities within the District. A rural and agricultural development strategy was developed and adopted by council and is ready for implementation in the 2013/14 financial year. A vetting exercise to determine the existence and needs of Agricultural Co-operatives in rural / traditional areas has been successfully completed and approved by council for implementation.

Addressing the Needs and Changing the Balances in Welfare Support in order to reduce dependence on social grants and expanding access to economic opportunities, to expand the employment of Community Development Workers, several MPCCs should have been established in localities, resolving the issue of safe and efficient transport, minimisation of illicit trade and drug-dealing, as well as the international relations for growth and development. In terms of the GSDM Spatial Development Framework provision has been made for the establishment of MPCC's at strategic locations in each of the municipalities in the District. Other government institutions must be encouraged to support and fund the proposal

KPA 4: 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 matters have to be taken into consideration:

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

The GSDM is dealing with a huge backlog in terms of providing in the basic needs of its community. Financial investments towards accelerating the provision of free basic services and other major infrastructural projects have assisted in making sure that more people are enjoying the benefits of democracy. Much has been done towards attaining the MDGs while improving the lives of all our communities, but 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. The factors influencing this year's budget preparation were the National Government priorities which, amongst others, include the following:

- Job Creation
- Education and skills Development
- Quality Health Care
- Rural Development and
- The fight against crime and corruption

3.4.1 Credit Control and Debt Collection Strategy for Local Municipalities

With the ongoing GSDM GIS data cleansing operations at all seven local municipalities, the process should now be internalised to the day-to-day operations to ensure that the data maintained on financial systems are accurate. The accuracy of data will ensure that realistic revenue projections are done and hence collections would also be more effective. Furthermore, the incorporation of the Municipal Property Rates Act by local municipalities into their operations, as well as

the management and recovery of outstanding debt is of extreme importance. The implementation of the Property Rates Act will enable local municipalities to maximize their fixed revenue so as to finance their operational expenditure. In future GSDM's funding allocation will be applied in priority to areas in the local municipalities where other significant service delivery demands are required.

The financial data is an area of grave concern and downloads are not taking place as speedily as expected, mainly due to the non-availability of trained staff and lack of automation. The GIS project raised the issues of clean and standardised financial data and systems, which the GSDM and the Local municipality staff hope to address through the signing of Memorandums of Understanding which will govern this data standards and systems implementation.

It is the intention of the GSDM to maintain and further develop the Shared GIS System into an Integrated Management Information System shared by the Local Municipalities and the District. The advantage of this innovation is that at all times the Management decision processes are enhanced through the provision of multi-disciplinary information systems i.e. financial systems, spatial development frameworks, all services development plans, payment trends, management systems, and property valuation information to ensure that service delivery goals are achieved.

3.4.2 Local Municipal Support: 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 increase 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
- Advice on the preparation of a municipal register of properties.
- Advice on the preparation of a rates policy, draft rates By-Laws, General valuation roll.
- Advice 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 by SALGA pertaining to the implementation of the MPRA was undertaken by Provincial Treasury and the results are highlighted on Table 38 below.

Table 30: Progress Report on Implementation of the Municipal Property Rates Act, Act No 6 of 2004 as at November 2010.

Municipalities	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 27 it may be deduced that Msukaligwa, Govan Mbeki and Pixley Ka Seme Local Municipalities have successfully implemented the MPRA

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 DWA, CoGTA, DARDLA, GSDM and Local Municipalities. This will be achieved through the adoption of the Implementation Protocol on water services;
- Sharing of financial, technical and 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 is tabled at these meetings. Matters discussed at the Municipal Managers Forum are also cascaded down to the Finance Forum meeting.
- Establishment of a centralised PMU

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.

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
- Encourage Municipalities to progressively contribute towards the attainment of the millennium targets

- Harness the creation of an environment suitable for sustainable creation of jobs and continued investment in skills development for the Regional economy
- Harness excellence and sustained improvement of service delivery and 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

3.4.3 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 Supply Chain Management Policy (SCM) 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 thus adopted a SCM Policy, appointed an SCM Senior Manager, and is working towards establishing a fully fledged SCM unit. This will 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.

3.4.4 Audit Reports

The District is co-ordinating the shared audit services concept with at one of its 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. 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 Committee, the current Audit Committee will be utilised instead of establishing an additional Committee to focus specifically on overall Organizational Performance.

Audit Reports

Gert Sibande District Municipality has received unqualified audit reports for the 2008/9, 2009/10, 2010/11, 2011/12 and 2012/13 financial years.

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

- Standardisation of financial aspects throughout the District and adequately supporting all municipalities in all financial matters.

- Sufficient financial resources to enable municipalities to be in compliance with various legislation requirements.
- Compliance to all the Government Legislation's Financial Management prescripts.
- Ensuring as far as practicable unqualified Audit reports are being received throughout the District
- 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

KPA 5: SOCIAL DEVELOPMENT AND COMMUNITY SERVICES

3.5.1. Municipal Health Services

Municipal Health Services are prescribed by and defined in:

- ❖ Section 24 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), which entrenches the right of all citizens to live in an environment that is not harmful to their health or well-being.
- ❖ National Health Act, 2003 (Act 61 of 2003), which states the responsibilities of Municipalities in the performance of such services.
- ❖ Section 53(3) of the Health Act, 1977 (Act 63 of 1977).
- ❖ Section 10(3)(b) of the Foodstuffs, Cosmetics and Disinfectants Act, 1972 (Act 54 Of 1972).
- ❖ National Environmental Management Air Quality Act, 2004 (Act 39 of 2004).

In accordance with the National Health Act of 2003, the Municipal Health Section has the following core function:

- water quality monitoring;
- food control;
- waste management;
- health surveillance of premises;
- surveillance and prevention of communicable diseases, excluding immunisations;
- vector control;
- environmental pollution control;
- disposal of the dead; and
- chemical safety,

As per Government Gazette No. 826 of 13 June 2003, the Minister of Local Government and Housing assigned the provision of municipal health services to District Municipalities as from 1 July 2004. This, by implication, means that all

Environmental Health Practitioners involved with the provision of the above services, should be in the employ of District Municipalities.

The District has made progress in ensuring the health and safety of its community through provision of municipal health services by extending these services to areas that were previously not covered, through established and well functioning forums which coordinate services delivery, planning and implementation of target program and intervention.



Photo 1 : Inspection of Food Premises for Compliance



Photo 2. Food Preparation inspection (2013 NCOP Visit Carolina)

The Gert Sibande District Municipality has an equipped and functional Municipal Health Section with dedicated and qualified Environmental Health Practitioners (EHPs) in all of its sub-Districts. The District's EHPs are highly skilled and

qualified, tasked with the responsibility of ensuring a healthy and safe environment for all communities in the District. In order to annually register with the Health Professionals Council of South Africa (HPCSA), EHPs are required to accumulate 30 Continuous Professional Development (CPD) points per annum. This could be acquired by way of attending meetings or training initiatives for further enhancement and development. Evidence of such interventions has to be provided to the HPCSA.

The EHP population ratio of the World Health Organisation is 1:10 000, and South Africa Norm is 1: 15 000 which in essence confirms that the GSDM District Municipality's Municipal Health Section is seriously under-staffed and that additional qualified practitioners are required.

Key issues to be addressed at Local Municipalities pertaining to Municipal Health Services include:

- Access to safe drinking water
- Access to safe sanitation
- Management of safe food access, distribution and sale
- Waste management services
- Management and control of medical and hazardous waste
- Minimisation and control of environmental pollution and environmental health risk

The following will be the key strategic approach to improve Municipal Health service delivery:

- Regulatory Services [development & review of By-Laws, District Health Plans]
- Compliance Monitoring and Enforcement
- Awareness and Capacity Building
- Community and Stakeholder Mobilisation
- Inter-sectoral collaboration and partnership
- Surveillance of high risk communities, environmental health risk areas
- Increase surveillance to minimise unsafe foodstuff Cosmetics and disinfectants sales or distribution

3.5.2. Waste Management

The new National Waste Management Act pose a challenge for the district to look into innovative means to manage, in partnership with other spheres of government, its waste responsibly including improving its waste management services to achieve the following goals :

- To ensure accessibility of services to all communities,
- To provide efficient services,
- To ensure waste service delivery that is affordable
- To use service delivery methods that are using acceptable and affordable technologies
- To provide waste management services that are acceptable to the community

Key issues to be addressed at Local Municipalities pertaining to Waste Management Services include:

- Enhancing access to waste management service
- Licensing of landfill site
- Management of landfill sites
- Waste management fleet
- Management and control of illegal dumping of waste
- Community participation and partnership to avoid, reduce or minimise waste

The following represents the key Strategic approach to improve Waste Management Service Delivery:

- Regulatory Services [development & review of By-Laws, Integrated Waste Management Plans]
- Compliance Monitoring and Enforcement
- Awareness and Capacity Building
- Community and Stakeholder Mobilisation on the following key interventions programs:
 - ✓ Waste avoidance
 - ✓ Waste minimisation
 - ✓ Waste storage
 - ✓ Waste treatment
 - ✓ Waste recovery
 - ✓ Re-cycling of waste
 - ✓ Re-use of waste
 - ✓ Safe disposal of waste
- Inter-sectoral collaboration and partnership
- Development and management of regional landfill sites
- Capacity building and support of local municipalities to provide efficient waste management services
- Surveillance of high risk communities, environmental health risk areas

1.1 Waste 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

Municipality	Domestic	Building Rubble	Garden	Hazardous	Industrial	Total Waste Produced	Total Waste Produced
	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

Source: GSDM IWMP figures – April 2005

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.

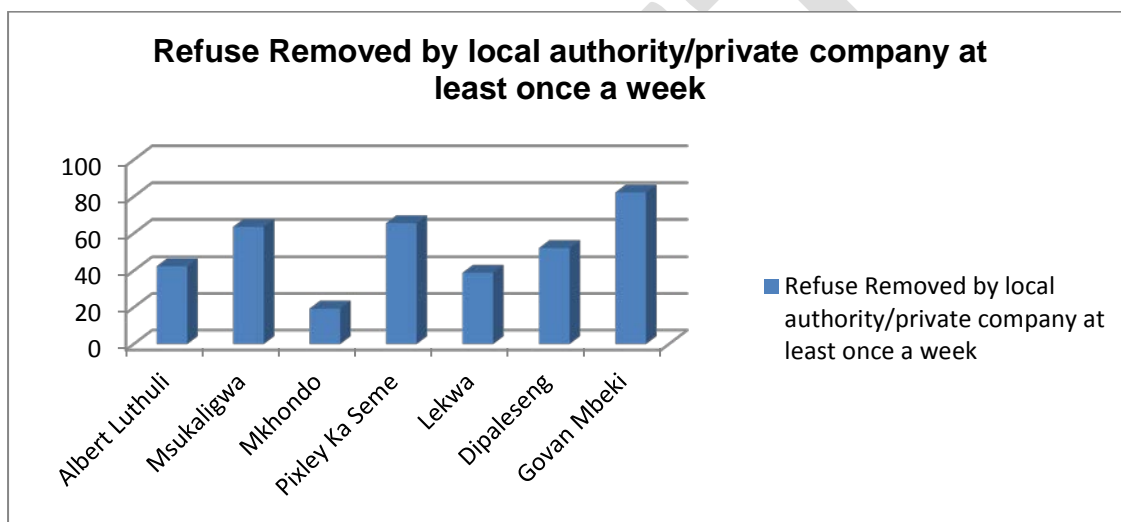
The District not only faces physical challenges around un-permitted and un-rehabilitated landfill sites, shrinking capacity in the existing sites and increasing waste due to increase economic development, urbanization, mining and industrial activities within the its jurisdictional area. It also has to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

Financial resources, inadequate equipment and unregistered landfill sites are some of the challenges that negatively impacts on the ability of most Local Municipalities to effectively provide waste management services, leading to almost 40% of 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.

In line with the adopted IWMF, the District embarked on the process of a feasibility study to establish a regional landfill site in Ermelo which was completed in 2008/2009 financial year. The process of procuring a contractor to construct the landfill site was commenced in the 2009/2010 financial year when the 1st phase of the project was expected to commence but has been moved forward due to funding challenges

Figure 16: Refuse removal



(Source: Stats SA 2011)

GSDM has a high rate of weekly waste removal at 63.55%, much higher than provincial average of 42.41% and the highest rate in the province. Albert Luthuli, Mkhondo and Msukaligwa have high rates of private and communal refuse dumps which my present environmental challenges as most of them are illegal dumping sites. Local municipalities, through the integrated waste management plan, are responsible for protecting the environment from this by-product of development.

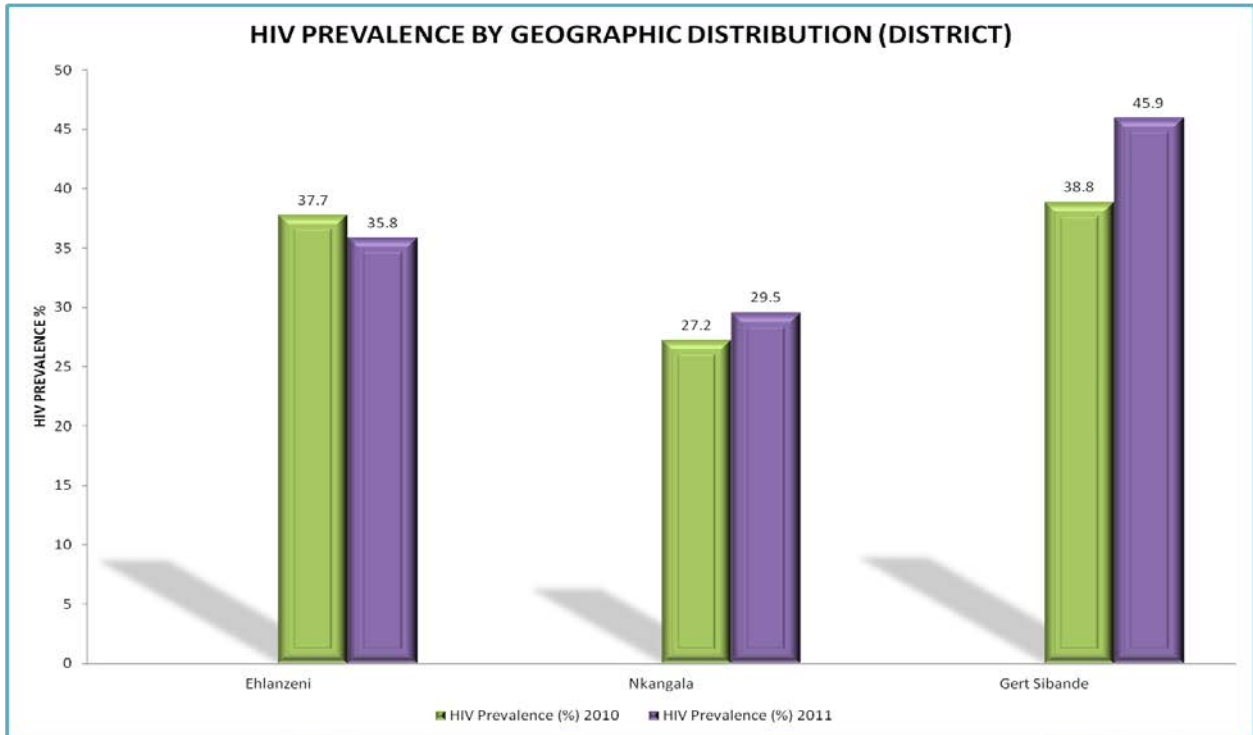
3.5.3.HIV/AIDS, Home Based Care and Orphans

Mpumalanga is one of the three (3) Provinces with the highest infection rates of HIV / AID's. Latest statistics for the Province reveal an increase in the District infection rate, but poor infrastructure in Local Municipalities has resulted in the District recording the highest infection rate in the Province. Although a good relationship with sector departments and NGO'S exist and a District Aids Council forum is established, the lack of a coordinated communication structure and poor reporting amongst the three (3) spheres of government, inhibits a common strategy to be adopted. The District is in the process of adopting an HIV/ AID's strategy and plan for 2012/2016 financial years and when adopted it would be rolled out

to all the Local municipalities. The District intends to adopt the implementation of a sustainable, coordinated regional approach to responding to the challenges posed by HIV and AIDS.

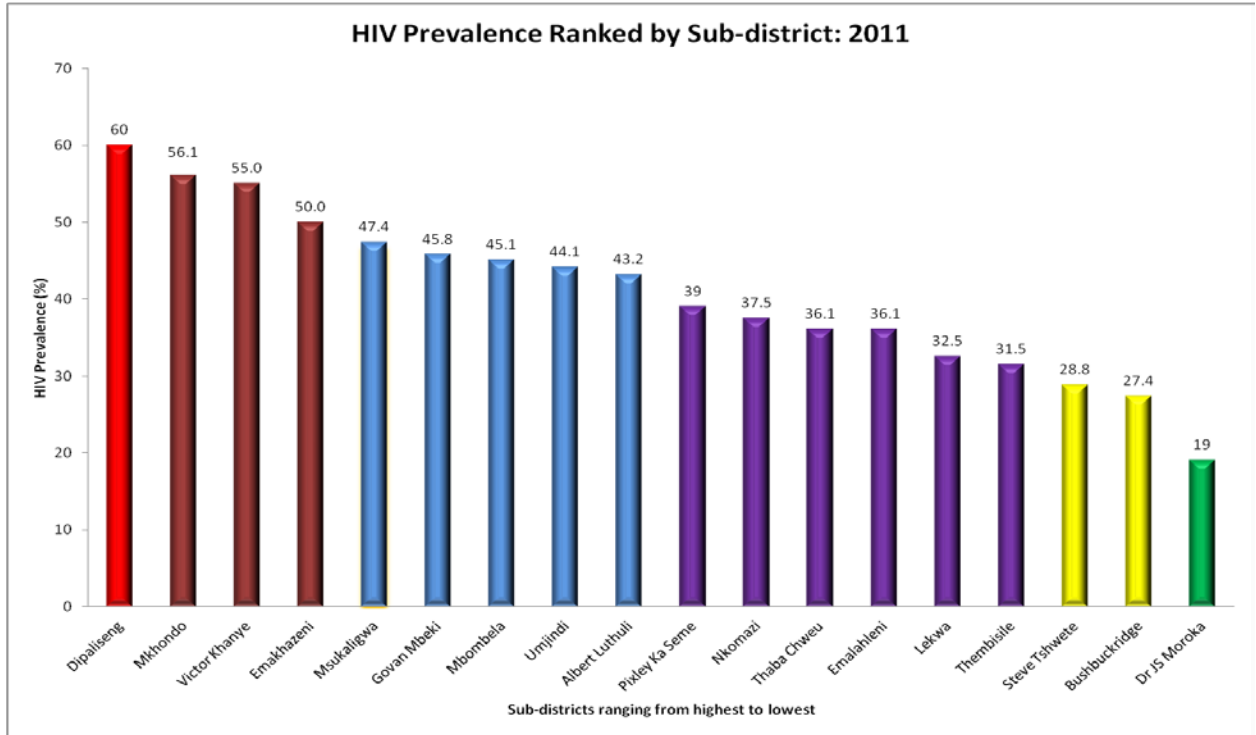
Our District Gert Sibande District Municipality has been identified as one of the most affected areas in the Country (Figure 14 and 15). Amongst the three (3) District Municipalities of Mpumalanga, we have a higher HIV prevalence rate at 46.1% (2011 DOH Survey) which shows an increase from previous stats of 2010 which was 38.8% This is a serious matter which needs immediate attention and the District, Province (Department of Health and Social Development) and SANAC are doing their best to alleviate this problem and come up with solutions.

Figure17: HIV prevalence per District in Mpumalanga (2010 - 2011)



(Source: National Antenatal Survey 2011 (South Africa))

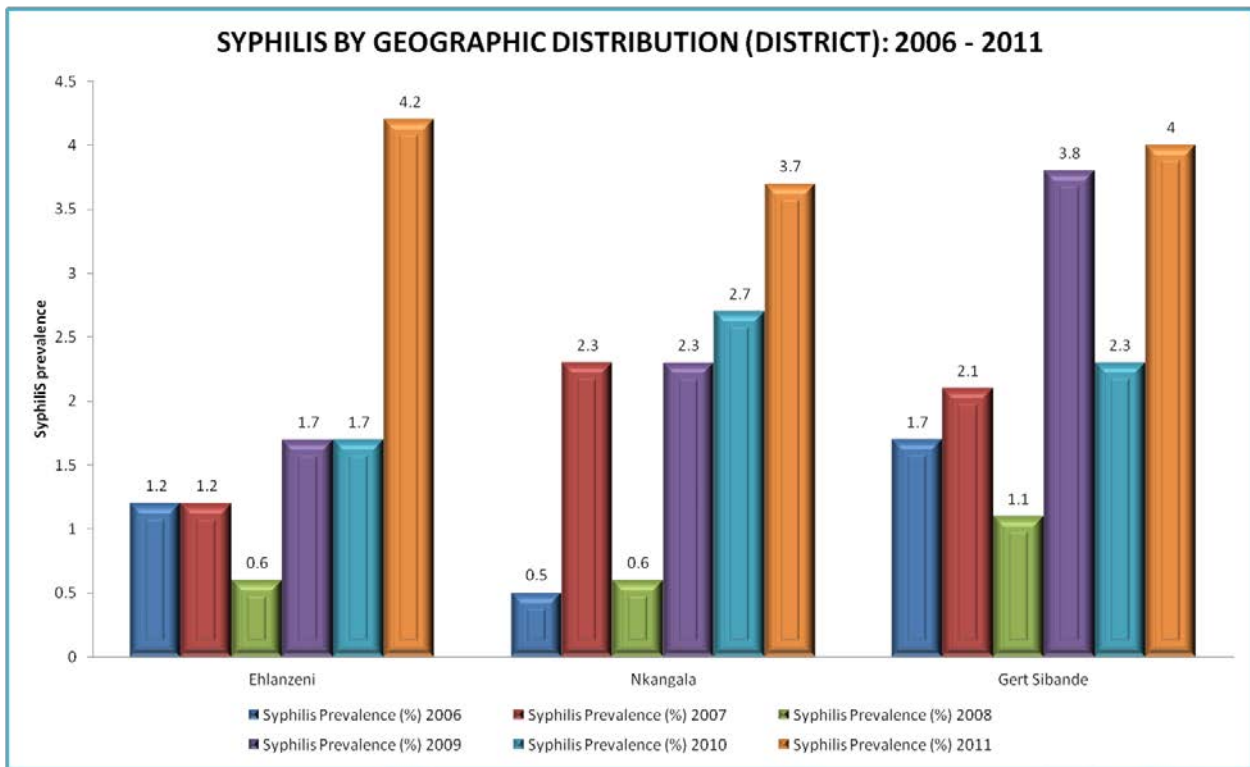
Figure 18: HIV Prevalence Rate per Municipality (2010 – 2011)



(Source: DOH, Mpumalanga)

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Figure 19: Syphilis Prevalence by District: 2006 - 2011



(Source: DOH, Mpumalanga)

From the aforementioned information it is clear that the municipality that recorded the highest HIV prevalence according to Mpumalanga Provincial Department of Health is Dipaleseng, with 60% of women in Dipaleseng tested positive, followed by Mkhondo at 56% and Msukaligwa at 47%. This means that special intervention programs should focus on these areas in order to deal with this scourge, amongst others; HCT Campaigns, Awareness campaigns focussing on the youth, community dialogue, strengthening support groups for people living with HIV & AIDS and focussing on personnel within the District Municipalities.

It is imperative that the political and administrative leadership should be empowered on HIV & AIDS in order to ensure that the oversight role and monitoring and evaluation are respectively implemented. In addition, it should also ensure that DAC activities are strengthened.

The locality of the District Municipality poses a threat as it is situated where there is a lot of traffic passing through including trucks. Due to poverty and scarcity of jobs, some members of the community around Gert Sibande resort to prostitution.

There are also a lot of mines and farms where there is movement of people leaving their homes to go and stay at faraway places and during that time changing of partners takes place.

Strategies to prevent HIV infection should immediately be put into place and these include condom distribution and usage of same, education and distribution of information regarding HIV and AIDS should be increased. Medical Male Circumcision should also be encouraged as it reduces the spread of HIV and once circumcised, chances of contracting the disease are very minimal. More people have come out to be counselled and get tested for HIV.

Achievements for 2012/2013 Financial Year.

- Developed The Gert Sibande District Strategic Plan for HIV & Aids, STI and TB 2012 - 2016, Monitoring and Evaluation Framework and The implementation plan.
- Awareness Campaigns on HIV/AIDS (Specific Focus to Dipaleseng)
- Developed HIV Operational plans for four of our local Municipalities

Priorities for 2013/2014 Financial Year.

- Increase HIV awareness especially among high-risk populations such as young people and farm labourers.
- Expand HIV Counselling and Testing (HCT) campaigns.
- Use combination prevention strategies to maximise HIV and TB prevention.
- Appointment of fulltime AIDS Coordinators in all our local municipality.
- Strengthen the District AIDS councils (DACs) and local AIDS councils (LACs) to encourage participation from all sectors of Gert Sibande District Municipality communities.

Home Based Carers

As a District we have been involved working together with the Department of Health in the training of Home Based carers and distribution of Home Based Care Kits. Home Based Carers are to be recognised and appreciated for the work they are doing for our communities. It is encouraging to note that some Stakeholders are taking care of their needs such as supplying them with the necessary items to take care of the sick and sometimes provide training.

The GSDM during the 2012/2013 distributed over 100 home base kits targeting Chief Albert Luthuli and Dipaleseng local municipality and we will continue in new financial year to promote and assist home base carers.

Orphans and Vulnerable Children

There are more children orphaned because their parents have died from HIV and AIDS related diseases. The Department of Health and Social Development and Department of Education are doing their level best to take care of this situation and making sure that these children are identified and taken care of. Department of Social Development has a number of programs designed and implemented to deal with orphans and child headed households. Community members have also taken a leading role in making sure that these children are not neglected and or abused.

3.5.4.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 programs has very limited capacity and resources. 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 this challenge hence the need to coordinate, facilitate and support development of Sports, Arts and Culture within the District. Sport and Recreational programmes play a major role in youth development and they contribute towards social harmony and reduction of crime.

Gert Sibande District Municipality organised a Youth Summit in July 2011 and the following are the resolutions that were taken in terms of Sport and Recreation:

- The municipality to formulate a sport and recreational policy.
- Local authorities within our district to renovate, upgrade and develop sports and recreational facilities.
- The local authorities to set-aside from their budget an amount of money that will enable the re-birth of sports and recreations within our communities in the form of tournaments and leagues.
- Members of Mayoral Committee responsible for Sports and Recreation to facilitate together with various sporting and recreational codes school-based days for sports and recreation in all the municipalities in the district.
- Local authorities to create office space for Sport, Recreation, Arts and Culture Councils.
- Local authorities to help in the facilitation of all various sporting and cultural codes to design and develop resource mobilisation policies and strategies for self-sustainability of these bodies.
- Local authorities to enter into Service Level Agreement with various sporting, arts and cultural federations on the maintenance and utilisation of facilities.
- District Municipality to be more visible in its coordination role between local authorities and the Department of Culture, Sports and Recreation.
- Sports and Recreational codes to come together and form exclusive codes of good practice in the space of Indigenous Games and formalise this aspect as part their activities.
- Indigenous Games should for part of the School Sport Curriculum.
- The proposed District Mayoral Games should also have a special focus on Indigenous Games.
- The District Municipality to build sufficient institutional capacity from within as the means to offer sufficient support to various sporting, arts and cultural codes in the district.
- In building such institutional capacity, the district and all local authorities to be highly considerate of individuals who have experience or who are currently involved in the space of sports, arts and cultures as potential candidates for such positions.
- District Municipality to assist various sporting, arts and cultural codes in the development of sustainable plans/ business plans and help to facilitate on engagement with potential private sector sponsorship and donor agencies in the space of sports, recreations, arts and culture.

In order to promote healthy life styles and to unleash talent within the District through sport and recreational activities; the following should be promoted and or implemented: District Sports Indaba, Mayoral Excellence awards, Local and District Mayoral Cup games, Gert Sibande Cup, visiting a Municipality that excels in Sports and Recreational activities for benchmarking purposes, District Marathon, Municipal Games for officials and councillors – to promote wellness, healthy life style and team work, GSDM School's Cup, SAB Play –offs and Master Cup.

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
- Facilitate the revival of Sports, Arts and Culture councils
- Coordination and facilitation of opportunities for young talent to be exposed and supported through development
- Involvement and participation of the business sector and other stakeholders in promoting sport and recreational activities is highly encouraged. This would indirectly promote a healthy society and would contribute towards local economic development.

Key achievements as a result of the Youth Summit and Sport Strategy in 2012/13 Financial year.

- Gert Sibande District Cup April 2013
- Gert Sibande District Municipality Mayoral Games May 2013
- Inaugural Gert Sibande Marathon June 2013

3.5.5. Welfare: Disability Coordination and Support

There is a serious lack of reliable and relevant information on the nature and prevalence of disability in South Africa. Historically this has been due to a variety of reasons, such as failure to mainstream disability into Government statistical processes, the use of divergent survey methodologies, negative attitudes towards persons with disabilities, poor infrastructure and violence in underdeveloped areas which impedes data collection and diverse definitions of disability.

“People with disabilities in South Africa continue to face barriers that prevent them from enjoying their full civil, political, economic, social, cultural and developmental rights. This is largely due to ignorance and prejudice in our society. It is also because some legislation fails to protect the rights of people with disabilities.” (Towards a barrier free society, SAHRC report, November 2002).

Universal access for people with disabilities is the ultimate goal of the disability movement. This means the removal of all cultural, physical, social and other barriers that prevent people with disabilities from entering, using or benefiting from the various systems of society that are available to other citizens.

The SAHRC report mentioned above identified the following kinds of areas which need to be accessible to people with disabilities: activities, buildings, communication, education, facilities, gatherings, houses, information, jobs, kerbs, language, news, opportunities, parking, services, transport, voting, workplaces, youth groups and zebra crossings.

Table 32: Disability Figures in GSDM

		Gert Sibande	Albert Luthuli	Msukaligwa	Mkhondo	Pixley Ka Seme	Lekwa	Dipaleseng	Govan Mbeki	Total
Seeing	Some difficulty	97,375	17,181	14,436	13,902	7,570	12,262	4,537	27,487	97,375
	A lot of difficulty	19,823	3,663	3,496	3,259	1,270	2,466	924	4,744	19,823
	Cannot do at all	2,210	456	263	434	176	203	101	577	2,210
Communication	Some	14,312	2,779	2,291	3,011	1,329	1,405	592	2,905	14,312

	difficulty									
	A lot of difficulty	4,539	998	866	878	480	426	124	767	4,539
	Cannot do at all	5,075	1,171	798	972	484	508	224	917	5,075
Walking or climbing stairs	Some difficulty	26,474	5,213	4,306	4,627	2,209	2,990	1,389	5,740	26,474
	A lot of difficulty	8,439	1,944	1,464	1,661	662	849	357	1,502	8,439
	Cannot do at all	5,839	1,187	855	1,088	480	560	281	1,387	5,839
Remembering / Concentrating	Some difficulty	37,624	8,454	5,302	7,423	3,759	3,589	1,924	7,173	37,624
	A lot of difficulty	11,707	2,883	2,013	2,335	1,193	989	424	1,869	11,707
	Cannot do at all	6,985	1,587	1,092	1,202	683	638	279	1,506	6,985
Total		240,402	47,516	37,182	40,792	20,295	26,885	11,156	56,574	240,402

source: stats sa 2011

challenge of ensuring that necessary support is given to people with disabilities. A lot of work still needs to be done to ensure that as we strive for better life for all, people with disabilities are not excluded. All programmes that are implemented within the communities should prioritise the needs and conditions of people with disabilities and ensuring that employment opportunities are created for them.

Furthermore people with disabilities 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 been made in terms of legislation to address the matter, but not much has been done to affect the intention and expectations of the legislation and the people with Disabilities.

The District Disability Forum is operational. The Forum promotes coordination of services. Organisations of people living with disabilities have a platform to be involved in service delivery and these stakeholders 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 people with wheel chairs while the Business sector has donated assistive devices including spectacles, talking watches and hearing aids to those in need of such.

The District commemorates the International Day for People with Disabilities on an annual basis in order to create awareness. In order to intensify our commitments, we have supported our deaf community by hosting workshops on sign language. In the years 2010 and 2012, the District together with the Council for the Blind, sensitised the municipal officials and other social partners on the world of a blind person and Braille.

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

- Inadequate facilities
- Strengthening of Local Disability Forums
- Insufficient access to economic, training /development and employment opportunities
- Poor access to proper housing and public facilities
- Poor access to information for example sign language and Braille
- Discrimination
- Inadequate social and health services
- Finalisation of the District Disability Strategy

3.5.6. Youth Development

South Africa has a youthful population most of which is either unemployed, underdeveloped or living under unpleasant poverty circumstances. This very picture is cascaded down in the context of GSDM where a 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. All the GSDM social partners have a responsibility to ensure that such challenges are addressed effectively. Young people alone cannot overcome the hurdles that they face without purposeful support of all the relevant stakeholders led by local government.

In the National Youth Commission Act, youth are defined as those people who are between 14 and 35 years of age (this is the definition that has been used in all youth planning and statistical representations of Statistics South Africa, 2001 and 2011).

The Target Groups Identified in the National Youth Development Policy Framework 2002-2007

- Young women;
- Youth with disabilities;
- Unemployed Youth;
- School aged and out of school Youth;
- Youth based in rural areas; and
- Youth at risk.

The District Municipality has a responsibility of ensuring that the above target group are attended to.

Given the status quo of the district youth population, the district has given priority to the youth through its bursary and EPWP programmes. It is also envisaged to create and support specific interventions for the youth to actively participate in the Districts economic growth areas and employment opportunities.

The Department of Social Development over and above the supply of Social Welfare facilities within GSDM is also doing social welfare/ community development programmes where youth organisations access money for life skills targeting the unemployed youth within the District. To date 14 youth organisations from the constituent local municipalities have been received funding.

The District through its bursary and EPWP programs within its infrastructural projects is assisting with job creation, training and development of the youth. Through its procurement and strict usage of local labour the GSDM is contributing to alleviating the challenges faced by the youth. It has also 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.

During the current year, through a cooperative partnership with the Department of Water Affairs, the District was able to provide seventy five (75) youths from various communities throughout the District, training to wage war against water leaks. This has not only created employment opportunities, but will contribute significantly to reduce water losses and improve revenue flows at Local municipalities. This type of initiative has to be replicated by actively pursuing partnerships with other sector departments and external stakeholders.

Gert Sibande District Municipality in conjunction with the Department of Trade and Industry organized a District Youth Summit on the 30th and 31st of July 2011 at Ermelo under the theme "Youth in Action for Economic Freedom in our life time".

During the 2012/13 the EPWP managed to achieve the following;

- 24 Projects were registered on the MIS
- 110 FTE (Full time equivalent)
- 459 Work Opportunities
- 61% Youth employed
- 52% Women employed
- 0.002% People with disabilities employed

The above mentioned projects cut across three different sectors namely; Infrastructure, social and environmental.

The District Youth summit was preceded by consultative meetings that were held in the seven Local Municipalities during the month of June and July 2011. It was attended by youth from all seven Local Municipalities that constitute the Gert Sibande District. About five hundred young people representing all the municipalities were in attendance. An additional hundred constituted other stakeholders.

The Deputy Minister of Trade and Industry, Elizabeth Thabethe attended the summit. Her presentation was on Enterprise and Small Business Opportunities. The Summit focused on the following areas:

- Education and Skills Development;
- Economic Development and Job Creation;
- Rural and Agricultural Development;
- Health; and
- Culture, Sports and Recreation.

The following are the Resolutions as contained in the Youth Summit Report.

- **Education and Skills Development**
 - Early Childhood Development
 - Adult Basic Education and Training
 - Basic Education and Training
 - Further Education and Training
 - Higher Education and Training
 - Learners with Special Needs
 - Culture of Learning and Teaching
 - School Safety
 - Civic Education
 - Skills Development
 -
- **Economic Development and Job Creation**
 - Regional Economic Drivers
 - Industrialisation
 - Tourism
 - Farming, Agriculture and Processing
 - Mining and Mineral Resources
 - Information Communications Technologies
 - Construction
 - Other Issues of Interest from the Commission
- **Rural and Agricultural Development**
 - Access to State Land (farms)
 - No Funds for maintenance of farm given to Youth farmer
 - Tender on Land reform and agriculture.
 - No youth is represented on senior management position on Rural, Agriculture and Land Reform from Gert Sibande District Municipality.
 - Access to market is not possible, a special to youth who are currently farmers.
 - How does the Agri-BBEE assist the Youth who are doing farming?
 - No youth structure represented on Land reform office –in the approving committee of farm.
 - A serious need for enterprises and skills development
 - Regulation of Ownership
 - Monitoring and Mentorship

- The Support to Land Rehabilitation Programmes
- Assistance from the public and private sector

- **Health**

- Health Education
- Primary Health Care
- Communicable Diseases
- Reproductive Health
- Home-based Care
- Hospital Revitalisation
- Emergency Services
- HIV and AIDS
- Alcohol and Substance Abuse

- **Culture, Sports and Recreation Summit Resolutions (see programme on Sports and Recreation noted earlier in this report)**

Recommendations

- To establish a Project Management Team involving youth stakeholders to provide support and oversight to the work of the youth desk;
- To organize quarterly review meetings of the Project Management Team as a reference team to monitor progress;
- To develop a Programme of Action with clear deliverables and timelines to be implemented by the Gert Sibande District Municipality;
- To develop a holistic Youth Development Strategy which will also be able to position social issues above or at the same level with economic participation issues;
- To develop a Monitoring and Evaluation strategy for youth development;
- To establish institutional structures to mainstream youth matters;
- Programme and Project Identification and Development;
- Piloting Youth Anchor Programmes and Projects.

Currently the District is in the process of developing a Youth Policy Framework and Plan.

Key Issues pertaining to Youth Development includes the following:

- Development of a Youth Development Strategy linked to current policies
- Enhance Youth Participation in Local Government matters e.g. involvement of youth in Monitoring municipality compliance on policy matters
- Ineffectiveness of Youth developmental organisations [Youth Councils]
- Lack of Youth viable strategic partnership with relevant stakeholders [private & public institutions]
- Training of youth units and youth co-operatives responding to specific skills needs in the District
- 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
- Facilitation and support of specific economic interventions for the youth to actively participate in the district main economic streams or access the local markets.

3.5.7. 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. The table below indicates that there are more females than males in the Economically Active Population within Gert Sibande DM. The concentration is visible especially in the 1st four cohorts which are from the age 15 to 34 year olds and the trend is the same for both males and females. The trends decrease as we begin to see more unemployed females than males from the age 40 to 59.

Most of the everyday issues are of primary concern 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.

Three officials and a Member of the Mayoral Committee from the District participated in the Gender Mainstreaming Training Programme sponsored by SALGA in partnership with Swedish Government. On their return, a District Gender Mainstreaming Committee was established which is focussing all the gender mainstreaming as the strategy towards gender equality. The strategy is to formulate a plan that should be prioritised and be cascaded down to all the local municipalities so as to incorporate gender issues in all the programmes.

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 primary health care facilities at local level impacts on women if they have to travel long distances for their children to be well. A lack of access to grid electricity creates additional labour for women and young girls, 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 impact on women and children, often exacerbated by lack of electricity, water, sanitation and safer recreational facilities.

Key Issues pertaining to Gender include among others the following:

- Ensure involvement of all sectors and response of their programmes to gender mainstreaming;
- Pay more attention to issues affecting women;
- Harness the access of economic opportunities to women in the District;
- 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;
- Ensure that men are also involved in gender mainstreaming issues;
- Develop a Gender Mainstreaming Policy and plan.

3.5.8.Children's Rights

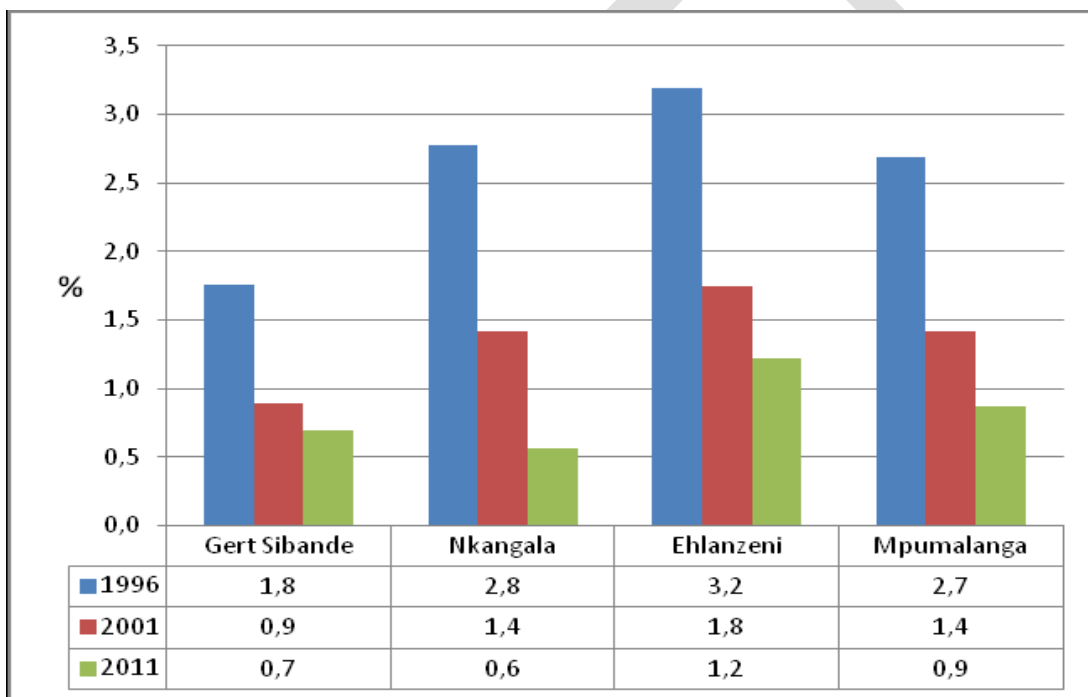
Concerns have been raised both nationally and locally on the extent to which the rights of children have been violated amongst our communities. Out of many awareness programmes initiated by government there has been an improvement in some quarters of our society, yet more work still remains so as to improve our neighbourhood and better the plight of

children within the GSDM. In responding to some of these challenges the GSDM 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 include, 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 pertaining to Children’s Rights;
- 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 CBOs to comprehensively address children issues.

• **Figure 20: Distribution of child headed households by district municipality – 1996, 2001 and 2011**



(Source: Stats

SA: 2011)

3.5..5.4. Thusong Services Centres (TSCs)

The PCF chaired by the Honorable Premier of Mpumalanga Province 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 initially allocated to renovate the following buildings in Gert Sibande District Municipality:

- Breyten Thusong Center
- Mpuluzi Thusong Center
- Driefontein Thusong Center

- Daggakraal Thusong Center
- Sakhile Thusong Center
- Thuthukani Thusong Center,
- Tholulwazi Thusong Center, and
- Siyathemba Thusong 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.

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.

Apart from the above, the following Thusong Service Centres have been in existence in the GSDM area since before 2005:

- Mpuluzi Albert Luthuli Municipality
- Tholulwazi Govan Mbeki Municipality

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

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

3.5.5.5. Gert Sibande District Library Services

The District Municipality has built a library within its premises and it is earmarked to cater mainly for students at tertiary level. It is envisaged that the library would generate and enhance interest towards increasing the level of education and contribute immensely towards the up-liftment of the level of education within the District, particularly amongst young people.

The library within the GSDM office building is well-furnished with study desks, bookcases and computers, and can be an invaluable asset to tertiary students and educators. What is needed is to stock the library with a comprehensive collection of reference and subject books, suitable for project work, and to connect our library with other libraries, and spheres of government.

In order to encourage the utilisation of the District Library, the National Library week will be celebrated annually. Library week has been celebrated in South Africa since 1988. This would highlight the important role that libraries play in a democratic society by making services accessible to the previously disadvantaged communities.

Libraries contribute to developing the nation by providing access to information and increasing computer skills. It would also contribute towards access to history, new ideas and innovations.

It is anticipated that the District Library would afford the community of Gert Sibande the opportunity to link up with other libraries and tertiary institutions within South Africa and world-wide. A District Library Forum will be established and it will constitute representatives of all the libraries in the District. In order to operationalise the utilisation of the library, the following should be implemented:

- Identifying and sourcing a comprehensive collection of reference and subject books;
- Identifying and sourcing a limited but good collection of general library books;
- Utilising most useful IT connections;
- Applying for funding for the above; from national & provincial government, and private sector social responsibility source;
- Initial training of library staff.

3.5.5.6. 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 lifespan, while others are in unacceptable state due to lack of maintenance, grass cutting, fencing, road paving, ablution facilities etc.

During the 2008/09 Financial Year the District undertook and completed a comprehensive assessment of all cemetery facilities within its jurisdictional area. This forms the basis for future planning of new facilities and or upgrading of the existing ones to acceptable standards. This assessment is also used as a basis to source funding for upgrade or planning of new facilities.

The following Key Issues were identified as far as cemeteries and graveyards in the GSDM are concerned:

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

The District will need to consider the establishment of at least 2 regional cemeteries in the current operational regions to serve the District

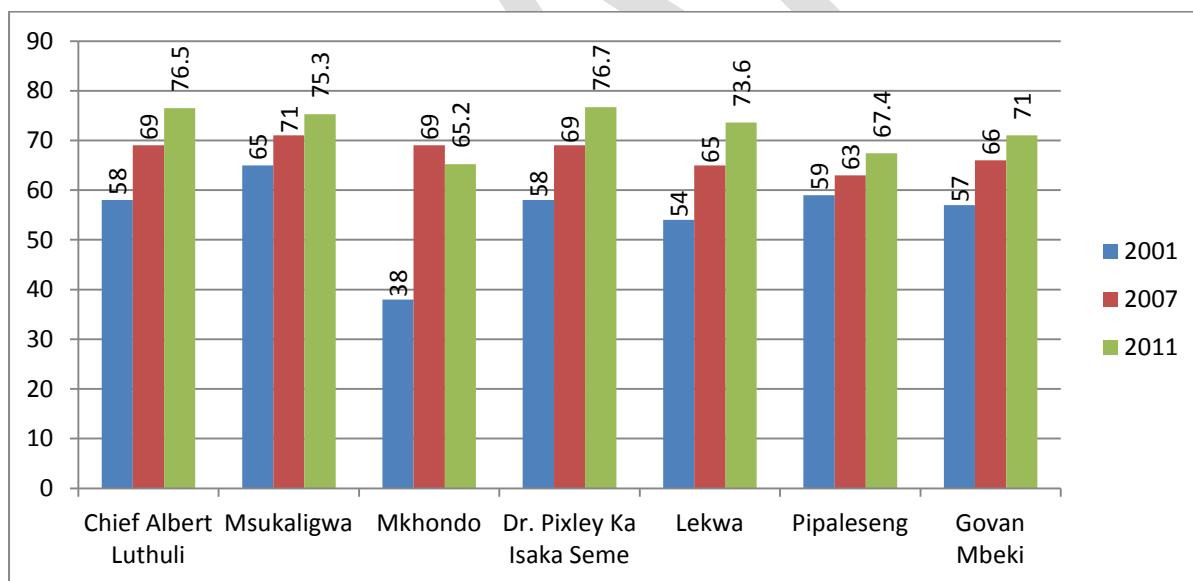
3.5.6. HUMAN SETTLEMENTS

Organised human settlements remain the function of the Department of Human Settlements, 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. The District Municipality provides, upgrades and maintains bulk infrastructure services to cater for both new and existing settlements. Assistance is also provided in terms of assessing development applications as well as the proclamation of unproclaimed Townships to ensure compliance with approved framework plans. 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. Plans are advanced to establish a fully fledged Human Settlement Department to ensure that the issues are properly addressed.

3.5.6.1. Households with Formal Dwellings

It is evident that from Figure 18 that the percentage of households with access to formal dwellings in Gert Sibande increased from 54.9 percent in 1996 to 71.0 percent in 2009. In 2009, the highest percentages of households with access to formal dwellings was recorded in Msukaligwa (81.5 percent) and Dr Pixley ka Isaka Seme (80.6 percent) whilst the lowest percentages of households with access to formal dwelling were recorded in Dipaleseng (49.9 percent) and Govan Mbeki (63.3 percent).

Figure 21: Percentage of households with access to formal dwelling in Gert Sibande and its local municipalities, –2001-2011 2009



Source: Stats SA 2011

A backlog of 48465 households in the District without access to formal dwellings in GSDM was registered during the 2011 census. This represents 28% of the district households which is much higher than the provincial average of 16.2%. The highest backlogs are recorded in Mkhondo at 34.8% followed by Dipaleseng with 32.6%

The housing backlog in GSDM as depicted in Table 29 below is estimated at about 48464 households. The biggest backlogs were recorded in the Albert Luthuli and Govan Mbeki Local Municipalities respectively, which is mainly due to the influx of people seeking employment opportunities.

Table 33: Local Municipality by type of dwelling

	Informal dwelling (shack; in backyard)	Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	Caravan/tent	Other	total
Albert Luthuli	899	1958	41	316	3214
Msukaligwa	1509	4206	56	340	6111
Mkhondo	508	641	47	789	1985
Pixley Ka Seme	822	626	13	46	1507
Lekwa	2282	5132	24	204	7642
Dipaleseng	1001	2984	13	48	4046
Govan Mbeki	6490	16876	124	467	23957
Gert Sibande (Total)	13510	32425	319	2210	48464

Source: Stats SA 2011

During the next financial year, the Mpumalanga Department of Human Settlements (DHS), in conjunction with Gert Sibande District Municipality, need to compile a comprehensive Land Audit and Comprehensive Human Settlement Strategy to guide Local Municipalities in developing individual Local Human Settlement Plans in line with the new national vision of providing Integrated Human Settlements as opposed to the old approach of providing Housing.

This strategy should address the key issues relating to housing in the GSDM which 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 identifying and purchasing of land for residential purposes.
- Support/inform compilation of local Human Settlement Strategies for each local municipality.
- Need to proactively prevent emergence and spread of informal settlement whilst formalising the existing backlog and identifying stalled Township proclamations and unblocking the bottlenecks.

3.5.6.2. Safety and Security

Like any other municipality across the country, the District is challenged with crime related issues, in collaboration with the strategic partners and stakeholders the District is making a way forward in fighting crime. GSDM together with the Department of Safety, Security and Liaison are continuously working together in ensuring safe neighbourhoods. The department has done a lot of community empowerment especially with social crime prevention programme which has assisted in the decline in crime rates over the years.

Some of the projects include workshops for the farming community (paralegal), victim gender based violence and regulations on liquor trading. There have been awareness campaigns on human trafficking, forms of assaults, rape prevention strategies, stock branding to prevent stock theft, moral regeneration.

The department is closely working with communities through Tourism Safety Monitors in ensuring the safety of our tourists.

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:

According to Crime Statistics, the District is in fact gradually becoming safer compared to other years as different types of crime have drastically declined over the past few years. This however does not imply that there is no more crime. It simply means as the District, in collaboration with the Department of Safety and Security, need to be more vigilant in working towards ensuring that neighbourhoods in the District are safer.

Key Issues pertaining to Safety and Security include the following:

- Poorly designed human settlement increase the response time;
- 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;
- Infrastructure development e.g. street lighting;
- Full participation and support of CPF;
- Promotion of awareness campaign and support of visible policing.

3.5.7. Disaster Management

According to the Local Government: Municipal Structures Act: Section 84.1(j)(i-iv), Disaster Management include:

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

- (i) Planning, co-ordination and regulation of the fire services;

- (ii) Specialized fire fighting services such as mountain, veldt and chemical fire services;
- (iii) Co-ordination of the standardization of infrastructure, vehicles, equipment and procedures;
- (iv) Training of fire officers”.

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.

The following are Key Performance Areas which the Disaster Management Section will function under:

3.5.7.1 Capacity Building

The GSDM is in continuously striving to improve capacity of disaster management and fire services in Local Municipality to enable a state of readiness and reduction of incidents. The following activities and programmes will be conducted to enhance capacity of disaster management and emergency services within the district.

- Capacity and needs assessment for LM emergency services.
- Develop MOU with local municipalities.
- Functionalizing Technical Task teams.
- Functionalizing Sub-district Disaster Management Centres.
- Establishment of Veldt and Forest Fire Management structure in Dr. Pixley Ka Isaka Seme LM In partnership with Working on Fire, Pixley Ka Isaka Seme LM & GSDM **(PPP)**.
- Support LM’s with disaster management and fire services equipments.

3.5.7.2. Infrastructure and Rescue vehicles for capacity building and preparedness

- Construction of a Fire Station/ Satellite Disaster Management Centre in Dr. Pixley Ka Isaka Seme LM
- Construction of District Disaster Management Centre in Ermelo
- Establishment of Communication centre in Satellite Disaster Management centre
- Medium Pump Urban Fire Truck for Dr. Pixley Ka Isaka Seme LM
- Mobile Command Vehicle for District Disaster Management Centre
- Rapid Response Vehicle that is NFPA / SABS Standards compliant for Dr. Pixley Ka Isaka Seme LM Fire Station

3.5.7.3 Risk assessment and planning

In order to keep track of developments and hazards prevailing within the District, continuous hazard identification and risk assessment will be carried out and GSDM will develop programmes of action that will be linked to Municipal IDP’s.

The following activities will be undertaken;

- Continuous risk assessment
- Updating contingency plans.
- Update the District Disaster Risk Management profile
- Updating disaster management plans and linked programmes of action into District IDP’s.

3.5.7.4. Reduction and awareness

Establish a district wide Public Education, Information & Relations (PEIR) structure and partner with sector departments and parastatal. The composition of the PEIR structure will include Local Municipalities, NGO's, parastatal, private sector companies.

Implementation of Veldt and Forest Fires Management Programmes (PPP) Working on Fire, Dr. Pixley Ka Isaka Seme LM & GSDM

3.5.7.5 Disaster Response

The district will strive to ensure a state of readiness to respond to any incident that may arise. State of readiness will be enhanced through the following activities:

- Provision of disaster relief materials to Local municipalities
- Conducting of damage assessments with local municipalities
- Provision of relief material and compiling of incidents statistics.

3.5.7.6 Information, Communication and Knowledge Management

The District Disaster Management Advisory Forum is functional to improve communication and information sharing. Furthermore, functioning of Task Teams will be improved to enable the participation of other technical experts for advice and information sharing. Efforts need to be made to compile Disaster Incidents Statistics and Annual Reports.

Table 34: District and LM Disaster Management and Emergency Services Capacity

Institution	Fire & Rescue Staff	Disaster Management Staff	Number of Fire & DM Vehicles	Status of Vehicles	Disaster Management Plan & Framework
Chief Albert Luthuli	07	-	06 vehicles	All operational	Draft Policy
Dipaleseng	00	-	03 vehicles	All operational	None
Govan Mbeki	33	02	22 vehicles	14 operational	None
Lekwa	25	-	12 vehicles	All operational	None
Mkhondo	08	-	08 vehicles	All operational	None
Msukaligwa	22	02	07 vehicles	All Operational	Adopted DRM Plan Jan 2008
Dr. Pixley Ka Isaka Seme	05	00	2 vehicles	All operational	Adopted DRM Policy
Gert Sibande District	-	04	04 vehicles	All 4 Operational	Adopted Framework and

Municipality					Supporting Policy for Execution
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Source: Local Municipalities Data 2010

The following are some of the challenges and 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.
- Ineffective disaster management forums and task teams to facilitate risk reduction projects.
- Priority is not given by LM's to the refurbishment of fire stations with their equipments and shortage of personnel.
- Appointment of fire personnel in all the local municipalities
- Air pollution
- Flooding (storm water and natural)
- Veldt fires
- Road accidents
- Dam failures
- Hazmat spills

GSDM has and will continue to capacitate its constituent municipalities to harness the ability to cope and be ready to adequately mitigate and respond to disaster incidents by providing the required resources and support. Although the LMs are not fully equipped including in the areas of disaster personnel, they try their outmost best to respond timeously to issues such as veldt fires, floods, dam failure and road accidents.

The following among others were identified as Key Issues that must be addressed so as to effectively implement the Disaster Management Act, Act 57 of 2002 the GSDM Disaster Management Framework

- Capacity building programme
- Establishment of veldt fire management structures in Dr. Pixley Ka Isaka Seme Local Municipality in partnership with Working On Fire, Dr. Pixley Ka Isaka Seme and GSDM **(PPP)**
- Continuous capacity Assessment and planning
- Implementation of Risk Reduction and Awareness Programmes
- Sufficient provision of relief material and support to LM during Incidents
- Provision of fire fighting tools for Lekwa Local Municipality
- Development of MOU's with Dipaleseng and Mkhondo LM
- Development of MOU with Dr. Pixley Ka Isaka Seme for the allocation of a Fire Station/Satellite Disaster Management Centre to support veldt fire management programmes and general fire and rescue services operations.
- Establishment of central communication centre in LM's with satellite centres to facilitate central communication, coordination and incident management.

3.5.7.7. The Regional Disaster and Emergency Service Centre

The District is susceptible to disasters such as floods, veldt fires, road accidents, accidental chemical spillage or explosions of toxic substances and civilian unrests. Whilst there will be Disaster sub-centre's in all the seven constituent Local Municipalities for prompt responses to emergency calls, the District has identified the need for a Regional Disaster Centre.

The District is in the process of building a Disaster Satellite Centre in Chief Albert Luthuli Local Municipalities. This will be followed by a project to build another Disaster Satellite Centre in Dr. Pixley Ka Isaka Seme Local Municipality.

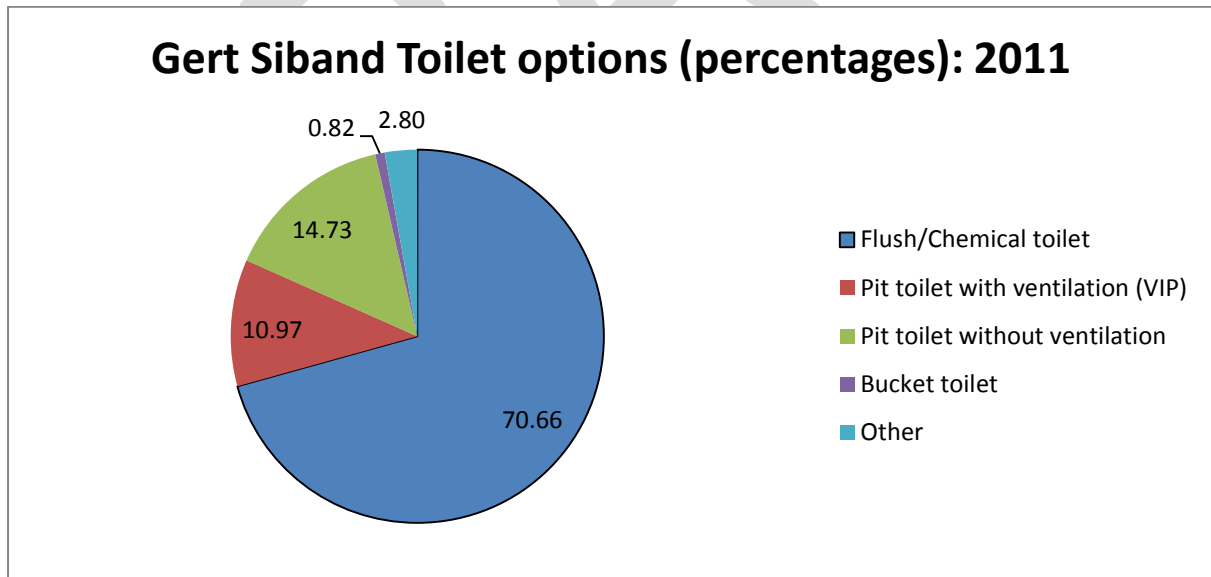
The purpose of the Regional Centre is to facilitate centralized tactical, command and coordination in all Disaster response by all municipalities within the Districts. It is also envisaged that this will enhance the capacity to all the municipalities to adequately mitigate and respond to disaster with the help of their neighbouring municipalities. This Regional Centre will assist in operationalizing the response to the Risk Assessment Framework.

3.5.8. Access to Services: Regional Distribution

The delivery of basic services is essential in improving the quality of life and sustainable development for communities. 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 followed by sanitation. In order for a household to be considered having adequate access to sanitation, the household should have a facility that; removes human waste, is affordable, hygienic, and accessible. Outcome 8 provides for sustainable human settlements and an improved quality of life sets out clear outputs on the provision of targets for local municipalities as a primary responsibility of Department of Cooperative Governance and Traditional Affairs to contribute in achieving these national targets:

- Water from 92% to 100%.
- Sanitation from 69% to 100%.
- Refuse removal from 64% to 75%.
- Electricity from 81% to 92%.

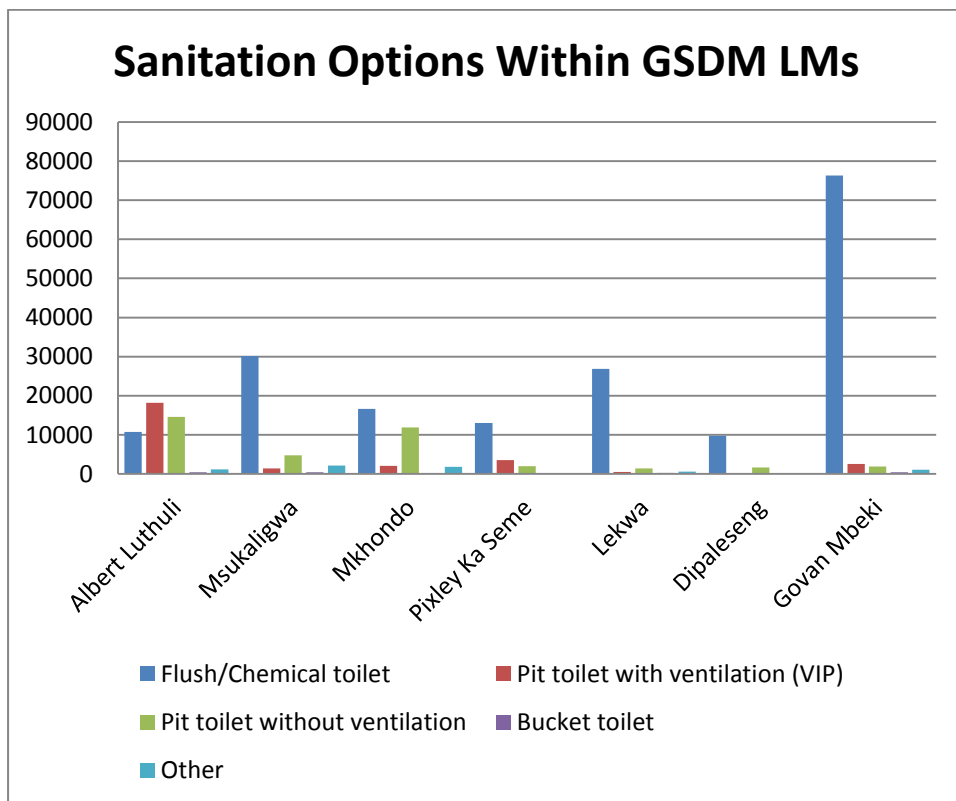
Figure 22: Sanitation options available in GSDM 2011



Source: Stats SA, 2011

GSDM recorded 5.8% households with no toilets or with bucket system. This is better than the provincial percentage of 7.2%. The district budget continues to reflect its commitment to assisting municipalities achieve universal access by 2015 as per national target.

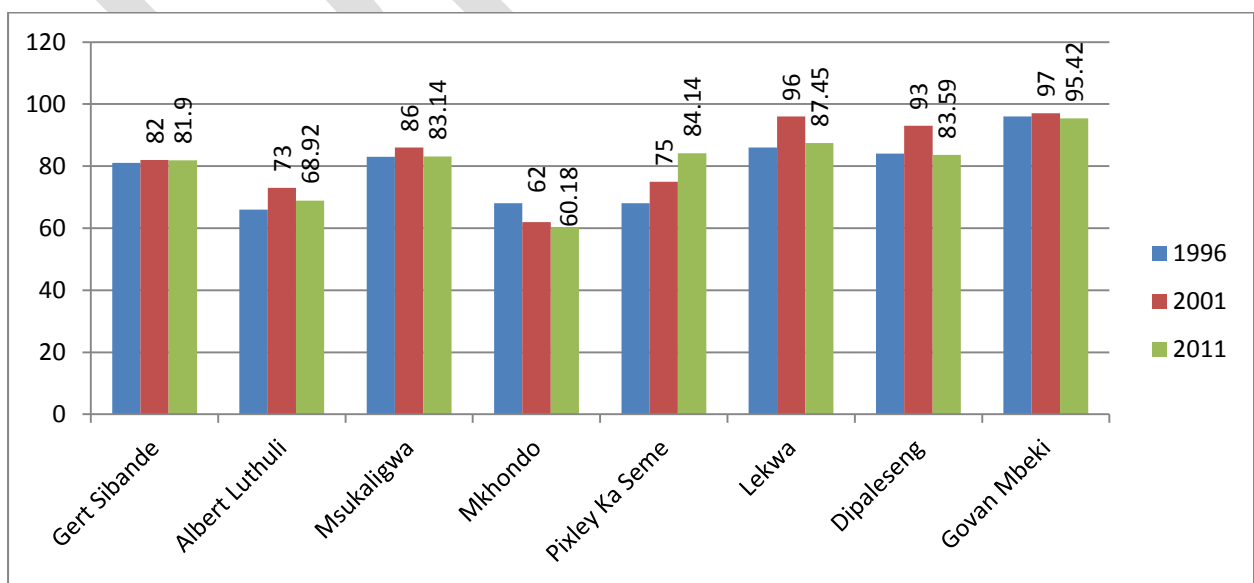
Figure 23: Sanitation options in municipalities within GSDM in 2011



Source: Stats SA, 2011

Msukaligwa has the highest number of households with no toilets at 2662 households, followed by Mkhondo at 2028 Households. Chief Albert Luthuli and Govan Mbeki follow with 1686 and 1590 households respectively. These municipalities are the critical areas at above 1000 households without toilets, followed by Lekwa at 911. Dr Pixley ka Isaka Seme and Dipaleseng are doing relatively well at 348 and 223 households respectively.

Figure 24: Percentage of households with piped water at/above RDP-level in Gert Sibande and local municipalities, 1996 – 2011

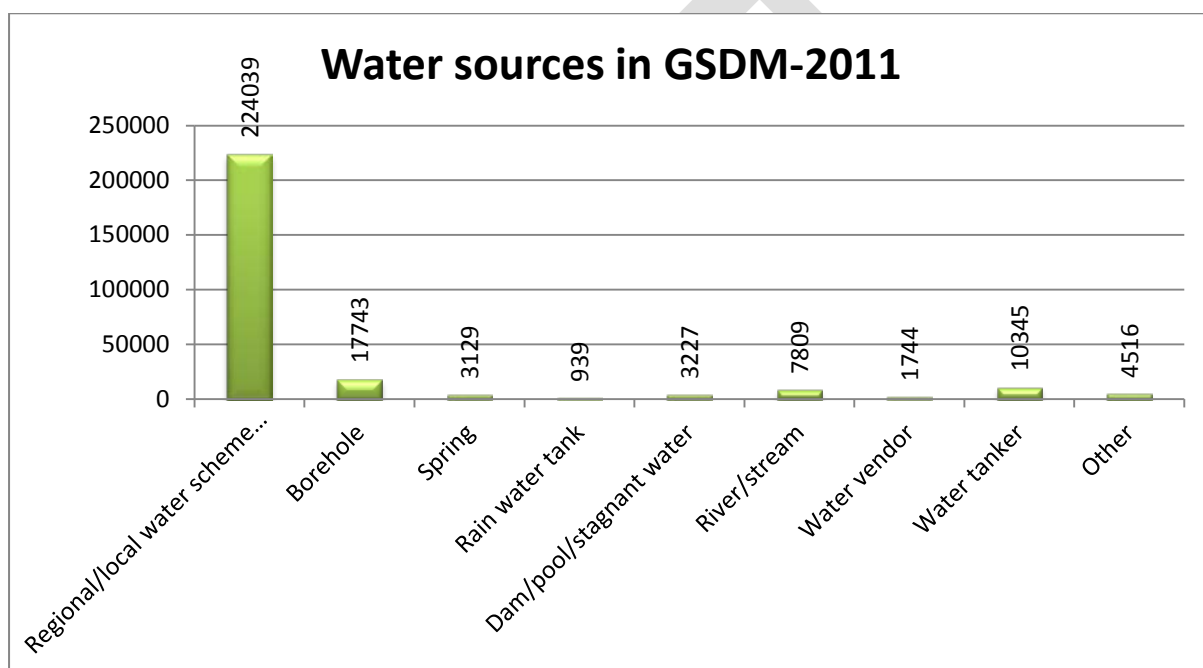


Source: Stats SA, 2011

Figure 24 shows that a good proportion of households; 81.92% have access to piped water at district level. This is followed by 17743 rural households using boreholes and 10345 households receiving water from water tankers. It is disturbing to note that there is a regression in the percentage of households with access to piped water in all 6 of the seven local municipalities under GSDM, with Pixley being the only municipality to register an improvement from 75% in 2001 to 84.14% in 2011.

The districts municipality is assisting local municipalities in efforts to make clean water accessible to the 16848 households which do not have access to safe water through installation and maintenance of boreholes in rural communities which still depend on unsafe alternative sources such as rivers and dams as indicated in figure 22, and bulk water infrastructure for all local municipalities.

Figure 25: Water sources in GSDM for 2011



Source: Stats SA 2011

3.5.9. Bulk Water and Sanitation Regional Provision

The district supports its local municipalities in improving water and sanitation service delivery. Much work has already been performed regarding the establishment of the current status of water services infrastructure, water services development planning and the reconciliation of water resources within the district area. There are currently approximately 168 communities within the district of varying demographics, who are provided with bulk water services from 62 bulk treatment plants.

In an attempt to rationalise bulk water services the district is producing a regional bulk planning document that is to be completed in 2013 so as to reduce the number of bulk treatment plants and also reduce the strain of water resources in some areas of the district. This is an attempt to extend existing infrastructure and ensure adequate supply of water to the poorest currently not enjoying access to clean potable water and sanitation services and who often have to resort to utilising polluted water sources.

There is a need to plan at macro level and develop a regional water services infrastructure augmentation master plan for the short, medium and long term. These projects were prioritised as part of the district's Turn Around Strategy which is coupled with water services studies and planning that the district has embarked on over the past 4 years.

3.5.9.1. Integrated Water Services

Although the Local Municipalities within the GSDM are the Water Services Authority's and in terms of the Water Services Act, 1997 (Act 108 of 1997), are responsible for meeting the obligations as stated in the Water Services Act and not the GSDM, the District does support the Local Municipalities with water services activities.

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 shared Roles and responsibilities have been defined as provided below with the GSDM supporting its Local Municipalities where financial and human resources are available to do so. The District focus is predominantly on water services planning and capital infrastructural development and not on the operations of services provided as this is by law the Local Municipalities prerogative.

Table 35: Roles and responsibilities (water services)

Roles & Responsibilities	
Local Municipalities	District Municipality
Local Planning (WSDP)	Regional 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	Regional Bulk Water and Sanitation Master Plan

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.

3.5.9.2 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 :

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

Every WSA (Local Municipalities within the GSDM) 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.

The District is in the process of replacing all bulk water meters within all its Local Municipalities and thus far has a full record of the location and condition of all the existing bulk water meters. The process that is now unfolding is the maintenance, replacement and provision of new bulk water meters where required that will proceed as and when funding becomes available for this very necessary project.

In addition to the bulk water meter replacement programme the GSDM is proceeding with the installation of a Management Information system (MIS) for the capture of bulk water meter readings, reservoir levels and the recording of other critical operations information. The full cost for the above two projects has been determined through a competitive bidding process and is proceeding slowly with its implementation due to the limitation of funding.

The GSDM has progressed with this strategy over the past two years with the limited funding that has been made available and continues with this endeavour utilising every opportunity that presents itself.

3.5.9..3 Water 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 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.

From Table 31, there is a total of 27 193 households which have inadequate access to water services while there is 4624 households which need infrastructure upgrade, extension and operation and maintenance. About 10594 of the households who do not have access to water where there is still a need for housing. The total number of households who have access to an acceptable water supply is 241782 which is 89% of the Gert Sibande District households leaving about 11% of the households with no adequate access to water. Mkhondo and Chief Albert Luthuli municipalities have the highest backlogs

therefore remain to be given the greatest attention in terms of water provision, maintenance and operations including upgrade or extension of the existing infrastructure as indicated in the table below.

The figures provided in the tables below have been aligned with the 2011 census information

Table 36: Residential Consumer Units for Water

No. Consumer Units With:	Albert Luthuli Lm	Dipaleseng Lm	Govan Mbeki Lm	Lekwa Lm	Mkhondo Lm	Msukaligwa Lm	Pixley Ka Seme Lm	Gert Sibande Dm Total
Inadequate (no service & access undertermined)	5231	106	339	190	3813	1776	520	11975
Inadequate (infra needs extension, upgrade, o&m)	2977	17	84	53	841	375	276	3129
Inadequate (need housing)	2898	716	1543	824	2286	1532	795	12089
1. None or inadequate (incl. No service, access undetermined, need housing)	11106	840	1966	1068	6941	3683	1590	27193
2. Communal water supply	2641	816	1150	2442	6744	2587	1364	17743
3. Controlled volume supply	0	0	0	0	0	0	0	0
4. Uncontrolled volume supply: yard tap or house connection	32784	10563	80035	16692	22763	34030	16692	213559
5. Total served (2+3+4)	35424	11379	81185	29614	29507	36617	18056	241782
Service interruption (infra extension, upgrade, o&m) as % of total served	10%	5%	0%	0%	2%	17%	0%	34%
6. Total (1+5)	46530	12219	83151	30682	36448	40300	19646	268975

(Source data: backlogs – Census 2011, DWA – Dir. WS Macro Planning & Information System 2008 (Invirocon) & individual LM WSDPs 2009, 2010 adapted to Global Insight SA – 2009 Regional explorer 491 (2.3d))

Table 37: Residential Consumer Units – Detailed Service Level Summary of Water

Municipality	Households '12	Water Adequate	Water No. Service	Water Infra. Needs Extension	Water Needs Upgrading	Water Management & Operation	Water Inadequate Need Household (Permanent)
Albert Luthuli Total	46530	35424	5231	1265	1712	0	2898
Dipaleseng Total	12219	11379	106	2	10	5	716
Goval Mbeki Total	83151	81185	339	42	17	25	1543
Lekwa Total	30682	29614	190	5	16	32	824
Mkhondo Total	36448	29507	3813	252	252	336	2286
Msukaligwa Total	40300	36617	1776	75	188	113	1532
Pixley ka Seme Total	19646	18056	520	83	110	83	795
Gert Sibande SM Total	268975	241782	11975	1724	2306	594	10594

(Source data: backlogs – Census 2011, DWA – Dir. WS Macro Planning & Information System 2008 (Invirocon) & individual LM WSDPs 2009, 2010 adapted to Global Insight SA – 2009 Regional explorer 491 (2.3d))

3.5.9.4 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.

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

Table 38: Residential Consumer Units for Sanitation

No. Consumer units with:	Albert Luthuli LM	Dipaleseng LM	Govan Mbeki LM	Lekwa LM	Mkhondo LM	Msukaligwa LM	Pixley ka Seme LM	Gert Sibande DM Total
<i>Inadequate (Need Housing)</i>	2898	1901	4922	2212	1197	5771	1461	20363
<i>Below RDP: Pit (including Undetermined)</i>	473	101	485	316	210	457	110	2152
<i>Below RDP: None</i>	2476	766	1519	1280	4823	1987	907	13758
1. None or inadequate: Below RDP, Undetermined	2949	867	2004	1596	5033	2444	1017	15910
2. None or inadequate: Need Housing	2898	1901	4922	2212	1197	5771	1461	20363
3. Consumer installation: On site dry or equivalent, including VIP toilets	30844	0	0	0	13622	689	4185	49340
4. Uncontrolled volume supply: yard tap or house connection	0	0	0	0	0	0	0	0
5. Discharge to sewer treatment works (intermediate or full	9801	9747	75843	26668	15763	29822	12937	180580
6. Total Served (3+4+5)	40645	9747	75843	26668	29385	30511	17121	229920
7. Total (1+2+6)	46492	12515	82770	30475	35615	38727	19599	266193

(Source data: backlogs – Census 2011, DWA – Dir. WS Macro Planning & Information System 2008 (Invirocon) & individual LM WSDPs 2009, 2010 adapted to Global Insight SA – 2009 Regional explorer 491 (2.3d))

Table 39: Residential Consumer Units - Service Level Detailed Summary for Sanitation

Municipality	Households '09	Sanitation Above RDP Adequate	Sanitation None	Sanitation Below RDP	Sanitation Inadequate Need Housing	Total
Albert Luthuli Total	46530	40645	2476	473	2898	46492
Dipaleseng Total	12219	9747	766	101	1901	12515
Govan Mbeki Total	83151	75843	1519	485	4922	82770
Lekwa Total	30682	26668	1280	316	2212	30475
Mkhondo Total	36448	29385	4823	210	1197	35615
Msukaligwa Total	40300	30511	1987	457	5771	38727
Pixley ka Seme Total	19646	17121	907	110	1461	19599
Gert Sibande SM Total	268975	229920	13758	2152	20363	266193

(Source data: backlogs – Census 2011, DWA – Dir. WS Macro Planning & Information System 2008 (Invirocon) & individual LM WSDPs 2009, 2010 adapted to Global Insight SA – 2009 Regional explorer 491 (2.3d))

A total of 93% of the households are currently provided with at least a basic level of sanitation services about 68% is either intermediate or full waterborne sanitation installations. The remaining 25% are either using septic tanks and or VIP toilets. From the tables above it is evident that Mkhondo municipality has the highest percentage (14%) of the households without sanitation. There are 7% of households within the GSDM that have inadequate or no sanitation services.

The planned further reduction in the backlogs is a Local municipality function in terms of their planned project implementation and is strictly controlled and implemented by such municipalities. The GSDM will therefore not commit to a function that is not their own and for which it does not have the authority to implement a backlog strategy plan of action.

3.5.9.5 Rudimentary Water Supply (Rural and Farms Area including schools)

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

3.5.9.6 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.

The main objectives of the proposed Water Conservation and Water Demand Management study in GSDM will be to:

- Investigate the potential influence on future water requirements in the WMA and the system that supply the GSDM district in terms of WC/WDM activities based on reliable information derived from real case studies;
- Identify and develop strategies to improve the effective and efficient use of existing and available water resources in all water sectors (urban, mine, industrial and agricultural);
- Assess the likely costs associated with the possible WC/WDM activities to enable the savings to be compared with alternative augmentation schemes, implementation of alternative technologies, and options exercise when planning/costing future Levels of Services for water and sanitation;
- Assess the current and planned WC/WDM measures within the GSDM and its WMAs in order to provide realistic future demand scenarios to the study team responsible for the reconciliation of demand and supply.

The core of the study area consists of the relevant sub-WMA that provide/receive water and effluent to/from the GSDM local municipalities. Due to the numerous inter-basin transfers that link this core area with other WMA's, however, reconciliation planning has to be undertaken in the context of the full integrated river systems, which may also extend to other rivers and catchments. In order to assess the potential savings that can be achieved through the various possible WC/WDM interventions, it is first important to establish the existing water demand distribution in the study area, and then follow through on secondary aspects.

The situation analysis and future trends and goals would suggest that the following outline to be considered in conceptualizing a WC/DM plan for GSDM:

- a) Development of a concept WC/DM plan for each municipality, building upon the current 'status quo' as baseline
- b) Motivate / apply for 'seed funding' from the existing DWA and DBSA programmes and provide counter funding to establish the project. Use motivations in terms of Return on Investment to conclude funding of the project, and align project with suitable MIG counter-projects where applicable (e.g. water meters, etc)
- c) Proceed with implementation of the plan that outlines the phased approach

3.5.9.7. Water Quality

Table 40: Blue Drop Performance per Municipality (Mpumalanga) from 2010-2012

MUNICIPAL AREA	2010	2011	2012	Ranking: best (1) – worst (18)
Steve Tshwete	92.2	96.5	97.5	1
Dr JS Moroka	95.7	84.4	92.4	2
Mbombela	80.9	74.9	87.6	3
Victor Khanye		18.2	80	4
Emakhazeni	71.2	83.7	79.8	5
Thembisile Hani	37.8	27.7	78.3	6
Govan Mbeki	78.9	77.5	77.5	7
Umjindi	52.5	60.5	75.5	8
Dr Pixley Ka Isaka Seme		46.9	40.4	9
Dipaliseng		6.8	40.4	10
Emalaheni	29.7	46.9	37.5	11
Lekwa	19.5	10.4	34.4	12
Bushbuckridge	8.4	29.8	30.8	13
Msukaligwa		10.5	21.2	14
Thaba Chweu	45.1	59.4	19	15
Chief Albert Luthuli	8.2	9.7	18.4	16
Nkomazi	17.5	59.4	17.2	17
Mkhondo	28.6	5	11.3	18

Source: DWA, Mpumalanga Blue Drop Report. 2012 Stats SA

The blue drop index is a composite score measuring compliance of water suppliers with water quality management requirements, includes microbiological, chemical and physical compliance criteria. Govan Mbeki is the best performing municipality in the district with a 77.5% compliance rating whilst the other 6 recorded less than 50% compliance in 2012. Seme is seen to be regressing from 46.9% in 2011 to 40.4 in 2012.

Dipaleseng on the other hand recorded the highest improvement from 6.8% in 2011 to 40.4 in 2012. Lekwa, Chief Albert Luthuli and Mkhondo are the worst performing municipalities but they remain on an upward trend.

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Table 41: Green Drop Performance (Risk Profile and Log by Municipal Area) in Mpumalanga for 2011-2012

Municipal area	2011	2012	Ranking: best (1) – worst (18)
Thaba Chweu	45.20%	23.90%	1
Steve Tshwete	54.90%	44.20%	2
Mbombela	48.50%	46.60%	3
Lekwa	88.90%	54.00%	4
Chief Albert Luthuli	87.00%	56.50%	5
Emakhazeni	68.90%	62.40%	6
Thembisile Hani	64.80%	62.80%	7
Dr JS Moroka	61.60%	70.20%	8
Umjindi	69.60%	72.70%	9
Dr Pixley Ka Isaka Seme	78.90%	72.90%	10
Msukaligwa	90.70%	73.10%	11
Bushbuckridge	83.30%	73.50%	12
Emalahleni	72.50%	78.40%	13
Govan Mbeki	68.40%	83.20%	14
Mkhondo	91.70%	88.20%	15
Dipaliseng	72.20%	92.70%	16
Victor Khanye	94.40%	94.00%	17
Nkomazi	74.40%	96.50%	18

Source: DWA, Mpumalanga Green Drop Report 2012

The green drop status is given to municipalities that comply with good waste water discharge standards for 90 percent of the time according to set criteria. There is a general improvement in waste water management in the district save for Govan Mbeki and Dipaleseng who have regressed from risk rating of 68% in 2011 to 83% in 2012 and 72% to 92% respectively. Whilst Mkhondo has improved from 91.7% to 88.2% in 2012, it remains in the bottom 3 performers in the district and amongst the worst performing in the province.

Lekwa and Chief Albert Luthuli have registered the greatest performance in the district both improving by more than 20% to become no 4 and 5 respectively.

Municipal Health & Environmental Services is monitoring water quality through service level agreements with the local municipalities to assist them with their blue drop, green drop water quality management program. The current strategy is to do regular random monthly sampling of identified sampling sites for water intended for human consumption for analysis

in terms of SANAS241 and selective surface and ground water sampling for suspected pollution monitoring. Random bottled water is done at retail and local supply level to ensure compliance.

Table 42: Water Quality Challenges and Recommended Strategic Actions

Challenges	Recommended Strategic Action to improve water Quality
Declining drinking water quality in some local municipality	Improvement of capacity of water treatment plants Adaptation and review of water treatment plant management
Possible raw water pollution due to mining and industrial activities	Adaptation , upgrading of high risk water treatment plants to handle and treat heavy metals
Climate Change adaptation	Operational plans need to be adapted to manage low and high demand and intake
Access to safe clean drinking water	Provision Revitalisation, upgrading of water reticulation infrastructure

Key Issues amongst which the District and all the Local Municipalities have to deal with 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 continual review and update of household figures and their access to services and the investment into an integrated demographics information system so that all planning utilises a common database.
- 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 reticulation systems.
- Performance of a Water Services Provision Master Plan for the entire District.
- 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.
- Acquire accreditation for the Water Quality Laboratory.
- 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.

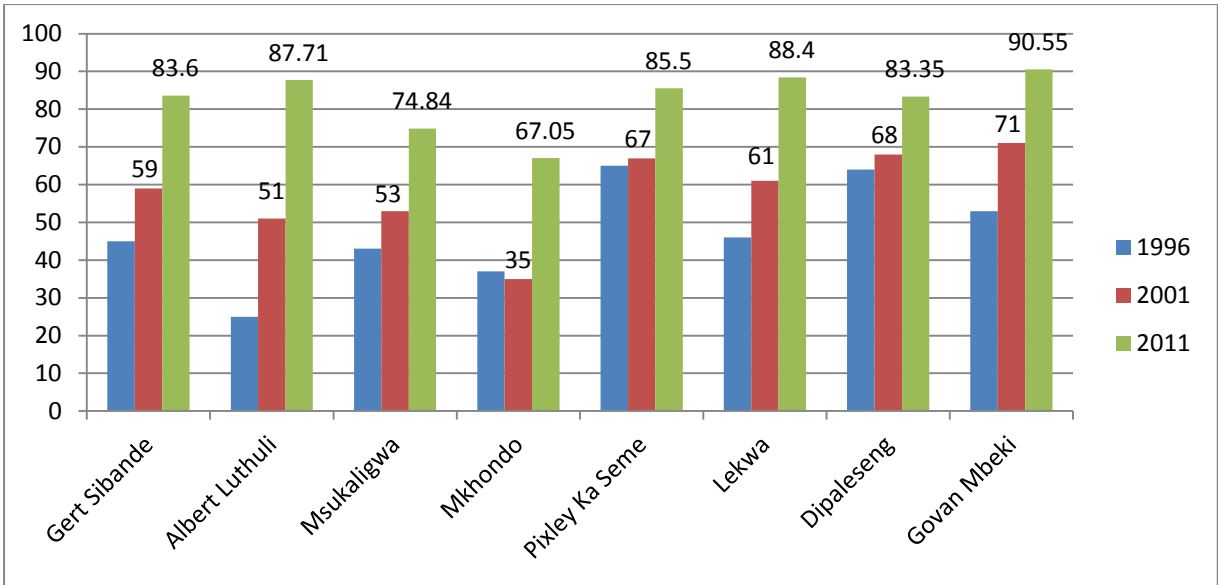
Key issues to be addressed pertaining to water and sanitation at Local Municipality level:

- Bulk water and sanitation treatment plants require refurbishment and an amount of R133 million rand (including for escalation) is required to refurbish the infrastructure. This funding is not budgeted for and it is proposed that external source funding be obtained to perform the work.
- That all municipalities engage in asset management strategies to apply preventative maintenance, replace what needs replacing, and extend the useful life of infrastructure without having to replace infrastructure at a high capital cost etc.
- Proper training of the operators of the treatment plants to effectively operate the plants.
- 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 being performed on this vital aspect of water services, with little or no expertise available within the GSDM area to perform the required work.
- General operations and maintenance of the water and sewerage reticulation
- Development of maintenance, refurbishment and water quality monitoring plans
- Municipalities to improve on the frequency and number of water quality samples that are analysed in each municipality and that each respective local municipality within Gert Sibande District Municipality enter into the appropriate agreement with the GSDM for the utilisation of the District Municipality Water Quality laboratory, which will include for the collection of the correct number of samples for analysis
- That all municipalities make submissions for the next round of the Green and Blue drop assessments and utilise the information already contained in the WSDP's for this submission
- That projects be prioritised and the correct and appropriate service level / technology be considered, dependant on the affordability of the consumer;
- Consolidation of Water Services by-laws with the Municipal Health Services by-laws
- Ring-fencing their water authority functions from their water operations functions
- Most municipalities are struggling with revenue and debt collection.
- There is a need for support from the District to the local municipalities for the proper management of water services provider / Intermediaries contracts.
- Municipalities require District support with the registration of water and sewage treatment plants with the Department of Water and Environmental Affairs.
- The performance of an infrastructure investment strategy with assistance from the GSDM where resources are available.

3.5.10. Status of GSDM Electrification Programme

Figure 23 indicates a commendable increase of households with electricity in GSDM from 59% in 2001 to 83.4% in 2011. This is however lower than the 2011 provincial rate which stands at 86.4%. The district maintains its focus on the national target of 92% electrification by 2014.

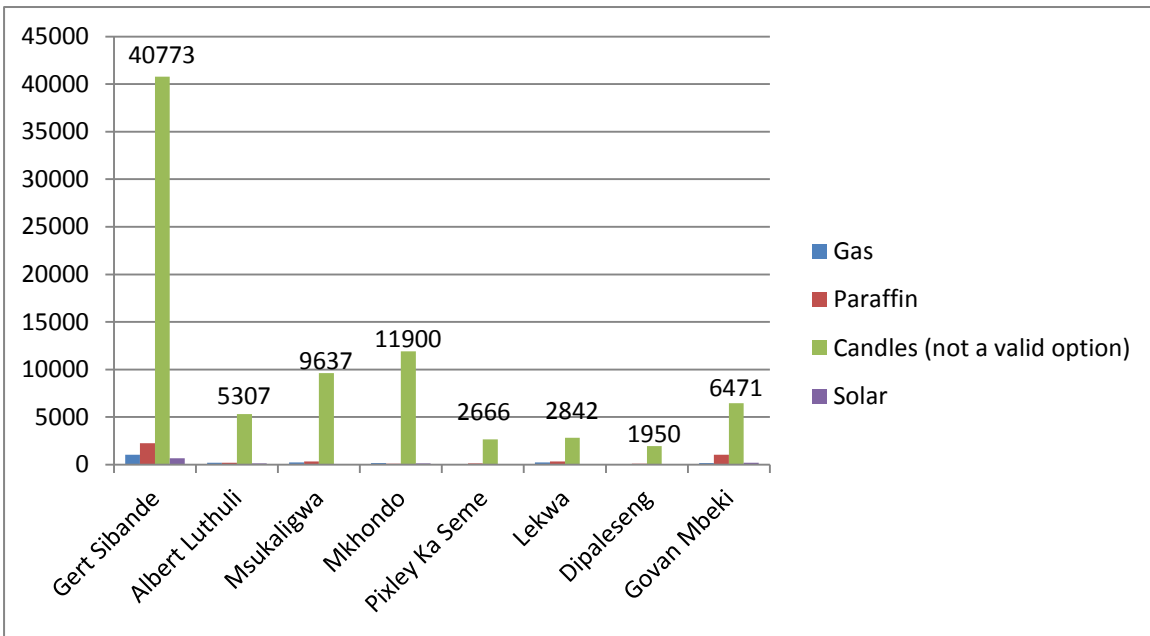
Figure 26: Percentage of households with electricity connections in Mpumalanga, Gert Sibande and local municipalities, 1996-2011



Source: Stats SA 2011

Of the seven local municipalities, Govan Mbeki, Lekwa and chief Albert Luthuli averaged higher than the provincial rate of 86.4%. Seme joins them in beating the district average of 83.4% with Dipaleseng closing in at 83.35%. Attention needs to be given to Mkhondo and Msukaligwa which are much lower than district and provincial averages at 67.5% and 70.4% respectively, making it even more challenging for the district to meet the 2014 target.

Figure 27: Lighting Options for GSDM and Local Municipalities



Source: Stats SA 2011

The remainder of the population in the district uses alternative energy for their lighting needs with candles being the largest source with 40 773 homesteads in the district. This presents a threat to the safety of these households as candles are one of the leading causes of fire. Mkhondo and Msukaligwa collectively account for 221537 households using candles,

which is more than half the total district population dependant on candles for lighting, which correlates with their being much lower than the district average electrification rate. The cleanest source of energy; solar, remains the least utilised at 691 homesteads in the district.

Key issues pertaining to Electricity:

- The current capacity is a challenge at the provincial level as there is limited capacity to cater for new developments.
- The majority of households which constitutes backlogs in the district are in the informal settlements which are not yet proclaimed or where township extension taking place.
- The current housing projects which are either at planning and undergoing construction phase contributes to the slowing down of electrification program
- There is currently no plan or strategy ensuring that all new houses are electrified immediately and this is being discussed by all the concerned stakeholders.
- The electrification in the rural areas has also slowed down due to the building of bulk electrical infrastructure which requires a lot funding for the proper electrification.
- There formalisation and resettlement of informal settlements as well as housing program need to be fast tracked do we not need to strengthen our IGR?
- Additional funding be allocated on projects that requires bulk electrical infrastructure so as to eradicate the remaining backlogs.

3.5.11. Roads and Transportation

The District road network is in poor condition due to high volumes of coal haulage trucks that transport coal from mines 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. 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 National Roads like N17, N11 and N2 have undergone reconstruction which improves the mobility of transport as this link the District with the neighbouring provinces and Swaziland.

In supporting its constituent local municipalities the District has invested R23 106 000.00 in purchasing of equipment and vehicles for roads maintenance to address the backlogs on rural roads. There is a total of 28 road construction equipment and 7 fire engines.

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. There are however still challenges that must be 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 also invested funds in the maintenance of roads within its constituent local municipalities.

A Comprehensive Integrated Transport Plan covering both freight and passenger transport issues (refer to Maps 3 and 4) was completed in September 2008 for the entire 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 together with other documents to guide project implementation responding to previously identified problems. The Department of Public Works Roads and Transport has embarked on different road upgrades which are mainly labour intensive projects thus creating job opportunities for the local communities. Some of the programmes like Siyatentela which is routine road maintenance are done through the EPW Programme.

The Department has also built foot and river bridges and traffic control facilities which assist with road enforcement especially for the coal haulage traffic. ESKOM, working together with SANRAL and MPWRT, is also running programmes to either construct or repair especially the potholes within the GSDM. It will be necessary to update/review the DITP to take

account of current issues in the next budget year. The DM has already budgeted for the update of this crucial plan taking into account a number strategies by both National & Provincial govt. in the transport planning area and this includes National 2050, PLTF update and

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
- Establishment of the District fleet mechanical and maintenance workshop
- 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
- Improve overload monitoring and enforcement resources in the District
- Upgrading of roads from gravel to surface
- Development of a Provincial Infrastructure Master Plan
- Strengthen Monitoring and evaluation of Road Infrastructure
- Reviewing the now outdated DITP for use by Local Municipalities as well as in line with the recently promulgated National Land Transportation Act (NLTA 2009)
- Development of LITP in line with the ITP
- Assist provincial and national government and Prasa in the investigation/planning of a rail link from Lothair to link up with the rail network in Swaziland which provides rail access to Maputo harbour and Richards Bay.
- Implementation of programmes specific to DM arising from the modern PLTF, 2050 and freight logistics strategy once approved.

KPA6: SPATIAL DEVELOPMENT AND ANALYSIS AND RATIONALE

3.5. DISTRICT LAND USE AND SPATIAL DEVELOPMENT

The land use and spatial structure of the GSDM area of jurisdiction is reflected in Map 2 below. 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 which is in the Govan Mbeki Local Municipality. Projects implemented by the GSDM in order to improve the spatial dispensation of the district will be spatially referenced for the 2014/15 IDP.

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 previous District SDFs coupled with current lack of capacity at local levels to compile credible SDFs that will highlight their respective developmental trajectory as per availability of land and the uses thereof.

To further harness the alignment of the District’s planning imperatives through the IDP, with those of the other spheres of government, the District has participated in the 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.

Since the current SDF was last reviewed in 2009, changing events and the new statistics have necessitated the review of the District and Local Municipalities SDF’s. The District has reviewed its Spatial Development Framework to respond to the key issues as identified above. Coupled with this, a Draft Land Audit was prepared which will assist the GSDM to identify available land and strategically located land for Development that will go a long way in responding to the above challenges.

The Draft still needs to be enhanced with more detail other than Restitution issues including ownership (State or private), suitability and availability etc to fast track land release and development processes in the development, delivery specifically with regard to Integrated Human Settlements.

Plans are being to develop a comprehensive bond audit in collaboration with COGTA. The SDF is also going to be reviewed this financial year to ensure that new issues are properly incorporated with the current legislative report at National & Provincial levels, it is anticipated that the planning of the DM will improve.

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

- Inconclusive and less informative Spatial Development Frameworks at local municipality level;
- Fragmented Town Planning Schemes which exclude rural and farm areas;
- 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 and control orientated rather than facilitative;
- Addressing the capacity related issues with regard to planning (Personnel and Funding);
- Lack of exclusive authority to create Townships and amend Municipal planning schemes. Developers may choose whether to lodge Land Use Applications to Municipalities or to the Provincial Development Tribunals. These two Forums use differing criteria which results in decisions depending on whether developers use the Ordinance or the DFA. It is envisaged that with the current legislative reform efforts at national level, this problem may be resolved in the near future;
- Need for a Comprehensive Land Audit on strategically located land parcels.
- Need to fast track legislative reforms at both National & Provincial levels

CHAPTER FOUR: GSDM PERFORMANCE MANAGEMENT SYSTEMS

4.1. ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEMS

Performance measurement is essentially the process of analyzing the data provided by a monitoring system in order to assess performance. The aim of performance management is to improve service delivery by clarifying institutional arrangements, roles and responsibilities and procedures to be followed in order to ensure effective application of the performance management system.

Two levels of performance management operate within the municipality

- Organisational level - How the municipality as a whole is achieving its developmental objective's as measured against the targets set in the Integrated Development Plan (IDP)
- Individual level – Relates to individual performance measured against their respective accountabilities with regards set objectives in line with the strategic goals of the organization as directed by the IDP

4.1.1. Organizational Performance Management

Municipalities in South Africa use integrated development planning as a method to plan for the achievement of sustainable developmental objectives in their respective area of jurisdiction. An Integrated Development Plan (IDP) provides a five year strategic programme of action aimed at setting strategic and budget priorities. The IDP aligns the resources and the capacity of a municipality to its overall developmental objectives and informs the municipal budget.

At the core of effective strategic management lie three functions:

- Strategic planning;
- Budgeting and financial management
- Performance management

Integration of these three functions ensures that the management function is effective and that service delivery within the municipality takes place according to stakeholder expectations. If any of the three functions are not planned for and executed well, the system as a whole will be compromised. In the municipal context, performance management is the logical extension and completion of the IDP and performance budgeting / financial management processes. The performance management system is designed to monitor and evaluate the progress made in the implementation of a municipality's development objectives, taking into account the timeframe of projects and budget.

With respect to performance management, this discipline is governed by various key statutory legislative requirements that provide guidance to ensure compliance and good corporate governance. The main legislative components are as follows:

- Municipal Systems Act 32 (2000)
- Municipal Finance Management Act (MFMA) 2001.
- The Constitution of the Republic of South Africa (Act 108 of 1996)
- Municipal Planning and Performance Management Regulations, 2001

- Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006
- Municipal Structures Act, 1998

It is best described in Chapter 6 of the Municipal System Act, 2000, which specifically emphasises that the municipality must implement a performance management system that is in line with the priorities, objectives, indicators and targets contained in the IDP. The saying “**what you measure you manage**” is appropriate because it is only in the course of performance management that a municipality will know whether it has achieved its priorities through an integrated planning and implementation process.

Performance Management, as defined by the Department of Local Government (DPLG), is a strategic approach to management, which equips leaders, managers, employees and stakeholders at various levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organization in terms of key performance indicators (KPI’s) and targets for efficiency, effectiveness and impact. This strategic approach correlates with the IDP review process, and will also integrate with the development of the SDBIP and budgetary implementation plan for the year. Strategic direction setting from a performance driven point of view is important to drive the organisation in a performance-oriented way.

4.2. Individual Employee Performance Management

Currently individual performance management in the District is restricted to the Municipal Manager and the Directors/Managers reporting directly to the Municipal Manager, although it is the intention of the municipality to cascade this process to all levels of employees in the foreseeable future. These senior managers performance agreements are governed by Section 57 of the Local Government: Municipal Systems Act, 2000 (Act no. 32 of 2000), and subsequently they are referred to as section 56 employees. Their performance agreements / plans are guided by the Performance Regulations 2006 which outline key aspects such as the relationship between organizational and employee performance management as well as performance agreements, performance plans, personal development plans, core competency requirements, performance bonus, performance reviews, performance evaluation system, and management of evaluation outcomes.

According to section 57, a person to be appointed as the municipal manager of a municipality and a person to be appointed as a manager directly accountable to the municipal manager, may be appointed to that position only in terms of a written employment contract with the municipality complying with the provisions of this section and subject to a separate performance agreement concluded annually.

The performance agreement must be concluded within a reasonable time after a person has been appointed as the municipal manager or as a manager directly accountable to the municipal manager and thereafter within one month after the beginning of the financial year of the municipality. The employment contract must include, subject to applicable labour legislation, details of duties, remuneration, benefits and other terms and conditions of employment and the performance agreement must include:

- Performance objectives and targets reflected in the annual performance plan which forms an annexure to the performance agreement that must be met,
- Time frames within which those performance objectives and targets must be met;
- Performance objectives and targets that must be practical, measurable and based on the key performance indicators set out in the municipality’s integrated development plan;
- Standards and procedures for evaluating performance and intervals for evaluation; and
- The consequences of substandard performance.

The employment contract for a municipal manager must:

- Be for a fixed term of employment not exceeding a period ending two years after the election of the next council of the municipality;
- Include a provision for cancellation of the contract in the case of non compliance with the employment contract or, where applicable, the performance agreement;
- Stipulate the terms of the renewal of the employment contract, but only by agreement between the parties; and
- Reflect the values and principles referred to in section 50, the Code of Conduct set out in Schedule 2, and the management standards and practices contained in section 51 of the same act (Act no. 32 of 2000).

A municipality may extend the application of the employment contract and/or performance agreement for a municipal manager to any manager directly accountable to the municipal manager according to the agreement between the parties.

CHAPTER 5: STRATEGIC DEVELOPMENT OBJECTIVES, KEY PERFORMANCE AREAS (KPAS) AND KEY PERFORMANCE INDICATORS (KPIs)

OUR VISION, MISSION AND CORPORATE VALUES

Vision

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 aforementioned 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

Taking cognisance of the developmental challenges that the District is faced with, coupled with the availability of funding allocated to support these initiatives and ultimately realise the aforementioned Vision and Mission, the District has set for

itself the following Developmental Objectives and Strategies to be pursued in the short- to medium term. The Developmental Objectives and Strategies are presented by Key Performance Area as listed below, and in the format of Strategic Scorecards as reflected on the following pages.

- KPA 1: Municipal Transformation and Organizational Development
- KPA 2: Basic Service Delivery and Infrastructure Development
- KPA3: Local Economical Development
- KPA 4: Municipal Financial Viability and Management
- KPA 5: Intergovernmental Relations, Good Governance and Public Participation
- KPA 6: Spatial Rationale and Municipal Planning Alignment

KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL TRANSFORMATION

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2011/12	2013/14	2014/15	2015/16
Improve and sustain Financial, Human Resources and Management Excellence	Institutional Capacity	Build and attract specialised human capital	CS	Number of staff satisfaction surveys conducted	1.1	N/A - New KPI	4	4	4
		To create a healthy working Environment within GSDM		% of employees from previously disadvantaged groups appointed in the three highest levels of management as per the approved EE plan (NKPI)	1.2	67.86%	80%	90%	90%
	ICT Services	To ensure alignment of ICT Strategy to GSDM Business Strategy		Development of ICT Strategy document submission to Council	1.3	N/A - New KPI	1	N/A	N/A
				% Implementation of King 3 recommendations as it relates to IT risk assessment	1.4	0%	80%	90%	100%
	Skills Development and Capacity Building	To ensure the District invests in the skills of its employees to fulfil its roles, in line with its WSP		% budget spent on implementing the Workplace Skills Plan	1.5	N/A - New Measurement	1.0%	1.0%	1.0%

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2011/12	2013/14	2014/15	2015/16
Restore and maintain the institutional integrity of the District and its constituent LMs	Organizational Performance Management	To inculcate the culture of excellence and performance management, monitoring & evaluation within the District	MM	% increase in organizational performance	1.6	-14.50%	2.0%	2.0%	2.0%
				Review of 2008 approved PMS Framework and submission to Council	1.7	N/A - New KPI	1	1	1

KPA 2: INTERGOVERNMENTAL RELATIONS, GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Objective	Programme	Outcome	Strategies	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
							2011/12	2013/14	2014/15	2015/16
Resource Management, Internal Governance and Information	Governance and Administration	To obtain an clean audit	Address prior year emphasis of matter items raised by the AG	MM	To obtain an Audit Report with No Other Matters (Clean Audit Report)	5.1	Clean Audit Report ¹	Clean Audit Report (No Other Matters)	Clean Audit Report (No Other Matters)	Clean Audit Report (No Other Matters)
Deepen democracy through effectively and efficiently functional Public Participation structures, mechanism and processes	Ward Committees & CDWs	To ensure that capacity of community Leadership to support local development is strengthened	Support Municipalities to re-launch, resuscitate and Capacitate all the Ward Committees in line with the Ward Committees Guidelines		% of Indirect Allocation spend on Community Participation	5.2	100%	100%	100%	100%
Develop internal and external Stakeholder relationships and partnerships	Governance and Administration	Community involvement in Council Affairs	Involve external stakeholders in Council administrative activities		# of quarterly Council meetings attended by one or more traditional leaders	5.3	6	4	4	4

¹ Refers to 2010/11 Audit Outcome.

Strategic Objective	Programme	Outcome	Strategies	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
							2011/12	2013/14	2014/15	2015/16
Create a single window of co-ordination for the support, monitoring and intervention in municipalities within the District	Coherent Decision-Making	To ensure that decisions across the District are taken in a coherent, efficient and effective manner to influence shared developmental direction of the District	Ensure that there is an agreed approach and programme with key stakeholders that are needed to deliver on strategic objectives	MM	# of District MM Forum meetings held	5.4	5	4	4	4

KPA3: LOCAL ECONOMIC DEVELOPMENT

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2011/12	2013/14	2014/15	2015/16
Creation of decent job creation, poverty alleviation, sustainable livelihoods & Rural Development, food security and Land Reform through LED	LED & Tourism	Reduce unemployment	PED	The number of Full Time job opportunities created through a municipality's local economic development initiatives, including capital projects	3.1	N/A - New KPI	TBA ²	TBA	TBA
				The number of job opportunities created through a municipality's local economic development initiatives, including capital projects	3.2	232 job opportunities	TBA ³	TBA	TBA
				Review of 2009 approved LED Strategy and submission to Council	3.3	N/A - New KPI	1	N/A	N/A

² To be assessed based on input and feedback from the Department of Public Works.

³ To be assessed based on input and feedback from the Department of Public Works.

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2011/12	2013/14	2014/15	2015/16
Creation of decent job creation, poverty alleviation, sustainable livelihoods & Rural Development, food security and Land Reform through LED	LED & Tourism	Reduce unemployment	PED	# of policy documents developed with respect to Tourism, Investment and Business Expansion and Retention Strategies	3.4	N/A - New KPI	2	3	N/A

KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objective	Programme	Objectives	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2011/12	2013/14	2014/15	2015/16
Improve and sustain Financial, Human Resources and Management Excellence across the District	Financial Management	To ensure that Organizational Finances are managed in an effective and efficient manner	CFO	Unqualified Audit Opinion	4.1	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion
	Turn Around Strategy	Improved Audit Outcomes for Local Municipalities within the jurisdiction of GSDM		Finalise tri-part service level agreement for the implementation of turnaround strategy within identified Local Municipalities (Refer to KPI definition)	4.2	N/A - New KPI	3	N/A	N/A
				Number of Local Municipalities within the jurisdiction of GSDM with improved audit outcomes	4.3	N/A - New KPI	N/A - Target relevant to 2014/15	3	6

Strategic Objective	Programme	Objectives	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2011/12	2013/14	2014/15	2015/16
Improve and sustain Financial, Human Resources and Management Excellence across the District	Budget and Expenditure Management Services	Ensure that Budget is adequately prepared and reported on operational strategy to minimize financial impact	ITS	% of the Municipality's capital budget actually spent on capital projects identified in the IDP	4.4	80.79%	85%	85%	85%
			MM	% Employee costs of total budget (annual)	4.5	21.99%	<25%	<25%	<25%
			CFO	Cost coverage ratio as per IDP regulations 2001 (annual)	4.6	119%	100%	100%	100%

KPA 5: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2011/12	2013/14	2014/15	2015/16
Improve the quantity and quality of Municipal basic services to the people	Project Management	To ensure effective and efficient implementation of service delivery projects	ITS	% of Capital projects as identified in the IDP completed (excl. multi-year projects)	2.1	77.42%	70%	80%	80%
				Number of LMs within the jurisdiction of GSDM with completed Infrastructure Plans	2.2	N/A - New KPI	5	7	N/A
				Number of LMs within the jurisdiction of GSDM with installed Bulk Water Meters	2.3	N/A - New KPI	1	2	5
	Access to Water and Sanitation	To ensure provision of adequate portable water by 2014		% compilation of District Integrated Water Master Plan (IWMP)	2.4	41%	83%	100%	N/A

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2011/12	2013/14	2014/15	2015/16
	Integrated Waste Management Planning	To ensure safe and sound waste management within the District	CSS	Review and update of the 2006 adopted Integrated Waste Management Plan	2.5	N/A for reporting during 2011/12	1	N/A	N/A
Improve the quantity and quality of Municipal basic services to the people	Integrated Waste Management Planning	To ensure safe and sound waste management within the District	CSS	# of Local Municipality Integrated Waste Management Plans reviewed	2.6	N/A - New KPI	7	N/A	N/A
Advance Community Well-being	Human Settlements	To ensure that GSDM can administer National Housing Programmes	HS	Obtain accreditation in terms of the National Housing Code	2.7	N/A - New KPI	N/A - Target relevant to 2014/15	Obtain accreditation in terms of National Housing Code	TBA ⁴

⁴ To be assessed based on accreditation status obtained at the end of the 2013/14 Financial Year.

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2011/12	2013/14	2014/15	2015/16
Advance Community Well-being A	Disaster Management and safety D	To ensure Prompt response and Minimized impact of Disasters	HS	# of Disaster Management MOU's developed and approved with each Local municipality	2.8	0	3	N/A	N/A
		To ensure that the Local Municipalities within the jurisdiction of GSDM are capacitated to provide minimum levels of Disaster Management services		Conduct feasibility study in terms of SANS 10090 of 2003 to assess current level of Local Municipality Fire and Rescue Services	2.9	N/A - New KPI	1	N/A	N/A

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2011/12	2013/14	2014/15	2015/16
Advance Community Well-being Ad	Disaster Management and safety	To ensure that the Local Municipalities within the jurisdiction of GSDM are capacitated to provide minimum levels of Disaster Management services	HS	Review of GSDM Disaster Management Framework and submission to Council for approval	2.10	N/A - New KPI	1	N/A	N/A
		To ensure that the Local Municipalities within the jurisdiction of GSDM are capacitated to provide minimum levels of Disaster Management services		Number of Fire and Rescue vehicles purchased per LM based on SANS 10090 (2003) feasibility study	2.11	N/A - NEW KPI	N/A - Target relevant to 2014/15	TBA ⁵	TBA

⁵ Target to be determined based on outcome of the SANS 10090 of 2003 Feasibility study to be undertaken during the 2014/14 Financial year.

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2011/12	2013/14	2014/15	2015/16
Advance Community Well-being	Municipal Health Services	To provide a equitable and sustainable municipal health services within the District	ITS	Obtain Laboratory accreditation	2.12	Accreditation from SANAS not obtained	Obtain accreditation from SANAS	N/A	N/A
				Number of By-Laws Promulgated	2.13	N/A - New KPI	3	1	N/A
	Community Health & Social Development	To improve the health profile of the community within GSDM	CSS	Establishment of Local Aids Councils in each of the 7 Local Municipalities within the jurisdiction of GSDM	2.14	N/A - New KPI	7	N/A	N/A
				# of LM's with developed HIV/AIDS Business Strategic Plans	2.15	N/A - New KPI	7	N/A	N/A

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2011/12	2013/14	2014/15	2015/16
Advance Community Well-being	Community Health & Social Development	To improve the social development profile of the community within GSDM	CSS	# of policy documents developed with respect to People with Disabilities, Children and Gender Mainstreaming	2.16	N/A - New KPI	3	N/A	N/A
		To ensure access to library services to the community		Establishment of a fully functional Regional Library	2.17	N/A - New KPI	100%	N/A	N/A

KPA 6: SPATIAL RATIONALE AND MUNICIPAL PLANNING ALIGNMENT

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Reference	Baseline	Outer year Targets		
						2011/12	2013/14	2014/15	2015/16
Stimulate integrated and sustainable and shared Regional Development through aligned Spatial Planning	Municipal IDP	Improve integration, alignment and co-ordination of plans and programmes	MM	Rating received from Provincial Treasury with regards to submitted IDP	6.1	Medium	High	High	High
	Spatial Planning	To ensure efficient integrated transport system	PED	Review and update 2008 adopted Integrated Transport Plan and submit to Council for approval	6.2	N/A - Target relevant to 2012/13	1	N/A	N/A
		To ensure that all planning and development is done according to SDF principles		Review of District SDF to align with LM SDF's and include LUMS Framework and submission to Council for approval	6.3	N/A - New KPI	1	N/A	N/A

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Reference	Baseline	Outer year Targets		
						2011/12	2013/14	2014/15	2015/16
Stimulate integrated and sustainable and shared Regional Development through aligned Spatial Planning	Spatial Planning	To ensure that Human Settlement development is done in line with SDF's and other adopted strategic plans	PED	Development of an integrated Human Settlement Strategy and Land Audit	6.4	N/A - New KPI	1	Council approval	N/A
		Identify priority nodes for urban renewal		Development of an Urban Renewal Strategy	6.5	N/A - New KPI	1	Council approval	N/A

IDP Key Performance Indicator Definitions

Key Performance Indicator	IDP Ref	Definition/Instruction
Number of staff satisfaction surveys conducted	1.1	<p>Human Resources Surveys are a proven tool in the effective management of an organisation, and can play a significant role in assisting any organisation in meeting its objectives, retain quality employees and improve overall employee satisfaction through addressing employee concerns.</p> <p>This KPI will be used to establish a credible baseline figure of employee satisfaction upon which realistic targets will be set to increase staff satisfaction.</p> <p>Measured through the number of employee satisfaction surveys conducted throughout the year (1 per quarter).</p>
% of employees from previously disadvantaged groups appointed in the three highest levels of management as per the approved EE plan (NKPI)	1.2	<p>Annually achieve the targets set out in the municipality's Employment Equity Plan thereby achieving 100% of the 5 Employment Equity Plan by 2016.</p>
Development of ICT Strategy document and submission to Council	1.3	<p>This document will align with the business objects to deliver services and develop capacity.</p> <p>Measurement will be based on the drafting of the strategy and submission to Council.</p>
Implementation of King 3 recommendations as it relates to IT	1.4	<p>This Indicator measures IT alignment with business objectives and sustainability as outlined in the King III Report of 2009.</p> <p>Measured against implementation of intervention measures/mitigating controls to address high risk areas for IT as per the Risk Register.</p>
% budget spent on implementing the Workplace Skills Plan	1.5	<p>As per Skills Development Act of 1998, organisations are legislated to pay 1% of their total remuneration costs, charged monthly as a Skills Development Levy</p> <p>A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate interventions which will address the needs arising out of local government skills sector plan, the municipality's strategic requirements as contained in the IDP and the individual departmental staffing strategies. The WSP shall also take into account the Employment Equity Plan ensuring incorporation of relevant developmental equity interventions into the plan.</p> <p>Measurement detail:</p> <p>Numerator:</p> <p>Total actual cost of training</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
		<p>Denominator:</p> <p>Total employee and Councilor remuneration as defined in Paragraph 1 of the 4th schedule of the Income Tax Act</p>
% increase in organizational performance	1.6	<p>This Indicator measures the increase in overall organizational performance as determined through the organizational scorecard compared to the previous year.</p> <p>Measurement:</p> <p>This KPI will be calculated, based on the difference between the overall organizational score achieved at the end of the 2013/14 financial year; verified by the Internal Audit Department, as compared to the overall organisational score achieved in the 2012/13 financial year as per the scoring guidelines in the LG Regulation R805, 2006 Municipal Performance Regulations for Municipal Mangers and Managers directly accountable to Municipal Managers</p>
Review of 2008 approved PMS Framework and submission to Council	1.7	<p>The Performance management System Framework is the guiding policy for performance management which outlines the processes of how the municipality will undertake its planning development and implementation of a performance management system together with the detailed key performance indicators, the corresponding targets and timelines. The framework outlines important aspects of the municipality's performance planning, monitoring, measurement, review, reporting and auditing including the determination of the roles of the different role players.</p> <p>Measurement will be based on the submission of the updated PMS Framework to Council for approval.</p>
% of Capital projects as identified in the IDP completed (excl., multiyear projects)	2.1	<p>This Key Performance Indicator refers to Capital Projects as identified in the IDP with practical completion status at year end.</p>
Number of LMs within the jurisdiction of GSDM with completed Infrastructure Plans	2.2	<p>The main objective for the development of an Infrastructure Development Plan for each Local Municipality is to provide a municipality with a comprehensive framework within which it can fulfill its service delivery mandate in a sustainable manner. The ability to provide this plan is based on the understanding and achieving of an in-depth study of the characteristics, functioning and dynamics of the municipal area within its geographical space.</p> <p>This indicator will be measured through the compilation of an Infrastructure Investment Plan for at least (5) Local Municipalities within the jurisdiction of GSDM.</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
Number of LMs within the jurisdiction of GSDM with installed Bulk Water Meters	2.3	<p>The GSDM is obligated in terms of the Municipal Structures Act, Section 83 (3) to coordinate and integrate the WSA's efforts in order to ensure access to basic water supply and sanitation for its residents, to ensure integrated water supply and sanitation planning, and to promote bulk infrastructure development and services to the water supply and sanitation environment in the district as a whole.</p> <p>With the available budget, GSDM will only be able to assist one Local Municipality which will serve as a pilot project.</p> <p>This KPI will be measured through obtaining of practical completion status for the pilot project (Limited to one LM for the 2013/14 Financial year).</p>
% compilation of District Integrated Water Master Plan (IWMP)	2.4	<p>This indicator refers to the compilation of a comprehensive sustainable integrated high level District wide, water service process perspective with respect to bulk and internal water supply taking cognisance of all factors inclusive of social, economic, technical, institutional, financial, legal and environmental impact (reference Bid # GSDM 43/2010).</p> <p>Target of 83% is measured in terms of completion of 10 Sections out of the 12 Sections of the IWSDP (10/12 = 83%)</p>
Review and update 2008 adopted Integrated Transport Plan and submit to Council for approval	2.5	<p>This indicator refers to the review and update of the existing Integrated Transport Plan approved by Council during the 2008 Financial Year.</p> <p>Measurement will be based on the submission of the updated Integrated Transport Plan to Council for approval.</p>
# of Local Municipality Integrated Waste Management Plans reviewed	2.6	<p>This Indicator refers to the number of Local Municipalities with reviewed Integrated Waste Management Plans.</p>
Obtain accreditation in terms of the National Housing Code	2.7	<p>The rationale behind the move towards the accreditation of municipalities is dictated to primarily by provisions in the Constitution, and further, by the logic of cooperative governance and current constraints in the housing delivery process. Thus, consistent with Section 156(4) of the Constitution of the Republic of South Africa 1996, the accreditation of municipalities to administer National Housing</p> <p>Programmes has been emphasised as a key government priority. In support of an overall principle for cooperative governance, it is government's policy intention to locate the decision-making authority and funding capacity for local development at the most local sphere of government. The accreditation of a municipality involves the delegation and, subsequently, assignment of certain clearly defined functions in respect of the administration of National Housing Programmes, leading to eventual assignment</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
		<p>of all the functions</p> <p>by formal proclamation of assignment by the Premier in the Government Gazette.</p> <p>Reporting measures to be developed during the 2013/14 Financial Year for reporting during the 2014/15 Financial Year.</p>
# of Disaster Management MOU's developed and approved with each Local municipality	2.8	This indicator will measure the establishment of mechanisms to facilitate planning for the integrated management of cross-boundary risks between local municipalities by entering into mutual assistance agreements and memoranda of understanding for the purposes of disaster risk management with Chief Albert Luthuli Local Municipality, Dipalasang Local Municipality and Mkhondo Local Municipality.
Conduct feasibility study in terms of SANS 10090 of 2003 to assess current level of Local Municipality Fire and Rescue Services	2.9	<p>SANS 10090 of 2003 provides a system of determining the requirements for the operational and fire safety functions of emergency services for communities. It also refers to water supplies required for fire-fighting.</p> <p>This indicator will be measured against the completion of a comprehensive feasibility study undertaken to assess the current level of Local Municipality Fire and Rescue Services within the jurisdiction of GSDM.</p>
Review of GSDM Disaster Management Framework and submission to Council for approval	2.10	<p>The Disaster Management Framework (DMF) is a strategic policy document and guides all spheres of government in the implementation of the disaster management act. Hence, the DMF of GSDM guides all local municipalities in the GSDM area of jurisdiction in the implementation of disaster management.</p> <p>This KPI will be measured in terms of the review and submission of the GSDM Disaster Management Framework to Council for adoption.</p>
Number of Fire and Rescue vehicles purchased per LM based on SANS 10090 (2003) feasibility study	2.11	<p>This indicator refers to the purchase of Fire and Rescue Services vehicles based on the needs of the Local Municipalities as identified through the feasibility study undertaken in terms of SANS 10090 of 2003.</p> <p>Target to be assessed during the 2013/14 Financial year for reporting in the 2014/15 Financial year.</p>
Obtain laboratory accreditation	2.12	The South African National Accreditation System (SANAS) is recognised by the South African Government as the single National Accreditation Body that gives formal recognition that Laboratories, Certification Bodies, Inspection Bodies, Proficiency Testing Scheme Providers and Good Laboratory Practice (GLP) test facilities are competent to carry out specific tasks in terms of the Accreditation for Conformity

Key Performance Indicator	IDP Ref	Definition/Instruction
		<p>Assessment, Calibration and Good Laboratory Practice Act (Act 19 of 2006).</p> <p>This KPI refers to the accreditation for the GSDM Water Laboratory to be obtained from the South African National Accreditation System within the 2013/14 Financial year.</p>
Number of By-Laws Promulgated	2.13	<p>The responsibility of providing Municipal Health and Environmental Services was delegated to the District Municipality from the Local Municipalities, National Departments and Environmental Affairs respectively as from 2003.</p> <p>In order to effect service delivery and to serve as comprehensive regulatory tools the GSDM Municipal Health and Environmental Services Division drafted the following By-laws:</p> <ul style="list-style-type: none"> • Tariff by-law • Municipal Health by-law • Noise by-law • Air Quality by-law <p>This indicator will be measured in terms of the number of by-laws promulgated through publication in the government gazette.</p>
Establishment of Local Aids Councils in each of the 7 Local Municipalities within the jurisdiction of GSDM	2.14	<p>Local AIDS Councils (LACs) assist to coordinate, facilitate, support and oversee the response to HIV and AIDS and STDs/ LACs assuring strong local participation in the response to HIV/AIDS and STDs. Leading to a solid sense of local ownership. They also help build a concerted response in the community to avoid confusion, duplication and competition among agencies.</p> <p>Measurement:</p> <p>Number of Local Municipalities within the jurisdiction of GSDM with established Local Aids Council's.</p>
# of LM's with developed HIV/AIDS Business Strategic Plans	2.15	<p>This indicator refers to the development of Local Municipality HIV/ AID's business strategic plans.</p> <p>Measurement will be based on the submission of the Local Municipality business plans to their respective Councils for approval.</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
# of policy documents developed with respect to People with Disabilities, Children and Gender Mainstreaming	2.16	<p>This indicator refers to the development of policy documents with respect to People with Disabilities, Children and Gender</p> <p>Measurement will be based on the submission of the three (3) policy documents to Council for approval.</p>
Establishment of a fully functional Regional Library	2.17	<p>This KPI is measured through completion of the following 2 tasks:</p> <p>Task 1) Purchasing of books measured through expenditure of allocated budget:</p> <p>Measurement - Task will be deemed completed if at least 90% of the allocated budget expenditure has been achieved.</p> <p>Task 2) Official opening of Regional Library (50% weighting):</p> <p>Measurement - Task would be deemed successfully completed with the Regional Library being officially opened.</p> <p>Calculation:</p> <p>Number of completed tasks/Number of Tasks (2)</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
<p>The number of Full Time job opportunities created through a municipality's local economic development initiatives, including capital projects</p>	<p>3.1</p>	<p>The indicator measures the number of full time equivalent jobs created through the Expanded Public Works Programme (EPWP).</p> <p>1. Full Time Equivalent (FTE's) employment:</p> <ul style="list-style-type: none"> • Means 230 person days of work (i.e. 365 days less 104 weekend days, less 10 public holidays and less 21 annual leave days but inclusive of paid sick leave created by an EPWP project or programme within a financial year. Full time equivalent is the same as person years of work. • The EPWP specifically targets the creation of employment for the poor unemployed people who are unskilled or poorly skilled. Through this employment opportunity, the programme provides basic income for these people on a temporary basis. <p>2. Characteristics of EPWP projects and how they differ from a normal job:</p> <ul style="list-style-type: none"> • They are highly labour intensive: a large percentage of the overall project's cost is paid out in wages to the target group. • They employ large numbers of EPWP target groups. • The EPWP target group is paid wages between R50 and R100 per day. • The EPWP target groups are employed under the working conditions of the Special Public Works Programme (SPWP). <p>All EPWP compliant projects must have or display the elements of employment, and EPWP projects should either be labour intensive or labour enhanced (activity based).</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
<p>The number of jobs opportunities created through a municipality's local economic development initiatives, including capital projects</p>	<p>3.2</p>	<p>The indicator measures the number of job opportunities jobs created through the Expanded Public Works Programme (EPWP).</p> <p>1. An EPWP job opportunity:</p> <ul style="list-style-type: none"> • Job opportunity refers to paid work created for an individual on an EPWP job. The same person can be employed on different projects and each period of employment will be counted. • This involves short-term and ongoing work opportunities with an average duration of 100 days. • The EPWP specifically targets the creation of employment for the poor unemployed people who are unskilled or poorly skilled. Through this employment opportunity, the programme provides basic income for these people on a temporary basis. <p>2. Characteristics of EPWP projects and how they differ from a normal job:</p> <ul style="list-style-type: none"> • They are highly labour intensive: a large percentage of the overall project's cost is paid out in wages to the target group. • They employ large numbers of EPWP target groups. • The EPWP target group is paid wages between R50 and R100 per day. • The EPWP target groups are employed under the working conditions of the Special Public Works Programme (SPWP). <p>All EPWP compliant projects must have or display the elements of employment, and EPWP projects should either be labour intensive or labour enhanced (activity based).</p>
<p>Review of 2009 approved LED Strategy and submission to Council</p>	<p>3.3</p>	<p>In view of the requirements for local government to have a credible LED strategy in place, the current approved LED Strategy needs to be reviewed to reflect the most recent local and regional development dynamics.</p> <p>Measurement will be based on the submission of the reviewed LED Strategy to Council for approval.</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
# of policy documents developed with respect to Tourism, Investment and Business Expansion and Retention Strategies	3.4	<p>This indicator refers to the development of policy documents with respect to Tourism, Investment and Business Expansion and Retention Strategies</p> <p>Measurement will be based on the submission of at least two (2) policy documents to Council for approval.</p>
ified Audit Opinion	4.1	<p>This Indicator refers to Annual Financial Statements that are free of material misstatement and measures compliance with accounting practices that will be evaluated by the Auditor General in expressing their opinion.</p>
Finalise tri-part service level agreement for the implementation of turn around strategy within identified Local Municipalities	4.2	<p>GSDM is involved in the design and implementation of a comprehensive turnaround strategy for Lekwa Local Municipality, Mkhondo Local Municipality and Pixley Ka Isaka Seme Local Municipality to identify matters of concern relating to the following:</p> <ul style="list-style-type: none"> • Financial management and audit readiness • Financial viability/funding assessment • IDP Assessment and Planning • Governance matters • Compliance with Legislation • Local Economic Development • IT Systems • Infrastructure Engineering Technical capacity • Performance Management and Service Delivery • Skills assessment - Senior management • Customer care and community management <p>This KPI will be measured through GSDM entering into a Tri-Part agreement between the appointed service provider and each Local Municipality (Lekwa Local Municipality, Mkhondo Local Municipality and Pixley Ka Isaka Seme Local Municipality).</p>
Number of Local Municipalities within the jurisdiction of GSDM with improved audit outcomes	4.3	<p>This KPI measures the outcome of the implementation of the turnaround strategy within Lekwa Local Municipality, Mkhondo Local Municipality and Pixley Ka Isaka Seme Local Municipality culminating in improved audit outcomes.</p> <p>Audit opinions expressed by the Auditor-General with regard to the 2011/12 Financial year:</p> <p>Lekwa Local Municipality - Disclaimer</p> <p>Mkhondo Local Municipality - Qualified</p> <p>Pixley ka Isaka Seme - Qualified</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
		<p>Measurement will be based on the three (3) identified Local Municipalities achieving improved audit outcomes in relation to the 2011/12 Financial Year.</p>
<p>% of the Municipality's capital budget actually spent on capital projects identified into the IDP</p>	<p>4.4</p>	<p>% Reflecting actual expenditure/Planned expenditure</p> <p>Measurement detail:</p> <p>Numerator:</p> <p>Actual expenditure - Direct Allocations/RBIG</p> <p>Denominator:</p> <p>Budgeted Expenditure - Direct Allocations/RBIG</p>
<p>% Employee costs of total budget (annual)</p>	<p>4.5</p>	<p>Indicates the extent to which income is applied to the payment of personnel. Provides assurance that the proportion of personnel expenditure to total income is manageable and the impact of personnel cost increases on the overall budget is limited.</p> <p>Measurement detail:</p> <p>Numerator:</p> <p>Personnel Costs (The amount expended on employees, both part-time and full-time and which cost relates directly to the employment of personnel)</p> <p>Denominator:</p> <p>Total Income (Income from all sources, including loans and accumulated surpluses that may be used to defray any expenditure)</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
<p>Cost coverage ratio as per IDP regulations 2001 (annual)</p>	<p>4.6</p>	<p>This indicator measures the municipality's ability to meet at least its monthly fixed operating commitments.</p> <p>Calculation to determine Cost coverage:</p> <p>A = B+ C/D where;</p> <p>A = Cost Coverage</p> <p>B = Cash and cash equivalents available at period end</p> <p>C = Short term investments held at period end</p> <p>D = Monthly fixed operating expenditure (Expenditure that will be debited to the Income Statement for financial statement purposes in accordance with prescribed financial statement formats, excluding capital expenditure)</p> <p>100% coverage represents coverage of 3 months which indicates a good financial condition.</p>
<p>To obtain an Audit Report with No Other Matters</p>	<p>5.1</p>	<p>This Indicator measures good governance and compliance with legislation and will be evaluated and considered by the Auditor-General in determining his opinion and findings on Predetermine end Objectives, Compliance with the MFMA and Internal Controls. (Report on other legal and regulatory requirements)</p> <p>Clean Audit Report definition - The Municipality will strive to achieve an Unqualified Audit Report with no Other Matters.</p> <p>KPI is reported on retrospectively meaning that the targets relates to the 2012/13 Audit outcome.</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
% of Indirect Allocation spend on Community Participation	5.2	<p>% Reflecting actual expenditure/Planned expenditure</p> <p>Measurement detail:</p> <p>Numerator:</p> <p>Actual expenditure - Indirect Allocations (Public Participation)</p> <p>Denominator:</p> <p>Budgeted Expenditure - Indirect Allocations (Public Participation)</p>
# of quarterly Council meetings attended by one or more traditional leaders	5.3	This Indicator measures attendance of Traditional Leaders at Council meetings to reflect community involvement in Council affairs.
# of District MM Forum meetings held	5.4	This Indicator measures the number of Municipal Managers Forum meetings held to ensure coordination of district strategy implementation across the district.
Rating received from Provincial Treasury with regards to submitted IDP	6.1	<p>This Indicator measures the quality and credibility of the IDP as determined through the analysis process undertaken by National COGTA, Provincial COGTA and Provincial Treasury in line with the Credibility IDP Evaluation Framework.</p> <p>This Evaluation Framework is intended to serve as a tool to guide the crafting, design, improvement and assessment of a credible IDP. Core criteria to demonstrate municipal strategy, vision and compliance with both legislative and policy intent have been crafted to assist the assessors during the analysis process. This Framework is not intended to serve the purpose of a performance measurement tool, but rather a reference tool, or guideline, towards establishing the quality of a credible IDP.</p>
Review and update 2008 adopted Integrated Transport Plan and submit to Council for approval	6.2	<p>This indicator refers to the review and update of the existing Integrated Transport Plan approved by Council during the 2008 Financial Year.</p> <p>Measurement will be based on the submission of the updated Integrated Transport Plan to Council for approval.</p>
Review of District SDF to align with LM SDF's and include LUMS Framework and submission to Council for approval	6.3	The Spatial Development Framework (SDF) is an integral part of a Municipality's IDP. It represents the spatial expression of the Council's development vision, and should therefore be reviewed regularly to take into account changing circumstances. Council's existing SDF was adopted during 2009, and will be reviewed during the 2013/14 Financial Year to accommodate GSDM's Development Vision.

Key Performance Indicator	IDP Ref	Definition/Instruction
		Measurement will be based on the submission of the reviewed District SDF to Council for approval.
Development of an integrated Human Settlement Strategy and Land Audit	6.4	This Indicator refers to the development and approval of a Human Settlement Strategy and Land Audit. Measurement will be based on the development and submission of the Human Settlement Strategy to Council for approval.
Development of an Urban Renewal Strategy	6.5	The national Urban Renewal Programme (URP) is one of the two Presidential initiatives coordinated by the Department of Provincial and Local Government (the dplg). The other is the Integrated Sustainable Rural Development Programme (ISRDP). The State President announced the programmes in 2001, to alleviate poverty and underdevelopment in identified areas of urban and rural South Africa by ensuring the holistic development of these areas through the integration of the activities of the three spheres of Government. The measurement will be based on the development of a draft Urban Renewal Strategy during the 2013/14 Financial Year.

CHAPTER 6: GSDM STRATEGIES, SECTOR PLANS AND POLICIES

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 as per Section 26 of the MSA 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:

- Performance Management SFramework
- Spatial Development Framework 2009
- Skills Development Plan
- District LED Strategy
- Integrated Waste Management Plan (2006)
- Integrated Transport Plan
- District HIV/AIDS Plan
- Communication Plan
- Disaster Management Plan
- Integrated Water Services Development Plan

- Financial Management
- 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 they 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.

CHAPTER 7: GSDM BUDGET AND PROJECTS

7.1 MULTI YEAR BUDGETS COMPARISON

PROJECTS: MULTI YEAR BUDGETS COMPARISONS

DETAIL	Budget	Budget	Budget
	2014/2015	2015/2016	2016/2017
DEPARTMENT -OFFICE - EXE MAYOR			
MAYORAL EXCELLANCE AWARDS	600 000	600 000	600 000
MAYORAL IMBIZO'S	1 000 000	1 000 000	1 000 000
DONATIONS	200 000	200 000	200 000
CO-ORDINATION HIV AND AIDS	600 000	600 000	600 000
YOUTH DEVELOPMENT	300 000	300 000	300 000
WOMEN'S DEVELOPMENT CAPACITY	300 000	300 000	300 000
RELIGIOUS AFFAIRS(MORAL REGENA	100 000	100 000	100 000
OFFICE - RIGHTS OF THE CHILD	100 000	100 000	100 000
PEOPLE WITH DISABILITY	200 000	200 000	200 000
	3 400 000	3 400 000	3 400 000
DEPARTMENT - PLANNING & ECO DEV			
TRADITIONAL AFFAIRS / PROJECTS	1 000 000	1 000 000	1 000 000
LED, TOURISM AND AGRICULTURE	1 000 000	1 000 000	1 000 000
IDP - NEW AND UPDATE	350 000	350 000	350 000
REG SPORT FACILITIES PLANNING	500 000	500 000	500 000
CO - OPERATIVES	500 000	500 000	500 000
MUNICIPAL PLANNING SECTOR PLAN	200 000	200 000	200 000
RURAL AND AGRI DEVELOPMENT	1 200 000	1 200 000	1 200 000
REVENUE COLLECTION/DATA CLEANS	1 100 000	1 100 000	1 100 000
JOB CREATION - ALBERT LUTHULI	1 000 000	1 000 000	1 000 000
JOB CREATION - MSUKALIGWA	975 000	975 000	975 000
JOB CREATION - GOVAN MBEKI	650 000	650 000	650 000
JOB CREATION - MKHONDO	1 000 000	1 000 000	1 000 000
JOB CREATION - LEKWA	850 000	850 000	850 000
JOB CREATION - DIPALESENG	650 000	650 000	650 000
JOB CREATION - PIXLEY KA SEME	875 000	875 000	875 000
	11 850 000	11 850 000	11 850 000
DEPARTMENT - INFRA & TECH SERVICES			
UPDATE BULK WATER/SEWER REPORT	500 000	500 000	500 000
BULK WATER METERS	500 000	500 000	500 000
MANAGEMENT INFORMAT SYSTEMS	2 000 000	2 000 000	2 000 000
COMPREHENSIVE INFRASTRUC PLAN	500 000	500 000	500 000
ALLOCATION TO MUNICIPALITIES	53 252 620	52 500 000	52 500 000
RBIG PROJECTS	70 175 436	77 192 980	0
	126 928 056	133 192 980	56 000 000
DEPARTMENT - CORPORATE SEVICES			
BURSARIES	1 500 000	1 500 000	1 500 000
IT FOR THE REGION	300 000	300 000	300 000
CAPACITY BUILDING	1 000 000	1 000 000	1 000 000
COMMUNITY PARTICIPATION	1 000 000	1 000 000	1 000 000
	3 800 000	3 800 000	3 800 000
DEPARTMENT - COM & SOCIAL SEVICES			
CULTURE, SPORT & RECREATION	1 100 000	1 100 000	1 100 000

MUNICIPAL HEALTH & ENVIROMENT	950 000	950 000	950 000
GSCM MARATHON - ANNUAL EVENT	750 000	750 000	750 000
REG LIBRARY & INFORMATION SERV	650 000	650 000	650 000
	3 450 000	3 450 000	3 450 000
DEPARTMENT - FINANCIAL SERVICES			
EMERGENCY/CONTINGENCIES	500 000	500 000	500 000
OPERATION CLEAN AUDIT	5 000 000	5 000 000	5 000 000
	5 500 000	5 500 000	5 500 000
OFFICE OF THE MUNICIPAL MANAGER			
PROMOTION OF THE DISTRICT/COMM	1 800 000	1 800 000	1 800 000
	1 800 000	1 800 000	1 800 000
DEPARTEMENTAL ALLOCATION - HUMAN SETTLEMENT			
RURAL ROADS ASSET MAN SYSTEMS	2 063 000	2 133 000	0
ROAD MAITENANCE/ POTHOLE PROJECTS	2 000 000	0	0
DISASTER MANAGEMENT	750 000	750 000	750 000
	4 813 000	2 883 000	750 000

7.2 ADMINISTRATION OF ACT

ADMINISTRATION OF THE ACT: MULTI YEAR BUDGETS COMPARISONS

Detail	Budget 2014/2015	Budget 2015/2016	Budget 2016/17
<u>COUNCIL</u>			
Executive Mayor & Mayoral Committee	9 452 930	10 020 120	10 621 330
Speaker, Chief Whip & Councillors	6 995 370	7 415 090	7 859 990
Council Support	5 893 610	6 247 220	6 622 040
TOTAL: Council	22 341 910	23 682 430	25 103 360
<u>MUNICIPAL MANAGER</u>			
Municipal Manager	3 789 510	4 016 880	4 257 890
Internal Audit	6 112 500	6 479 240	6 867 990
TOTAL: Municipal Manager	9 902 010	10 496 120	11 125 880
<u>PLANNING & ECONOMIC DEVELOPMENT</u>			
Planning Services	8 471 180	8 979 450	9 518 210
IDP	1 113 830	1 180 640	1 251 500
TOTAL: Planning & Economic Development	9 585 010	10 160 090	10 769 710
<u>CORPORATE SERVICES</u>			
Building	24 178 300	25 628 990	27 166 730
IT	7 855 150	8 326 460	8 826 050
Legal	2 940 040	3 116 440	3 303 440
Human Resources	5 000 260	5 300 290	5 618 300
Administration	13 011 830	13 792 530	14 620 120
Communication, Marketing & Tourism	2 846 000	3 016 780	3 197 770
TOTAL: Corporate Services	55 831 580	59 181 490	62 732 410
<u>FINANCE</u>			
Finance	8 908 270	9 442 760	10 009 330

Supply Chain Management	7 484 720	6 606 960	7 003 390
Municipal Management & Support	1 388 650	1 471 970	1 560 280
Carwash	131 780	0	0
MSIG	934 000	967 000	1 000 000
TOTAL: Finance	18 847 420	18 488 690	19 573 000
<u>MUNICIPAL INFRASTRUCTURE & SERVICES</u>			
Planning, Implementation & Support	7 406 290	7 850 660	8 321 710
Infrastructure Maintenance	6 807 210	7 215 660	7 648 560
Water & Sanitation	8 550 530	9 063 560	9 607 390
TOTAL: Municipal Infrastructure & Services	22 764 030	24 129 880	25 577 660
<u>COMMUNITY & SOCIAL SERVICES</u>			
Community & Social Services	8 525 080	9 036 560	9 578 760
Municipal Health Services	13 892 690	14 726 260	15 609 800
TOTAL: Community & Social Services	22 417 770	23 762 820	25 188 560
<u>HUMAN SETTLEMENT & PUBLIC SAFETY</u>			
Human settlement	6 548 920	6 851 850	7 172 970
Disaster Management	8 290 770	8 788 210	9 315 490
TOTAL: Human Settlement & Public Safety	14 839 690	15 640 060	16 488 460
GRAND TOTAL	176 529 420	185 541 580	196 559 040

7.3 EXPENDITURE BREAKDOWN

Detail	Budget	Budget	Budget
	2014/2015	2015/2016	2016/2017
	R	R	R
Salaries and wages	87 673 270	92 861 230	98 432 920
Social Contributions	19 463 600	20 631 360	21 869 250
Councillor Allowances	12 412 850	13 157 630	13 947 090
Depreciation	18 745 970	19 870 720	21 062 970
Repair and Maintenance	4 221 460	4 381 750	4 554 650
Finance Cost	3 550 800	2 437 000	2 583 220
Contracted Services	1 910 000	2 024 600	2 146 080
General Expenditure	28 551 470	30 177 290	31 962 860
Total	176 529 420	185 541 580	196 559 040

7.4 FINANCING MULTIYEAR COMPARISON

Detail	Budget 2014/2015 R	Budget 2015/2016	Budget 2016/2017
Revenue			
Grants	-271 303 000	-276 530 000	-281 858 520
Interest on investments	-3 420 000	-3 625 200	-3 842 710
Income from tariffs	-1 500 000	-1 500 000	-1 500 000
Other income	-538 160	-520 950	-552 200
DWA funding - RBIG	-70 175 436	-77 192 980	
Contribution Accumulated Surplus	-4 133 880	-3 048 430	-6 355 610
Total Income	-351 070 476	-362 417 560	-294 109 040
Expenditure			
Allocations to Local Municipalities	53 252 620	52 500 000	52 500 000
RBIG Projects	70 175 436	77 192 980	0
Departmental Allocations	37 913 000	35 983 000	33 850 000
Administration of the Act	176 529 420	185 541 580	196 559 040
Donations	200 000	200 000	200 000
Capital Expenditure	13 000 000	11 000 000	11 000 000
Total Expenditure	351 070 476	362 417 560	294 109 040

7.1.5. CAPITAL BUDGET: MULTI YEAR BUDGETS COMPARISONS

Detail	Budget	Budget	Budget
	2014/2015	2015/2016	2016/17
	R	R	R
Regional Convention Centre			
Lab equipment	1 000 000	1 000 000	1 000 000
Disaster Centres	5 000 000	5 000 000	5 000 000
Vehicles/Construction Equipment	5 000 000	3 000 000	3 000 000
Office furniture and equipment	500 000	500 000	500 000
Computer equipment	1 500 000	1 500 000	1 500 000
Sub-Total	13 000 000	11 000 000	11 000 000

7.2 GSDM FLAGSHIP PROJECTS

PORTFOLIO: PLANNING AND ECONOMIC DEVELOPMENT

Priority Action/Project Description	Responsibility/Division	Cost Estimate	Outcome
Development Principle 1			
1.1. Chief Albert Luthuli Wind Energy Project	PED (LED)	R 00 000 (Subject to availability of funds)	4,5 & 8
1.2. Mkhondo Hydro Electrical power plant			
1.3. Power generation from Solid Waste through Gasification			
Development Principle 2			
2.1. Promotion of the use of the N11, N2/N17 corridors and to define the district's linkages with the East 3 route initiative and the overall Lebombo Spatial Development Initiative	PED (LED and Tourism)	R 00 000 (Subject to availability of funds)	4,5 & 8
2.2. Promoting LED, Agriculture and Tourism attraction on district's rich heritage relating to the liberation struggle: Local artists, Agriculture and LED potential (SMME Fair, Jazz and Apple Festivals)	PED (LED and Tourism)	R 200 000	4,5 & 8
2.3. Branding and signage of tourism routes (Heritage and Tourism Corridors)	PED (LED and Tourism)	R 00 000 (Subject to availability of funds)	4,5 & 8
2.4. Identify district economic development projects flowing from the development of the Eskom rail line between Ermelo and Amajuba and the Ermelo/Swaziland rail line	PED (LED and Tourism)	R 200 000	4 & 5
2.5. Reviewing/Updating the DITP to align with recently promulgated NLTA and take account of new developments in the GSDM as	PED (PED Transport Planning) PED (PED Transport Planning, LED and	R 1 000 000	4 & 6

well as for use by LMs who do not have LITPs of their own	Tourism)		4,5 & 6
2.6. Finalise feasibility study and Action Plan for the Regional Anchor projects (including specialised studies)	PED (Planning)	R 200 000	2
2.7. Regional Sport Facility Planning (Action Plan)		R 500 000	
Development Principle 3			
3.1. Support for LMs LED and Tourism Programmes including Development of Strategies/Frameworks which incorporate all tourism related proposals contained in the District	PED (LED and Tourism)	R 1 100 000	4,5 & 6
Development Principle 4			
N/A			
Development Principle 5			
5.1. Implement farming support programmes for all successful land claims in the GSDM	PED (LED - Agric and Rural Development)	R 1 200 000	7
5.2. Finalise feasibility study and action plan for the Bio - Diesel project	PED (LED - Agric and Rural Development)	R 00 000 (Subject to availability of funds)	7
Development Principle 6			
N/A			
Development Principle 7			
7.1. Establish District Planners forum to assess development, mining licence applications and other Environmental Impact Issues (and comment on these) in line with the requirements of the proposed NEMA and Environmental Management Plan (EMP) on all major development and prospecting applications in GSDM	PED (Spatial Environmental Planning)	MHS/INHOUSE	9
Development Principle 8			
N/A			
Development Principle 9			
9.1. Identify Priority Nodes Strategic Development Areas per municipality/town (1 per LM) with Potential and affected by Urban	PED (Spatial Planning)	R 500 000	4, 9 & 12

Blight/ decay for Urban renewal programmes including recommendations/possible solutions			
Development Principle 10			
10.1. Compilation of Database of all unproclaimed Townships in LMs as first step towards unblocking of bottlenecks/stalling of township proclamation and making recommendation on feasible solutions	PED (Spatial Planning)	R 300 000	4, 9 & 12
10.2. Development of an Integrated Human Settlement Strategy and Land Audit for GSDM	PED (Spatial Planning)	R750 000	4, 9 & 12
10.3. Review District SDF to align with recent Local SDFs and include in LUMS Framework for GSDM	PED (Spatial Planning)	R550 000	4, 9 & 12
10.4. Develop Land Use Application Procedure Manual for use by GSDM LMs to streamline and standardise preparation, submission and processing of statutory Land Use applications in the District	PED (Spatial Planning)	R 00 000 (Subject to availability of funds)	4, 9 & 12
10.5. Compilation and Co-ordination of the IDP (Printing, designing, Technical and Stakeholder Participation, Municipal Planning and Alignment Indaba)	PED (IDP)	R 550 000	
10.6. Revenue Collection and Data cleansing:	PED (GIS)	R 1 000 000	6
<ul style="list-style-type: none"> • Network Hardware link: To have a constant link with all GSDM LMs • Software Link: Different database sets at LMs, Financial Geographic Information and Project data and services • Compiling Mapping Services: Extract Data from LMs and Data verification Field Projects 			
11. Other consultations and Fora meetings			
11.1. LED, Agric and Tourism Forum meetings	PED (LED - Agric and Rural Development)	R 15 000	9
11.2. Planners Forum meetings	PED (Spatial Planning)	R 15 000	

11.4. Ad hoc IGR meetings	PED	R 5 000	

PORTFOLIO: CORPORATE SERVICES

NO.	PROGRAMME	PROJECT DESCRIPTION	OUTCOME	COST ESTIMATE
1	Bursaries	To support deserving learners within the GSDM with studies at tertiary level. The studies to be undertaken in learning areas that are relevant to the needs of the communities within the districts. Learning Areas which include the following: Engineering, Administration, Municipal Health, Community Services and Agriculture.	5	R 1 500 000
2	Capacity Building Community Participation	Training of councillors: workshops, conferences and seminars aimed at keeping the Office Bearers and Councillors up to date with the Local Government Trends Public consultations include 2 Izimbizo's, 7 IDP/Budget Consultations and IGR Related Projects	12	R 2 000 000
3	IT for the Region	1. Assistance offered to local municipalities to attain a clean audit by 2014 with respect to IT systems and in terms of the Distinct ICT Forum 2. Establishment of Wide Area and Data communications with Disaster centres in Dipaleseng and Mkhondo	3, 9 and 12	R 300 000
4	Promotion of the District	The GSDM has the responsibility to promote the district through involvement of communities within the District. This will be done through branding of events, promotional material, adverts and notices, annual printing of calendars, diaries etc		R 1 800 000

PORTFOLIO: FINANCIAL SERVICES

NO.	PROGRAMME	PROJECT DESCRIPTION	OUTCOME	COST ESTIMATE
1	Operation Clean Audit	The GSDM is obliged to assist the 7 LMs in terms of ensuring that they obtain a Clean Audit by the year 2015 which is a Cabinet Mandate. Hence the District has to commence immediately with a Multi-Year Turn Around Strategy Programme.	9	R 5 000 000
2	Emergency Contingencies	This vote may be used in exceptional circumstances in terms of events that may occur as a result of disasters or unnatural activities . Futher, should there be any request from Local Municipalities in terms of emergencies the District may be obliged to assist	9	R 500 000

PORTFOLIO: CSS (MUNICIPAL HEALTH SERVICES)

Priority Action/Project Description	Responsibility/Division	Cost Estimate	Outcome
Development Principle 1			
<p>1.1. Establishment and support of environmental conservation clubs [capacity building /MHS];</p> <p>1.2. Promotion and support of air quality management plans programs and projects to reduce air pollution; [Air quality management]</p> <p>1.3. Waste reduction through recycling, re-use ,recovery, projects and programs; [waste management / job creation]</p> <p>1.4. Review of integrated waste management plans; [IWMP]</p> <p>1.5. Environmental protection through projects of removal of alien and invasive plants; [working for water / job creation]</p> <p>1.6. Water conservation through revival and clearing of wetlands [working for water];</p> <p>1.7. Rehabilitation of waste disposal sites projects through establishment of community parks; [pollution control]</p> <p>1.8. Soil rehabilitation and conservation through cleanup projects; [pollution control / job creation]</p> <p>1.9. Promotion and conservation of bio- diversity through expansion of conservation / revival, development of parks and protected areas; [protection of environment / job creation]</p> <p>1.10. Promotion and support of renewable energy programs and projects; [Air quality management]</p> <p>1.11. Promotion and support of climate change and greenhouse gases reduction programs and projects; [Air quality management / job creation]</p> <p>1.12. Environmental Pollution prevention and rehabilitation of the environment through elimination of illegal waste dumping areas, land reclamation , clean up of water sources, and greening projects; [protection of environment /job creation]</p>	<p>CSS (MH&ES)</p> <p>CSS (MH&ES)</p> <p>CSS (MH&ES)</p> <p>CSS (MH&ES)</p> <p>CSS (MH&ES)</p> <p>CSS (MH&ES)</p> <p>CSS (MH&ES)</p> <p>CSS (MH&ES)</p> <p>CSS (MH&ES)</p> <p>CSS (MH&ES)</p> <p>CSS (MH&ES)</p> <p>CSS (MH&ES)</p> <p>CSS (MH&ES)</p> <p>CSS (MH&ES)</p> <p>CSS (MH&ES)</p> <p>CSS (MH&ES)</p> <p>CSS (MH&ES)</p>	<p>R 10 000 000</p> <p>(Subject to availability of funds)</p>	<p>4,5 & 8</p>

Development Principle 3			
3.1. Support for LMs development of community parks and eco-centres aimed at supporting leisure, education and outdoor tourism initiatives, through rehabilitation of landfill sites, revival and redevelopment of open spaces and parks; 3.2 Support of LM development and revival of wetlands, main rivers and streams to support Bio –diversity as tourism nodes;	CSS (MH&ES)	R 4 000 000 (Subject to availability of funds)	4,5 & 6
Development Principle 5			
5.1. Rehabilitation of polluted land and landfill sites to promote community farming programs within township and urban areas;	CSS (MH&ES) & PED (LED - Agric and Rural Development)	R 300 000 (Subject to availability of funds)	7
Development Principle 6			
6.1 Support and promote development of waste recycling / reclamation centres / buy – back centres / sorting facilities;	CSS (MH&ES)	R 3 000 000 (Subject to availability of funds)	
Development Principle 7			
7.1. improve access of ME&E services to rural communities [food control / water quality / waste management /pollution control]	CSS (MH&ES)	R 500 000 (Subject to availability of funds)	9
Development Principle 8			
8.1 Support implementation of Environmental Management Framework / Integrated waste management and Air quality management plans approved by the district.	CSS (MH&ES)	R 25 000 000 (Subject to availability of funds)	
11. Other consultations and Fora meetings			

11.1. Food Control Forum meetings	CSS (MH&ES)	R 15 000	9
11.2. Environmental Health Practitioners Forum meetings	CSS (MH&ES)		
11.4. Air Quality Stakeholders Forum meetings	CSS (MH&ES)	R 15 000	
11.5 Air Quality Authorities Forum meetings	CSS (MH&ES)	R 5 000	
11.6 Outbreak response Forums meeting	CSS (MH&ES)		
11.7 Waste management Forum meeting	CSS (MH&ES)		

7.3 GSDM ALLOCATION - PROPOSED PROJECTS 2014/2015

ANNEXURE A - 1: CHIEF ALBERT LUTHULI - DRAFT BUDGET

ANNEXURE A - 1: CHIEF ALBERT LUTHULI - DRAFT BUDGET

GSDM No.	LOCALITY	Project Description	Phase no:	2014/15	2015/16	Comments
	MUNICIPALITY: ALBERT LUTHULI					
8/2010	Silobela	Silobela Sewer Reticulation		1 000 000		ion project
14/2013	All	Refurbishment of Stadiums		0		Draft Budget - Continuation project
	All	Operations & Maintenance		0	4 000 000	Draft Budget - Request from LM's in terms of Section 88 of Municipal Structures A
	All	Water Quality Testing - Blue & Green Drop		300 000	400 000	Draft Budget - Water Co-operation Agreement
	All	Sanitation (VIPs)		1 000 000	2 500 000	Draft Budget - New project
	All	New Boreholes		1 000 000	1 500 000	Draft Budget - New project
49/2010	Eerstehoek & Ekulindeni	Regional Bulk Infrastructure (Funding DWA, GSDM & MIG)		500 000	2 000 000	Draft Budget - Continuation project
50/2012	Empuluzi, Methula & Lusushwane	Regional Bulk Infrastructure (Funding DWA, GSDM & MIG)		500 000	3 000 000	Draft Budget - Continuation project

	GRAND TOTAL			4 300 000	13 400 000	
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ANNEXURE A - 2: DIPALESENG - DRAFT BUDGET

GSDM No.	LOCALITY	Project Description	Phase no:	2014/15	2015/16	Comments
	MUNICIPALITY: DIPALESENG					
	Balfour	Upgrading of Roads		0	3 000 000	Draft Budget - New project
	Siyathemba	Upgrading of Roads		0	3 000 000	Draft Budget - New project
	Greylingstad	Upgrading of Roads		0	3 000 000	Draft Budget - New project
55/2013	Balfour	Purchase of land for Cemetery		0		Draft Budget - Continuation project
29/2012	Siyathemba	Upgrade Sport Facility		1 000 000	0	Draft Budget - Continuation project
51/2010	Balfour / Siyathemba / Greylingstad, Willemsdale, Nthortwane	Regional Bulk Infrastructure (Funding DWA, GSDM & MIG)		2 000 000	3 000 000	Draft Budget - Continuation project
	All	Operations & Maintenance Support		0	2 000 000	Draft Budget - Request from LM's in terms of Section 88 of Municipal St
	All	Water Quality Testing - Blue & Green Drop		300 000	400 000	Draft Budget - Water Co-operation Agreement
	GRAND TOTAL:			3 300 000	14 400 000	

ANNEXURE A - 3: GOVAN MBEKI - DRAFT BUDGET

GSDM No.	LOCALITY	Project Description	Phase no:	2014/15	2015/16	Comments
	MUNICIPALITY: GOVAN MBEKI					
12/2011	Bethal / Emzinoni	Bethal Electricity Refund (Upgrading Medium Voltage Network)		0	3 000 000	Draft Budget - Request from LM to Implement through exi
	All	Upgrading of Sport Facilities		2 000 000		Draft Budget - Continuation project
	All	Operations & Maintenance Support		0	2 000 000	Draft Budget - Request from LM's in terms of Section 88 o
	All	Water Quality Testing - Blue & Green Drop		300 000	350 000	Draft Budget - Water Co-operation Agreement
87/2013	Embalenhle	Sewer Network Reticulation Upgrade - Embalenhle x 16, 18, 19 & 20		2 000 000	4 000 000	Draft Budget - Request from LM to Implement through exi
	Embalenhle	Construction of Roads		0	0	Draft Budget - New project
	All	New Boreholes		1 000 000	1 500 000	Draft Budget - New project
	GRAND TOTAL:			5 300 000	10 850 000	

ANNEXURE A - 4: LEKWA - DRAFT BUDGET

GSDM No.	LOCALITY	Project Description	Phase no:	2014/15	2015/16	Comments
	MUNICIPALITY: LEKWA					
29/2007	Standerton/Sakhile	Rising main between WTW & Old Standerdskop Reservoir - Ph 2		1 000 000	0	Draft Budget - Continuation project
15/2009	Standerdskop	Construction of 10 ML Reservoir		0	0	
77/2012	Eersgevonden, Thuthuka, Alfa, Racebult, Morgenzon	Refurbishment of Bulk Infrastructure		500 000	0	Draft Budget - Continuation project
78/2012	Standerton, Sakhile, Meyerville, Standerdskop	Regional Bulk Infrastructure		0	0	Draft Budget - Continuation project
	All	Operations & Maintenance Support		1 000 000	4 000 000	Draft Budget - Request from LM's in terms of Section 88 of Municipality
	All	Water Quality Testing - Blue & Green Drop		300 000	450 000	Draft Budget - Water Co-operation Agreement
	All	Sanitation (VIPs)		1 000 000	2 500 000	Draft Budget - New project
	All	New Boreholes		1 000 000	1 500 000	Draft Budget - New project
	Sakhile	Replacement of Sewer Pipes		0	0	Draft Budget - Continuation project
	GRAND TOTAL:			4 800 000	8 450 000	

ANNEXURE A - 5: MKHONDO - DRAFT BUDGET

GSDM No.	LOCALITY	Project Description	Phase no:	2014/15	2015/16	Comments
	MUNICIPALITY: MKHONDO					
24/2010	Amsterdam	Construction of Roads		0	0	N/A
22/2010 52/2012	Eziphunzini	Ezphunzini New Link Road		0		N/A
33/2007 53/2012	Driefontein	Upgrading of Water treatment Works		0		N/A
55/2012	Driefontein	Construction of Driefontein STP - Feasibility Study and Planning		0	6 000 000	Draft Budget - Continuation project
79/2012	Dirkiesdorp, KwaNgema West, Mabola	Regional Bulk Infrastructure			0	N/A
80/2012	Driefontein, Donkerhoek, Nkosanati, Lindelani, Mashambisami, Mkhize Village, Panbult, Iswepe.	Regional Bulk Infrastructure		752 620	2 000 000	Draft Budget - Continuation project
81/2012	Madunduluza Cross Border Scheme Connector to - Simdlangentsha Central Regional Water Supply Scheme	Regional Bulk Infrastructure		500 000	1 000 000	Draft Budget - Continuation project
	All	Operations & Maintenance Support		0	4 000 000	Draft Budget - Request from LM's in terms of Section 88 of Mun
	All	Water Quality Testing - Blue & Green Drop		400 000	600 000	Draft Budget - Water Co-operation Agreement

	All	Installation of VIP's		1 000 000	2 500 000	Draft Budget - New project
	All	New Boreholes		1 000 000	1 500 000	Draft Budget - New project
	Piet Retief	Piet Retief - Sewer Treatment Plant		0	0	N/A
	Piet Retief	Construction of Roads - Kotze Street		0	3 000 000	Draft Budget - New project
157/2013	Dirkiesdorp	Construction of 2 ML Concrete Reservoir in Dirkiesdorp		3 000 000	0	Draft Budget - Continuation project
	GRAND TOTAL:			6 652 620	20 600 000	

ANNEXURE A - 6: MSUKALIGWA - DRAFT BUDGET

GSDM No.	LOCALITY	Project Description	Phase no:			Comments
				2014/15	2015/16	
	MUNICIPALITY: MSUKALIGWA					
	Wesselton/Khayelisha	Installation of Toilet Structures		3 000 000	0	Draft Budget - New project
64/2012	Wesselton Extension 5	Road Upgrade (Paving)		0	1 800 000	Draft Budget - Continuation project
52/2010	Ermelo / Wesselton, Breyten / Chrissiesmere, Lothair, Sheepmore	Regional Bulk Infrastructure (Funding DWA, GSDM & MIG)		7 700 000	2 000 000	Draft Budget - Request from LM's in terms Structures Act.
	Sheepmoor	Regional Bulk Infrastructure (Funding DWA, GSDM & MIG)		500 000	1 000 000	Draft Budget - New project
32/2011	Wesselton/Khayelisha	Water Reticulation in Khayelisha		0	0	Draft Budget - Continuation project
	All	Operations & Maintenance Support		0	5 000 000	Draft Budget - Request from LM's in terms Structures Act.

	All	Water Quality Testing - Blue & Green Drop		300 000	400 000	Draft Budget - Water Co-operation Agreement
	All	Sanitation (VIPs)		1 000 000	2 500 000	Draft Budget - New project
	All	New Boreholes		1 000 000	1 500 000	Draft Budget - New project
	Ermelo	Upgrading of GSDM entrance and Morgenzon Road		2 000 000	2 000 000	Draft Budget - New project
	GRAND TOTAL:			15 500 000	16 200 000	

ANNEXURE A - 7: DR PIXLEY KA ISAKA SEME - DRAFT BUDGET

GSDM No.	LOCALITY	Project Description	Phase no:			Comments
				2014/15	2015/16	
	MUNICIPALITY: DR PIXLEY KA ISAKA SEME					
24/2011	Amersfoort	Amersfoort Water Treatment Plant		0	0	Draft Budget - Continuation project
33/2011	Vukuzakhe	Vukuzakhe Sewer Treatment Plant		0	12 000 000	Draft Budget - Continuation project
124/2013	Amersfoort	Amersfoort Waste Water Treatment Plant and Sewer Reticulation		11 000 000		Draft Budget - Continuation project
82/2012	Daggakraal	Regional Bulk Infrastructure		0	2 000 000	Draft Budget - Continuation project
	All	Operations & Maintenance Support		0	4 000 000	Draft Budget - Request from LM's in terms Structures Act.
	All	Sanitation (VIPs)		0	2 500 000	Draft Budget - New project
	All	New Boreholes		0	1 500 000	Draft Budget - New project

23/2011	Amersfoort	Upgrade of Bulk Supply line from Amersfoort WTW to Amersfoort Reservoir		2 000 000	0	Draft Budget - Continuation project
	All	Water Quality Testing - Blue & Green Drop		400 000	600 000	Draft Budget - Water Co-operation Agreement
	GRAND TOTAL:			13 400 000	22 600 000	

7.4. SECTOR PROJECTS 2014/2015

DEPARTMENT OF PUBLIC WORK AND TRANSPORT

Project Name	Municipality	Project Beneficiary/Ward	Project Objective	Key Performance Indicator	2013/14 Budget R'000
New Bridge M6535 ("Bridge 1") on D622 (Eskom designed) (at km 21.4)	Govan Mbeki	Wards: 3, 10 & 15	Construction of new bridge	Project completed within agreed time period and budget	21 556
Design Review: Selective Rehabilitation of Coal Haul Road P26/4 between Ermelo and Breyten (19.5km)	Msukaligwa	Wards: 9 & 13	Review Design for Selective Rehabilitation of Coal Haul Road	Project completed within agreed time period and budget	30 880
Design: Selective Rehabilitation of Coal Haul Road P30/3 between Tutuka Power Station and Standerton (16.1km) (km 22.5 - 38.6)	Lekwa	Ward 2	Design: Selective Rehabilitation of Coal Haul Road	Project completed within agreed time period and budget	52 716

Project Name	Municipality	Project Beneficiary/Ward	Project Objective	Key Performance Indicator	2013/14 Budget R'000
Upgrading of Rural Access Road D2964 between Diepdale and Swaziland border (9,2km) (EPWP)	Albert Luthuli	Ward 1	Upgrading of Rural Access Roads	Project completed within agreed time period and budget	4 741
Upgrading of a Rural Access Road D281 between Volksrust and Daggakraal (12.42km)	Pixley ka Seme	Wards: 4 & 11	Upgrading of Rural Access Roads	Project completed within agreed time period and budget	5 253
Design: Upgrade Projects (Combined multi-year)	All	N/A	Design for Upgrade Projects	Projects completed within agreed time period and budget	3 000

Project Name	Municipality	Project Beneficiary/Ward	Project Objective	Key Performance Indicator	2013/14 Budget R'000
Reconstruction of a Flood Damaged Culvert on Road P168 / 1 between Ermelo and Lothair	Msukaligwa	Wards: 12, 15 & 18	Reconstruction of Flood Damaged Culvert	Project completed within agreed time period and budget	477
Rehabilitation of Coal Haul Road P53/2 between Leandra and Standerton (P90/1)(30km)	Lekwa	Ward 9	Rehabilitation of Coal Haul Road	Project completed within agreed time period and budget	8 759

Project Name	Municipality	Project Beneficiary/Ward	Project Objective	Key Performance Indicator	2013/14 Budget R'000
Design Review: Selective Rehabilitation of Coal Haul Road P26/4 between Ermelo and Breyten (19.5km)	Msukaligwa	Wards: 9 & 13	Review Design of Selective Rehabilitation of Coal Haul Road	Project completed within agreed time period and budget	30 880
Design: Rehabilitation of Road D481 between Embuleni Hospital towards Ekulindeni (Phase 1) (12km)	Albert Luthuli	Wards: 10,19 & 24	Design for Rehabilitation of road	Projects completed within agreed time period and budget	73 530
Design: Rehabilitation of Provincial roads (Combined multi-year)	All	All	Design for Rehabilitation of Provincial roads	Projects completed within agreed time period and budget	15 000
Design: Rehabilitation of Coal Haul roads (Combined multi-year)	All	All	Design for Rehabilitation of Coal Haul roads	Projects completed within agreed time period and budget	8 000

Rehabilitation of Coal Haul Roads (Combined multi-year)	All	All	Rehabilitation of Coal Haul Roads	Projects completed within agreed time period and budget	94 775
Patching	All	All	Maintenance and repairs	Projects completed within agreed time period and budget	55 000
Side drain maintenance	All	All	Maintenance and repairs	Projects completed within agreed time period and budget	3 000

Project Name	Municipality	Project Beneficiary/Ward	Project Objective	Key Performance Indicator	2013/14 Budget R'000
Shoulder maintenance	All	All	Maintenance and repairs	Projects completed within agreed time period and budget	8 000
Road signs	All	All	Maintenance and repairs	Projects completed within agreed time period and budget	12 000
Culvert maintenance	All	All	Maintenance and repairs	Projects completed within agreed time period and budget	5 000
Guardrails	All	All	Maintenance and repairs	Projects completed within agreed time period and budget	4 000
Road marking & Road studs	All	All	Maintenance and repairs	Projects completed within agreed time period and budget	11 000
Distance (km) markers	All	All	Maintenance and repairs	Projects completed within agreed time period and budget	1 200

Project Name	Municipality	Project Beneficiary/Ward	Project Objective	Key Performance Indicator	2013/14 Budget R'000
Grass cutting	All	All	Maintenance	Projects completed within agreed time period and budget	4 000
Weed control	All	All	Maintenance	Projects completed within agreed time period and budget	3 000
Grading	All	All	Maintenance	Projects completed within agreed time period and budget	30 000
Fencing	All	All	Maintenance	Projects completed within agreed time period and budget	2 500
Gabions	All	All	Maintenance	Projects completed within agreed time period and budget	2 500

Project Name	Municipality	Project Beneficiary/Ward	Project Objective	Key Performance Indicator	2013/14 Budget R'000
Fire Breaks	All	All	Maintenance	Projects completed within agreed time period and budget	4 000
Emergency Patching and Special Maintenance of Coal Haul roads in Gert Sibande District	Gert Sibande District	All	Maintenance	Project completed within agreed time period and budget	25 000
Rehabilitation of Bridges - Gert Sibande	Gert Sibande	All	Rehabilitation of Bridges	Projects completed within agreed time period and budget	1 000
Cleaning of road reserves	All	All	Maintenance	Projects completed within agreed time period and budget	3 000
Road maintenance projects through special labour intensive methods, (EPWP) - Gert Sibande	Gert Sibande	All	Road Maintenance	Projects completed within agreed time period and budget	15 000
Road maintenance projects through special labour intensive methods - Siyatentela CRDP for selected Municipalities (Combined project)	All	All	Maintenance	Projects completed within agreed time period and budget	10 000

Project Name	Municipality	Project Beneficiary/Ward	Project Objective	Key Performance Indicator	2013/14 Budget R'000
Procure construction equipment and vehicles - Gert Sibande District	Mkhondo	All	Road Maintenance and repairs	Project completed within agreed time period and budget	5 000
Municipal Support (Multi-year)	All	All	Municipal Support	Project completed within agreed time period and budget	35 000
Reseal (preventive maintenance) of Coal Haul Roads (All projects)	Various	Various	Road Maintenance	Project completed within agreed time period and budget	81 381
Reseal (preventive maintenance) of NON-Coal Haul Roads (All projects)	Various	Various	Road Maintenance	Project completed within agreed time period and budget	63 000

Project Name	Municipality	Project Beneficiary/Ward	Project Objective	Key Performance Indicator	2013/14 Budget R'000
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Regraveling (preventive maintenance) of Gravel Roads (All projects)	Various	Various	Road Maintenance	Project completed within agreed time period and budget	30 000
Capex PMU (Coal Haul Roads portion of total PMU)	Various	Various	Planning and Programme Management	Project completed within agreed time period and budget	12 000
Capex PMU (incl previous CHIM) - Adding Technical capacity & support to internal staff to ensure adequate Programme Management	All	All	Planning and Programme Management	Project completed within agreed time period and budget	16 880

Project Name	Municipality	Project Beneficiary/Ward	Project Objective	Key Performance Indicator	2013/14 Budget R'000
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Updated Road Network Management System (RAMS and sub-systems)	All	All	Planning and Programme Management	Project completed within agreed time period and budget	10 000
Road Sign Implementation Technical Support	All	All	Planning and Programme Management	Project completed within agreed time period and budget	1 800
Develop and Implement Maintenance Management System (MMS)	All	All	Planning and Programme Management	Project completed within agreed time period and budget	6 000
Yellow Fleet Maintenance	All	All	Planning and Support	Project completed within agreed time period and budget	12 000

Project Name	Municipality	Project Beneficiary/Ward	Project Objective	Key Performance Indicator	2013/14 Budget R'000
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Technical Support for S'hamba Sonke Programme	All	All	Planning and Programme Management	Project completed within agreed time period and budget	10 000
Daggakraal 2 Culvert bridge	Pixely Ka Seme	Ward 9	Construction of Culvert bridge	Project completed within agreed time period and budget	6 000
Avontuur footbridge	Albert Luthuli	Ward 18	Construction of footbridge	Project completed within agreed time period and budget	7 000
Donkerhoek foot bridge	Mkhondo	Ward 2	Construction of footbridge	Project completed within agreed time period and budget	5 000

Project Name	Municipality	Project Beneficiary/Ward	Project Objective	Key Performance Indicator	2013/14 Budget R'000
Libraries	Albert Luthuli	Glenmore	To increase access to libraries for all communities through construction of new library facilities	Library construction completed	R8 392
	Msukalikwa	Thusiville dual purpose library		Library construction completed	R4 000
	Dr Pixley ka Isaka Seme	Daggakraal		Planning and scoping initiated and construction to resume 2015/16	R550
Heritage Statue	Mkhondo	To be confirmed	To preserve history and heritage of the Liberation Struggle As part of the Liberation Heritage Route projects that is aimed at honoring heroes and heroines of the liberation struggle, the Sol Mkhize statue will be erected and unveiled	Number of monuments established in honor of heroes and heroines of the liberation struggle	R3 100

Project Name	Municipality	Project Beneficiary/Ward	Project Objective	Key Performance Indicator	2013/14 Budget R'000
Sport and	1x Dipaliseng	To be confirmed	These are facilities established in communities to give	Number of Sport and	R933

Recreation Combo Courts			access to sport and recreation activities, to promote and encourage communities participation	Recreation combo courts established	
	2x Dr Pixley kalsaka Seme	To be confirmed		Number of Sport and Recreation combo courts established	R1 866

DEPARTMENT OF HEALTH 2014/15 PROJECTS

Project name	Municipality	Project beneficiaries	Project objectives	Key performance indicators	Period	2014/15 budget Allocation (Annual) R'000
SINQOBILE CHC: Construction of new CHC and 2x2 accommodation units	Dr Pixley Ka Seme	Community	Construction of new CHC and 2x2 accommodation units	CHC and 2x2 accommodation units constructed	24 Sep 13 to 1 Jul 14	9,364
WAKKERSTROOM CHC: Construction of a new CHC and accommodation units	Dr Pixley Ka Seme	Community	WAKKERSTROOM CHC: Construction	CHC constructed	1 Nov 11 to 30 June 14	4,174
CAROLINA HOSPITAL: Construction of Admin Block, OPD, Pediatric ward and extension of theatre	Msukaligwa	Community	Construction of Admin Block, OPD, Pediatric ward and extension of theatre	Admin Block, OPD, Pediatric ward and extension of theatre constructed	1 Apr 14 to 31 Mar 15	14,727

Project name	Municipality	Project beneficiaries	Project objectives	Key performance indicators	Period	2014/15 budget Allocation (Annual)
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						R'000
ERMELO HOSPITAL: Construction of a Orthopedic workshop	Msukaligwa	Community	Construction of a Orthopedic workshop	Workshop constructed	1 Apr 11 to 1 May 14	17,898
ERMELO HOSPITAL: Renovation of male, female and ophthalmic surgical wards	Msukaligwa	Community	Renovation of male, female and ophthalmic surgical wards	wards renovated	28 Apr 13 to 5 Dec 14	10,700
ERMELO HOSPITAL: Construction of new stores, linen room and demolition of old hospital	Msukaligwa	Community	Construction of new stores, linen room and demolition of old hospital	new stores, linen room constructed	1 Dec 13 to 30 Sep 16	18,301

Project name	Municipality	Project beneficiaries	Project objectives	Key performance indicators	Period	2014/15 budget Allocation (Annual) R'000

STANDERTON HOSPITAL: Completion of new structure	Lekwa	Community	Completion of new structure	new structure completed	1 Apr 12 to 30 Aug 14	9,826
PIET RETIEF HOSPITAL: Construction of M2 Mortuary	Mkhondo	Community	Construction of M2 Mortuary	M2 Mortuary constructed	21 Nov 11 to 1 May 14	7,920

NDOH will construct 5 new CHC in NHI pilot district of Gert Sibande District

Nhlazathse 6 (Chief Albert Luthuli)

Mkhondo

Msukwaligwa

Vukuzakhe (Pixley ka Seme)

Balfour – Mini Hospital (Dipaleseng)

Project Name	Municipality	Locality/Area	Description	Budget (R'000)
Gert Sibande Apple Orchards	Dr Pixley Ka Seme, Msukaligwa	Amersfoort	Apple Orchard. Fruits	5,500
Gert Sibande Livestock/Fencing	Pixley, Mkhondo, Chief Albert Luthuli		Construction of Livestock basic handling facilities	2,500
Mkhondo Pilot Site	Mkhondo	All Wards	Water Reticulation of gardens, Spring Development and Food Gardens	6,400
Jabulani Agri- Village	Mkhondo		Provision of water, fencing and livestock facilities	3,500
Water Development	DPLM, DPKSLM, CALM, MLM	All CRDP Wards	Siting, drilling, testing and equipping of Boreholes and water reticulation	2,402
NCOP Vegetable Projects	MLM and CALM		Construction of Admin and Ablution facilities and shade nets. Vegetables	2,200
Ntusi Dairy	Mkhondo		Development of 600 cow dairy	6,500

Project Name	Municipality	Locality/Area	Description	Budget (R'000)
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Nkalani Drifter	Chief Albert Luthuli		Low water bridge	800
Mushroom Projects	Dipaleseng & Govan Mbeki		Operationalising mushroom production facilities with mentor Vegetable	800
Gert Sibande				31,000

DEPARTMENT OF SOCIAL DEVELOPMENT PROJECTS(2014/15 INFRASTRUCTURE)

Project Name	Municipality	Beneficiary / Ward	2014/15 Budget Allocation (annual) R
Amsterdam Branch office	Gert-Sibande	Amsterdam	12 555
Glenmore Branch office	Gert-Sibande	Glenmore	1 150
Early Childhood Development Centre	Gert Sibande	Children 0-5	24 013