

GERT SIBANDE DISTRICT MUNICIPALITY



GSDM FINAL IDP

2016/17

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ACRONYMS

ABET	ADULT BASED EDUCATION AND TRAINING(36)
ABSA	AMALGAMATED BANKS OF SOUTH AFRICA
AIDS	ACQUIRED IMMUNE DEFICIENCY SYNDROME
ASGISA	ACCELERATED SHARED GROWTH INITIATIVE SOUTH AFRICA
BEE	BLACK ECONOMIC EMPOWERMENT
BBBEE	BROAD BASED BLACK ECONOMIC EMPOWERMENT
CASP	COMPREHENSIVE AGRICULTURAL SUPPORT PROGRAMME
CBD	CENTRAL BUSINESS DISTRICT
CBO'S	COMMUNITY BASED ORGANISATIONS
CDW's	COMMUNITY DEVELOPMENT WORKERS
CETA	CONSTRUCTION EDUCATION AND TRAINING AUTHORITY
CFO	CHIEF FINANCIAL OFFICER
CHBC	COMMUNITY HOME BASE CARE
CIP	COMPREHENSIVE INFRASTRUCTURE PLAN
CMIP	CONSOLIDATED MUNICIPAL INFRASTRUCTURE PROGRAMME
CPMU	CENTRALISED PROJECT MANAGEMENT UNIT
CPTR	CURRENT PUBLIC TRANSPORT RECORD
CPD	CONTINUOUS PROFESSIONAL DEVELOPMENT
CRDP	COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME
CSS	COMMUNITY SOCIAL SERVICES
DACs	DISTRICT AIDS COUNCILS
DARDLA	DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT AND LAND ADMINISTRATION
DBSA	DEVELOPMENT BANK OF SOUTH AFRICA
DCOGTA	DEPARTMENT OF CORPORATIVE GOVERNMENT AND TRADITIONAL AFFAIRS
DED	GERMAN DEVELOPMENT SERVICES
DEA	DEPARTMENT OF ENVIRONMENTAL AFFAIRS
DEAT	DEPARTMENT OF ENVIRONMENTAL AFFAIRS AND TOURISM
DHS	DEPARTMENT OF HUMAN SETTLEMENTS
DIDS	DISTRICT INDUSTRIAL DEVELOPMENT STRATEGY
DITP	DISTRICT INTEGRATED TRANSPORT PLAN
DM	DISTRICT MUNICIPALITY

DMA	DISTRICT MANAGEMENT AREA
DME	DEPARTMENT OF MINERALS AND ENERGY
DOE	DEPARTMENT OF ENERGY
DOH	DEPARTMENT OF HEALTH
DPLG	DEPARTMENT OF LOCAL GOVERNANCE
DPWR&T	DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT
DRDLR	DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM
DMF	DISASTER MANAGEMENT FRAMEWORK
DTI	DEPARTMENT OF TRADE AND INDUSTRY
DWA	DEPARTMENT OF WATER AFFAIRS
DWAF	DEPARTMENT OF WATER AFFAIRS AND FORESTRY
ECA	ENVIRONMENTAL CONSERVATION ACT
ECD	EARLY CHILDHOOD DEVELOPMENT
EHS	ENVIRONMENTAL HEALTH SERVICES
EHPs	ENVIRONMENTAL HEALTH PRACTITIONERS
EIA	ENVIRONMENTAL IMPACT ASSESSMENT
EIP	ENVIRONMENTAL IMPLEMENTATION PLAN
EMP	ENVIRONMENTAL MANAGEMENT PLAN
EMS	ENVIRONMENTAL MANAGEMENT SYSTEM
EPWP	EXPANDED PUBLIC WORKS PROGRAMME
ESKOM	ELECTRICITY SUPPLY COMMISSION
FBE	FREE BASIC ELECTRICITY
FBS	FREE BASIC SERVICES
FET	FURTHER EDUCATION AND TRAINING
FPA	FIRE PROTECTION ASSOCIATION
FTE	FULL TIME EQUIVALENT
GIS	GEOGRAPHIC INFORMATION SYSTEM
GDP	GROSS DOMESTIC PRODUCT
GLP	GOOD LABORATORY PRACTICE
GSDM	GERT SIBANDE DISTRICT MUNICIPALITY
GTZ	GERMAN TECHNICAL COOPERATION
GVA	GROSS VALUE ADDED

HCT	HIV COUNCELLING AND TESTING
HDI	HUMAN DEVELOPMENT INDEX
HIV	HUMAN IMMUNE VIRUS
HOD	HEAD OF DEPARTMENT (16)
HPCSA	HEALTH PROFFESIONAL COUNCIL OF SOUTH AFRICA
HS	HUMAN SETTLEMENT
ICC	INTERNATIONAL CONVENTION CENTER
ICT	INFORMATION AND COMMUNICATION TECHNOLOGY
ID	IDENTITY DOCUMENT
IDP	INTEGRATED DEVELOPMENT PLAN
IEC	INDEPENDENT ELECTORAL COMMISION
IEM	INTEGRATED ENVIRONMENTAL MANAGEMENT
IGR	INTERGOVERNMENTAL RELATIONS
IGRFA	INTERGOVERNMENTAL RELATIONS FRAMEWORK POLICY ACT
IMEP	INTEGRATED MUNICIPAL ENVIRONMENTAL PROGRAMME
INEPBPU	INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME BUSINESS PLANNING UNIT
IS	INFORMATION SYSTEM
ISIC	INDUSTRIAL CLASSIFICATION OF ALL ECONOMIC ACTIVITIES
ISP	INTEGRATED SUPPORT PLAN
ISRDP	INTEGRATED SUSTAINABLE RURAL DEVELOPMENT PROGRAMME
IT	INFORMATION TECHNOLOGY
ITP	INTEGRATED TRANSPORT PLAN
ITS	INFRUSTRUCTURE AND TECHNICAL SERVICES
IWMP	INTEGRATED WASTE MANAGEMENT PLAN
IWMF	INTEGRATED WASTE MANAGEMENT FRAMEWORK (90)
IWSDP	INTEGRATED WATER SERVICES DEVELOPMENT PLAN (118)
JIPSA	JOINT INITIATIVE FOR PRIORITY SKILLS ACQUISITION
KPA	KEY PERFORMANCE AREA
KPI	KEY PERFORMANCE INDICATOR
LED	LOCAL ECONOMIC DEVELOPMENT
LACs	LOCAL AIDS COUNCIL
LGSA	LOCAL GOVERNMENT SOTH AFRICA

LGTAS	LOCAL GOVERNMENT TURNAROUND STRATEGY
LITP	LOCAL INTEGRATED TRANSPORT PLAN
LM	LOCAL MUNICIPALITY
LRAD	LAND REDISTRIBUTION FOR AGRICULTURAL DEVELOPMENT
LTO	LOCAL TOURISM ORGANISATION
LUMS	LAND USE MANAGEMENT SYSTEM
MAM	MULTI AGENCY MECHANISM
MEC	MEMBER OF EXECUTIVE COMMITTEE
MEGDP	MPUMALANGA ECONOMIC GROWTH DEVELOPMENT PATH
MFMA	MUNICIPAL FINANCE MANAGEMENT ACT
MHS	MUNICIPAL HEALTH SERVICES
MIDP	MPUMALANGA INFRASTRUCTURE DEVELOPMENT PLAN
MIG	MUNICIPAL INFRASTRUCTURE GRANT
MIS	MANAGEMENT INFORMATION SERVICES
MM	MUNICIPAL MANAGER
MMC	MEMBER OF MANAGEMENT COMMITTEE
MOU	MEMORANDUM OF UNDERSTANDING
MPAC	MUNICIPAL PUBLIC ACCOUNTS
MPCC	MULTI PURPOSE COMMUNITY CENTRES
MPGDS	MPUMALANGA PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY
MPRA	MUNICIPAL PROPERTY RATES ACT
MRDP	MPUMALANGA RURAL DEVELOPMENT PROGRAMME
MSA	MUNICIPAL SYSTEMS ACT
MSIG	MUNICIPAL SYSTEMS IMPROVEMENT GRANT
MSP	MASTER SYSTEMS PLAN
MTSF	MEDIUM TERM EXPENDITURE FRAMEWORK
NEMA	NATIONAL ENVIRONMENTAL MANAGEMENT ACT
NEPAD	NEW PARTNERSHIP FOR AFRICA'S DEVELOPMENT
NER	NATIONAL ELECTRICITY REGULATOR
NGO	NON GOVERNMENTAL ORGANIZATION
NFPA	NATIONAL FIRE PROTECTION ASSOCIATION
NIPF	NATIONAL INDUSTRIAL POLICY FRAMEWORK

NLTA	NATIONAL LAND TRANSPORTATION ACT
NPO	NON PROFIT ORGANISATION
NSDP	NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE
NWMS	NATIONAL WASTE MANAGEMENT STRATEGY
OLS	OPERATING LICENCE STRATEGY
PEIR	PUBLIC EDUCATION, INFORMATION AND RELATIONS
PED	PLANNING AND ECONOMIC DEVELOPMENT
PGDS	PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY(16)
PHC	PRIMARY HEALTH CARE
PMS	PERFORMANCE MANAGEMENT SYSTEM
PMU	PROJECT MANAGEMENT UNIT
PPP	PUBLIC PERFORMANCE AREAS(PUBLIC PRIVATE PARTNERSHIP)(73/114)
RDP	RECONSTRUCTION DEVELOPMENT PROGRAM 112
REDS	REGIONAL ELECTRICITY DISTRIBUTION SYSTEM
RIDS	REGIONAL INDUSTRIAL DEVELOPMENT STRATEGY
RSC	REGIONAL SERVICE COUNCIL
RTO	REGIONAL TOURISM ORGANISATION
SABS	SOUTH AFRICA BUREAU OF STANDARDS
SACOB	SOUTH AFRICA CHAMBER OF BUSINESS
SADC	SOUTH AFRICAN DEVELOPMENT COMMUNITY
SALGA	SOUTH AFRICA LOCAL GOVERNMENT AND ADMINISTRATION
SANAC	SOUTH AFRICAN NATIONAL AIDS COUNCIL
SANAS	SOUTH AFRICAN NATIONAL ACCREDITATION SYSTEM
SANCO	SOUTH AFRICA NATIONAL CIVIC ORGANIZATION
SANRAL	SOUTH AFRICAN NATIONAL ROAD AGENCY LIMITED
SAPS	SOUTH AFRICAN POLICE SERVICE
SASSA	SOUTH AFRICAN SOCIAL SERVICES AGENCY
SCM	SUPPLY CHAIN MANAGEMENT
SDBIP	SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN
SDG	MELLENIUM DEVELOPMENT GOALS
SDF	SPATIAL DEVELOPMENT FRAMEWORK
SEDA	SMALL ENTERPRISE DEVELOPMENT AGENCY

SETA	SECTOR EDUCATION TRAINING AUTHORITY
SLA	SERVICE LEVEL AGREEMENT
SMME	SMALL MEDIUM MICRO ENTERPRISE
SOER	STATE OF THE ENVIRONMENT REPORT
SPWP	SPECIAL PUBLIC WORKS PROGRAMME
STI	SEXUAL TRANMITTED INFECTIONS
STDs	SEXUAL TRANSMITTED DISEASES
TB	TUBERCULOSIS
TBVC	TRANSVAAL BOPHUTHATSWANA VENDA AND CISKEI
TEKS	TRICHARD-EVANDER-KINROSS-SECUNDA
TSC	THUSONG SERVICES CENTRES
URP	URBAN RENEWAL PROGRAMME
VIP	VENTILATED IMPROVED PIT
WSA	WATER MANAGEMENT ACT
WSA	WATER SERVICES AUTHORITIES

2016/17 IDP FOREWORD BY THE EXECUTIVE MAYOR

The Vision of Gert Sibande District Municipality, "A District striving to excel in good governance and quality infrastructure", successfully captures the direction of travel of the institution. As a service oriented spheres of government, we have analyse the level of development across the district and continue to plan and budget accordingly to address the gaps in the level of access to basic services in our area of jurisdiction.

We strive to ensure that quality infrastructure is accessible to all by upgrading the bulk infrastructure with the aim of improving infrastructure networks that were designed for a select few to accommodate the entirety of our residence.

A lot has been achieved in 2015/16 financial year in line with our vision to provide quality infrastructure for our residence and we continuously strive toward that vision. It must be noted that according to the National Development Plan, sustainable job creation remains a National and Local Government priority. And in this regard, the District, continue to explore opportunities to mainstream labour intensive approached to delivering services and more particularly to participate fully in the Expanded Public Works Programmes. Also, there are programmes within the budget which are focused on speedy and efficient service delivery and job creation, for example, the Phezukomkhono Project which is now in its fourth year of being rolled-out to all the seven local municipalities and direct funding is allocated in this regard.

Key service Delivery Improvement

The District Municipality has managed to supply water and sanitation to almost all of its seven local municipalities. The water quality testing (green and blue drop) services, boreholes maintenance, sewer reticulation and desludging of VIP toilets which are practically completed for the 2015/16 financial year. There is also a remarkable progress with the multi-year projects.

In the past years, GSDM has embarked on various Public Participation programs to engage with various stakeholders on issues that affect their communities. Furthermore, it is about including and ensuring that communities are involve in the decision making processes of the municipality. Among others, the municipality has enhanced the public participation by holding the IDP and budget consultations throughout all its seven local municipalities. The aim of these consultations was to get the comments and concerns of all stakeholders on service delivery projects that were to be undertaken by GSDM.

The GSDM has been over the past financial years investing in social infrastructure in municipalities across the district by way of sports facilities. This has culminated in an investigation of the feasibility of a regional sports facility which will meet the requirements of national sporting codes and provide a home for sporting codes which may participate in national leagues in their sports fields.

The good working relationship and fully dedication by the three political offices in the District has shown that the needs of the people are met

through service delivery. TROIKA has ensured to give its undivided support to all the local municipalities under the Gert Sibande area of jurisdictions and monitored the functionalities and progress on projects and others matters related to service delivery. We hope that the upcoming council will continue where we left off, this was a journey worth taking. We appreciate the opportunity afforded to us by the people of Gert Sibande. We are positive that the future of Gert Sibande District Municipality holds the promise of a better managed and financially viable institution which delivers excellent service to the community.



EXECUTIVE MAYOR: CLLR MPP NHLABATHI

OVERVIEW OF THE MUNICIPAL MANAGER

IDP 2016/17

Benjamin Franklin once said, "if you do not plan, you are planning to fail". The same is true about a municipality that invests limited time in strategic planning processes and activities. The Integrated Development Plan is a strategic planning instrument that guides development planning and it remains significant in the development of Gert Sibande District Municipality. We have kept this fact at the forefront of all our activities, understanding that this document contains what we are about, what we as an institution, communities and stakeholders, through cooperative governance systems have agreed upon.

Over the past five years, population statistics have increased considerably and this brought about numerous changes. As we end this term of local government, municipalities have recorded growth in population sizes, employment levels, education levels and more and it has been critical for the IDP 2016/17 to seek to address these changes. This document elaborates on these statistics specifically. All these elements were foreseen during our planning processes and it was important that we ensure that we are able to deal with such challenges. This document reflects objectives set within our financial and administrative capacity as a District Municipality as mandated by the Constitution of the Republic of South Africa. We have, together with our stakeholders, found solutions to most of these challenges such as investing in youth through skills development to address high proportion of population aged 0-34, job creation through multi-year projects within all seven local municipalities and to ensure that the budget remains aligned with the socio economic challenges as identified in the IDP.

Our vision over the years has been to ensure good governance and quality infrastructure. This vision was also enhanced by the provincial vision to ensure that all households have access to basic services by 30 June 2016. We have also ensured and monitored progress made by the Local Municipalities in ensuring the realization of this vision. In this regard, we maximized on infrastructure development projects at the constituent local municipalities, as well as financial and administrative assistance which are given to local municipalities. The district supports its local municipalities in improving water and sanitation service delivery amongst other things. Regardless of the increased number of households in all our local areas, the municipalities' performance in this regard deserves applause. Compared to the 2011 statistics by Stats SA, improved performance has been reported and backlogs have been eradicated.

OVERVIEW OF THE MUNICIPAL MANAGER

IDP 2016/17

There are currently approximately 168 communities within the district of varying demographics, who are provided with bulk water services from 62 bulk treatment plants. Together with the Department of Water and Sanitation and the Department of Cooperative Governance and Traditional Affairs, significant allocations were made towards the bulk water projects. Our support is not limited to ensuring access to basic services but we also assist in terms of operations and maintenance programmes, borehole maintenance, water conservation and demand and more. It is significant that we conserve our water resources and also to extend the life span of our infrastructure. We have noted the challenges we still face in terms of water quality within our municipalities and we have strategic actions which we will engage upon during our 2016/17 financial year. These include the improvement of capacity of water treatment plants, improving blue drop and green drop levels, adaptation and review of water treatment plant management, adaptation, upgrading of high risk water treatment plants to handle and treat heavy metals, and more.

Furthermore, all the projects and MTAS implementation are part of the broader IDP and Service Delivery Budget Implementation Plan (SDBIP) programmes. Our Infrastructure and Technical Services Department has a project implementation programme and team which monitors progress and the project outcomes through each financial year. We also have an established Municipal Health and Environmental Services section within our Community and Social Services Department which plays a significant leading role in curbing environmental health and environmental issues within the district. It ensures that the community and any persons within Gert Sibande District municipality are living in a healthy and safe environment. All their activities are aligned with our commitments made on the IDP. The role of various Departments and sections is further discussed in this document including the Finance Department which takes the leading role in ensuring financial management and viability within the institution. Currently the District has a positive financial viability status and it is able to fund its short medium and long term commitments. This was confirmed by the report of the Auditor General for the financial year ending 30 June 2015 when we obtained an unqualified audit report opinion and a clean audit opinion on issues of performance management.

OVERVIEW OF THE MUNICIPAL MANAGER

IDP 2016/17

We continually build our relations with various stakeholders including those affecting rural areas. We want to ensure that we close the gap between our rural and urban areas in terms of service delivery. We continue to strengthen our relations with the traditional leadership; together we ensure cooperative and good governance which benefits even those far from our daily reach. Our strategies and plans for local economic development are key to closing these gaps. We are maximizing activities and strategic development objectives in all areas with economic potential and thereby feeding into our plans to create more employment opportunities and means for sustainable living within communities and within households.

We believe that with the resources available to us as partners in the developmental vision for the Gert Sibande District such as the budget allocated on projects by each stakeholder listed at the end of this document, we will be able to meet all the objectives we have committed ourselves to in this Integrated Development Plan. As the municipal administration, we commit ourselves to the obligation of fulfilling the tasks which have and are being assigned to us by the municipal council thereby ensuring enhanced service delivery and support to local municipalities.

We hope to find solutions in ensuring sound financial viability and sound administration our local municipalities with focus on improving revenue collection, identifying new growth paths and ensuring peaceful living in the local areas and eradicating service delivery unrests.

This IDP 2016/17 is our instrument and our guide which directs us to keep on the right track. Let us all own up to it and hold ourselves accountable to it.



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MUNICIPAL MANAGER

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 2016/17 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:

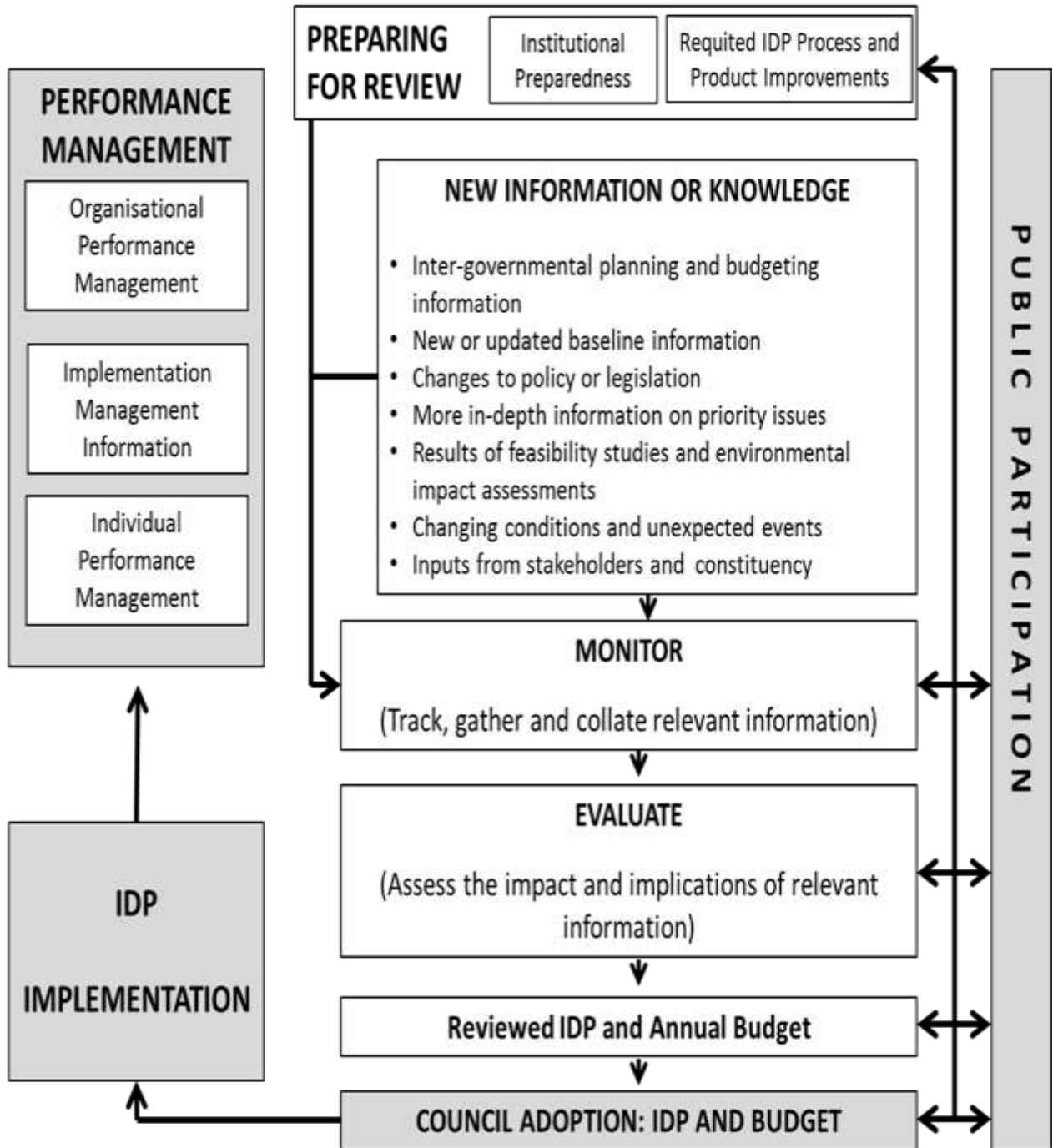
- a) Must review its Integrated Development Plan
 - i) annually in accordance with an assessment of its performance measures in terms of Section 41 and;
 - ii) to the extent that changing circumstances so demand and;
- b) May amend its Integrated Development Plan in accordance with the prescribed process”

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 Sustainable Development Goals (SDG's). The proposed SDGs offer major improvements on the millennium development goals(MDGs) The framework addresses systematic barriers to sustainable development which the MDGs has neglected.

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

MTSF Strategic Elements		Relevant SDGs
Strategic Priority 1	Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	SDG 1, SDG 2, SDG 8 , SDG 17
Strategic Priority 2	Massive programme to build economic and social infrastructure	SDG 9,SDG 7, SDG 1
Strategic Priority 3	Comprehensive rural development strategy linked to land and agrarian reform and food security	SDG2 , SDG1 , SDG
Strategic Priority 4	Strengthen the skills and human resource base	SDG 4, SDG 5
Strategic Priority 5	Improve the health profile of all South Africans	SDG 1, SDG 3, SDG 6,
Strategic Priority 6	Intensify the fight against crime and corruption	SDG 5, SDG 4,SDG 8, SDG 16
Strategic Priority 7	Build cohesive, caring and sustainable communities	SDG 6, SDG 11, SDG 14, SDG 15, SDG 16
Strategic Priority 8	Pursuing African advancement and enhanced international cooperation	SDG 10, SDG 17
Strategic Priority 9	Sustainable resource management and use	SDG 6, SDG 7, SDG 12,SDG 13, SDG 14,
Strategic Priority 10	Building a developmental state, including improvement of public services and strengthening democratic institutions	SDG 1, SDG 4, SDG 5, SDG 17

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 resituated 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	• Regional Airport Development
• Mining Supplier Parks	• Regional Convention centre
• Industrial Parks	• Fresh Produce Market
• Regional Library	• Ermelo Development (Town to City)
• Sports Faculty (Regional)	• Truck stop investigation
• Craft Hub	• Logistics Hub
• Swaziland Border Posts Upgrade	• 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.

1.2.8. Integrated support plan (ISP) for accelerated municipal service delivery

This Integrated Support Plan for Local Government is developed by the Mpumalanga Department of Cooperative Governance and Traditional Affairs (COGTA) to ensure that all 21(including Gert Sibande District Municipality) municipalities in the Mpumalanga Province are Functional and provide services to communities in a sustainable manner both now and in the future. A Functional Municipality is defined in this ISP as a municipality that successfully, strive within its Financial and Administrative Capability to achieve the five objects of Local Government as set out in Chapter 7 of the Constitution including the Object on Financial management as outlined in the MFMA which are:

- I. To provide democratic and accountable government for local municipalities
- II. To ensure the provision of service to communities in a sustainable manner
- III. to promote social and economic development
- IV. to promote a safe and healthy environment
- V. to encourage the involvement of communities and community organisation in matters of local government
- VI. To secure sound and sustainable management of the fiscal and financial affairs of municipalities and municipal entities by establishing norms, standards and other requirements

Mpumalanga Province consists of 18 Local Municipalities and 3 District Municipalities that have a myriad of challenges ranging from:

- I. None provision of democratic and accountable Government for Local communities
- II. Erratic provision of basic services to communities in a sustainable manner
- III. Promotion of social and economic development not adequate

- IV. Inadequate Promotion of a safe and healthy environment
- V. Lack of encouragement of involvement of communities and community organisations in the matters of local Government
- VI. Sound and sustainable Financial management inadequate

The following tasks were developed to take South Africa forward during the next 5 years:

- **Back to Basics:** Setting clear benchmarks of performance in our efforts to ensure that all municipalities perform their basic responsibilities, every day, without fail;
- Responding vigorously to the immediate crises;
- Understanding and responding to the structural challenges;
- Continuing to build resilient local government institutions; and
- Collectively constructing more rigorous systems of intergovernmental relations/ planning and delivery.

BACK TO BASICS IN DETAIL

Governance

- All municipal council structures must be functional - meet regularly;
- Clear delineation of roles and responsibilities between key leadership structures of the municipality (Mayor, Chief Whip, Speaker and MM)
- Oversight committees must be in place and perform their responsibilities, without any interference, e.g. Audit Committee and MPAC's; and
- Transparency, accountability and regular engagements with communities.

Administration

- All municipalities enforce competency standards for managers and appoint persons with the requisite skills, expertise and qualifications;
- All managers sign performance agreements; and
- Implement and manage performance management systems.

Sound Financial Management

- All municipalities have a functional financial management system;
- Rigorous Internal controls;
- Cut wasteful expenditure;
- SCM structures and controls with appropriate oversight;
- Cash-backed budgets;
- Post Audit Action Plans are addressed; and
- Act decisively against fraud and corruption.

Community engagements and participation: putting people first

All Councillors report regularly to their wards;

- Municipalities have clear engagement platforms with communities, e.g. ward level service delivery plans, IDPs and budget report backs; and
- Transparent, responsive and accountable processes to communities, etc.

Basic Service Delivery : creating conditions for decent living

- To ensure that municipalities develop new infrastructure at a faster pace whilst adhering to the relevant standards, and to enable them to improve operations and maintenance of existing infrastructure to ensure continuity of service provision.

1.2.9 Municipal Standard Chart Of Accounts (MSCOA)

The Minister of Finance promulgated Government Gazette No 37577, Municipal Regulations on Standard Chart of Accounts, effective 01 July 2017. The regulation seeks to Provide a National Standard for uniform recording and classification of municipal budget and financial information at a transactional level in order to:

- improve compliance with budget regulations and accounting standards;
- better inform national policy coordination and reporting, benchmarking and performance measurement.

Repercussion of non-compliance with Regulation by 1 July 2017 will result in Grant Funding stopped.

Benefits of MSCOA include:

- Accurate recording of transactions, therefore reducing material misstatements,
- Reduce the month/year end reconciliation processes and journals processed,
- Improve quality of information for budgeting and management decision making,
- Improve oversight function by Council as the required information will be tabled for policy decisions, tariff modelling, and monitoring,
- Ensure alignment and implementation of the IDP as all expenditure, both capital and operating, will be driven from a project and
- Improve measurement of the impact on service delivery and the community.

1.3 VISION, MISSION AND CORPORATE VALUES OF GSDM

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

1.4. IDP Planning Process

The Gert Sibande District Municipality Council approved and adopted the 2015/2016 IDP in May 2015, which was followed by the adoption of the Framework for the drafting of the 2016/17 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.

1.4.1. 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.
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.

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
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; - 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.

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
		<ul style="list-style-type: none"> 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.

1.4.2. Summary of Community/ Stakeholder Participation

The GSDM has hosted IDP/ Budget consultation meetings during which the District meet 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.

Table 5: GSDM IDP/ Budget Consultation Schedule

Date	Municipality	Venue	Time
12 February and 11 April 2016	Chief Albert Luthuli LM	Carolina Town Hall	10:00
05 April 2016	Dipaleseng LM	Balfour Town Hall	10:00
23 February and 13 April 2016	Dr Pixley Ka Isaka Seme LM	Volkrust Town Hall	10:00
04 February and 12 April 2016	Govan Mbeki LM	Lillian Ngoyi Centre	10:00
05 February and 07 April 2016	Lekwa LM	Standerton Town Hall	10:00
08 February and 04 April 2016	Mkhondo LM	Piet Retief Town Hall	10:00
09 February and 08 April 2016	Msukaligwa LM	Elle De Bruin Hall	10:00

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 2016/17 IDP Consultation

Municipality	Issues raised during Public Consultations	Issues emanating from the IDP analysis
Chief Albert Luthuli LM	<ul style="list-style-type: none"> • Sanitation facilities and RDP houses designs to cater for people with disabilities • Bad condition of roads(potheses) • Contaminated water • Employment of local contractors • No proper hand over of projects • Election/appointment of a political head responsible for people with disabilities 	<ul style="list-style-type: none"> • Second highest number of people without sanitation • Third last in terms of blue drop performance
Dipaleseng LM	<ul style="list-style-type: none"> • Non responsive disaster centers • Increase budget for people with disability • Increase budget for youth development and bursaries • Unemployment • There is a need for a disability center • There is a need for sport facility • Financial assistance for Dipaleseng LED group • Employment and empowerment of local personnel and businesses • Budget for HIV awareness and voter education • Poor quality of water 	<ul style="list-style-type: none"> • High levels of unemployment • Few/no staff for disaster management • Lowest rate of sanitation services among the 7 municipalities • The lowest in terms of green drop in the district • Highest rate of HIV prevalence in the province
Dr Pixley Ka Isaka Seme LM	<ul style="list-style-type: none"> • Invest more on cooperatives • Progress report needed on 2014/15 projects • Provision of water and electricity to the farms • Need for RDP houses and they should have water and electricity • Water • Electricity • Promotion of local contractors • Maintenance of all projects • Increase the capacity of the sewer plant in ward 3 	<ul style="list-style-type: none"> • High levels of non school enrolment • Second highest level of unemployment
Govan Mbeki LM	<ul style="list-style-type: none"> • Lack of water in farms • High price of water for residence in the location • Appointment of local contractors • Sanitation facilities designs to cater for people with disabilities • Increase capacity of sewer plants • Handover of a park not done and there are no toilets and the recreational infrastructure was vandalized. 	<ul style="list-style-type: none"> • Highest rate of people with disability • Highest number of people without sanitation above RDP level • High rate of waste production
Lekwa LM	<ul style="list-style-type: none"> • Need for Pothole patching • Invest more on water conservation and demand project 	<ul style="list-style-type: none"> • Second lowest in terms of refuse removal
Mkhondo LM	<ul style="list-style-type: none"> • Invest on local contractors • Roads upgrade and construction of bridges • Water shortage • There is a need for new boreholes and repair of existing ones • There is a need for dislaging of VIP toilets • Electricity • Request for sanitation facilities for the elderly • Nurturing of small businesses 	<ul style="list-style-type: none"> • High rates of youth unemployment • Second largest waste producer in the district • Low rate of refuse removal • The lowest in terms of number of households with access to piped water at 60% • Highest number of people without sanitation • Ranked at 18(last in the province) in terms of blue drop performance • The lowest in terms of electric connections at 67,5%
Msukaligwa LM	<ul style="list-style-type: none"> • Need for Potholes Patching • Allocation of farms • VIP maintenance 	<ul style="list-style-type: none"> • Second lowest in terms of electric connection in the district at 74.8%

2.1. State Of Development In GSDM and Analytical Overview of District Population Dynamics

This chapter seeks to highlight the state of development in Gert Sibande district municipality looking at the regional context and status quo of development with a focus on certain indicators. Furthermore this chapter highlights the demographic analysis of the district .

2.2 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.

The District comprises seven (7) constituent Local Municipalities as depicted in the table below and Map 1 overleaf.

Table 7: GSDM Local Municipalities

Name of Municipality	Main Admin Location	Area (km²)
Chief Albert Luthuli	Carolina	5559
Dipaleseng	Balfour	2616
Lekwa	Standerton	4585
Mbukunzwa	Ermelo	6017
Mkhondo	Piet Retief	4882
Dr Pixley Isaka Ka Seme	Volkstrust	5227
Govan Mbeki	Secunda	2955

Municipal Demarcation Board: Municipalities of South Africa 2010

Table 8: 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

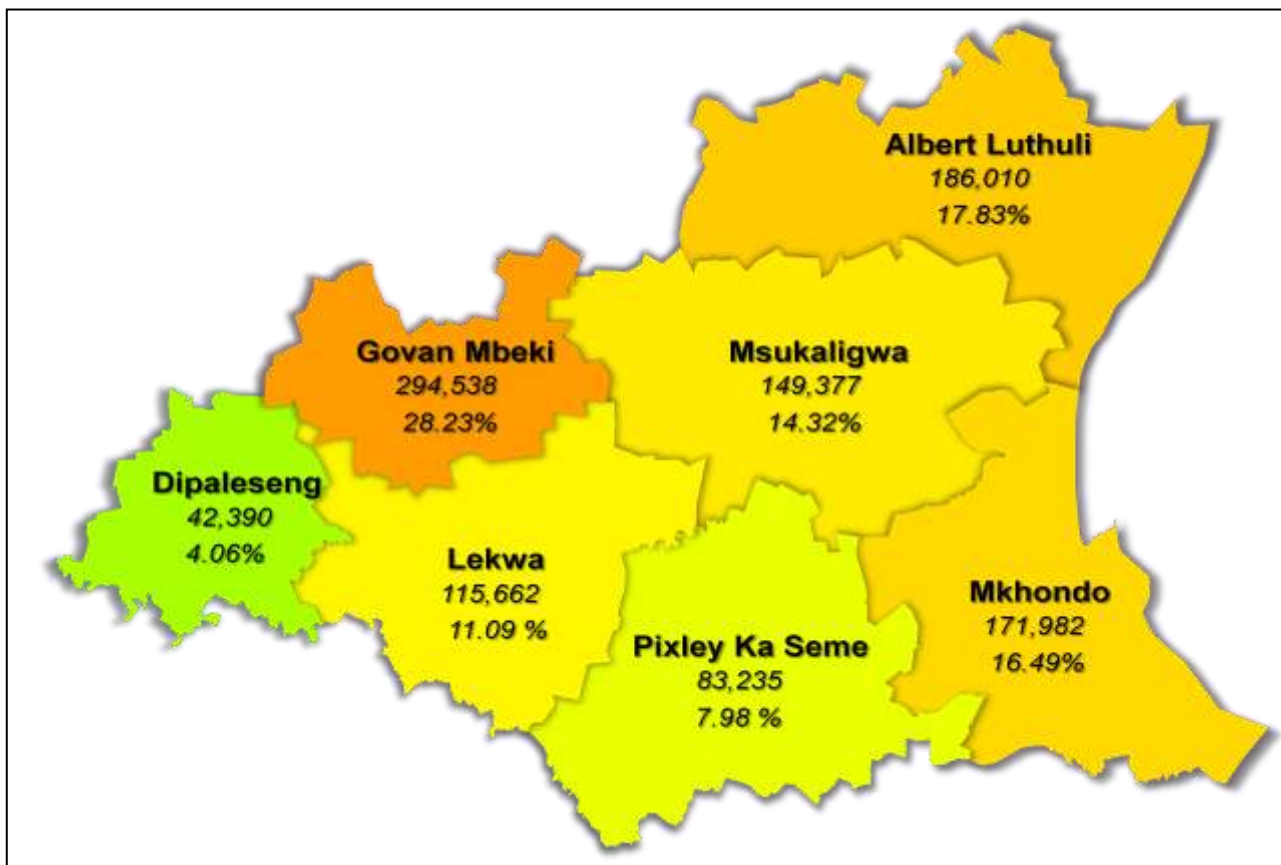
Average number of rooms	4
Percentage with telephone/cellular phone	86.96

Source: Statistics South Africa, 2011

2.3. District Demographic Analysis

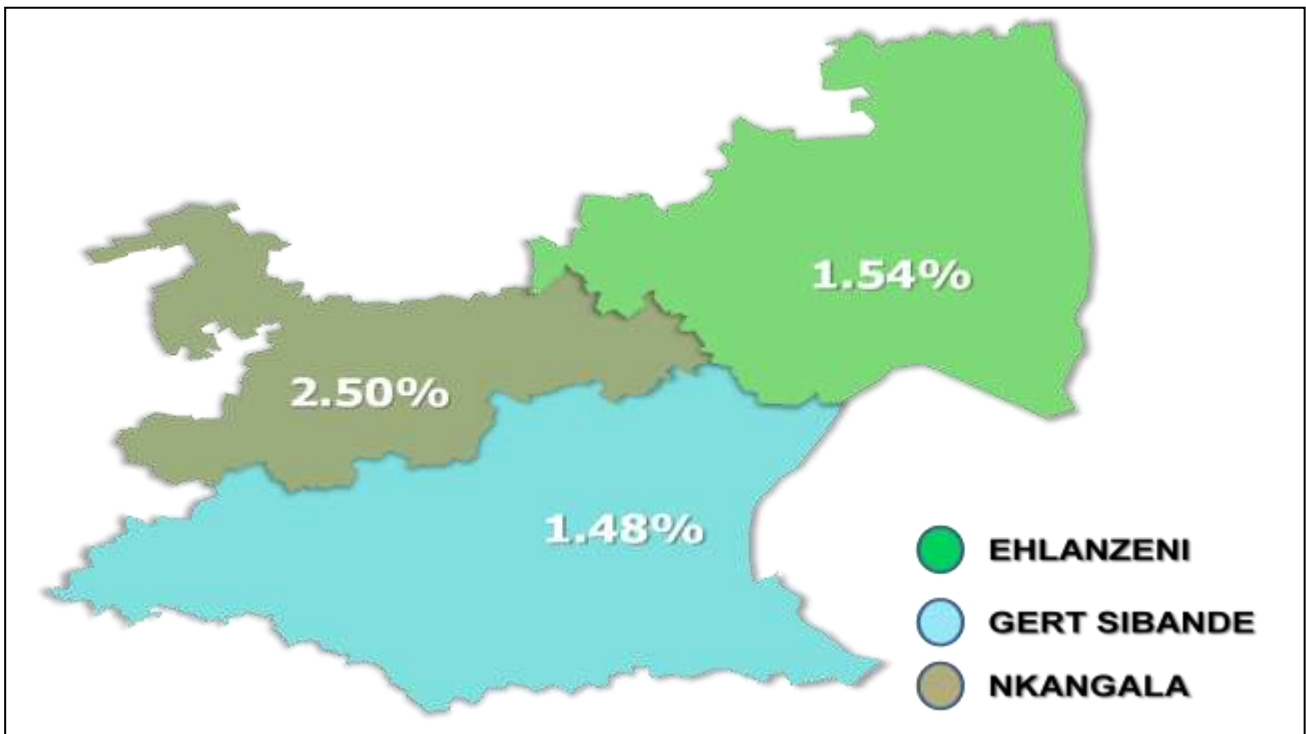
The District consists of 7 local municipalities, with Govan Mbeki and Albert Luthuli local municipalities having the largest population of 294,538 and 186,010, respectively. Dipaleseng municipality has the smallest population size of only 42,390 persons. The high population concentration in Govan Mbeki might be the result of economic activities which are taking place in the area. The activities includes mining which attract many people seeking jobs. The GSDM population is estimated to be at 1106657 currently from the 2011 baseline using the Stats projections, with Govan Mbeki local municipality been the highest among the 7 local municipalities at a total estimate of 329953 and Dipaleseng at 44000 been the lowest.

Map 2 : Population Distribution (GSDM)



Stats SA 2011

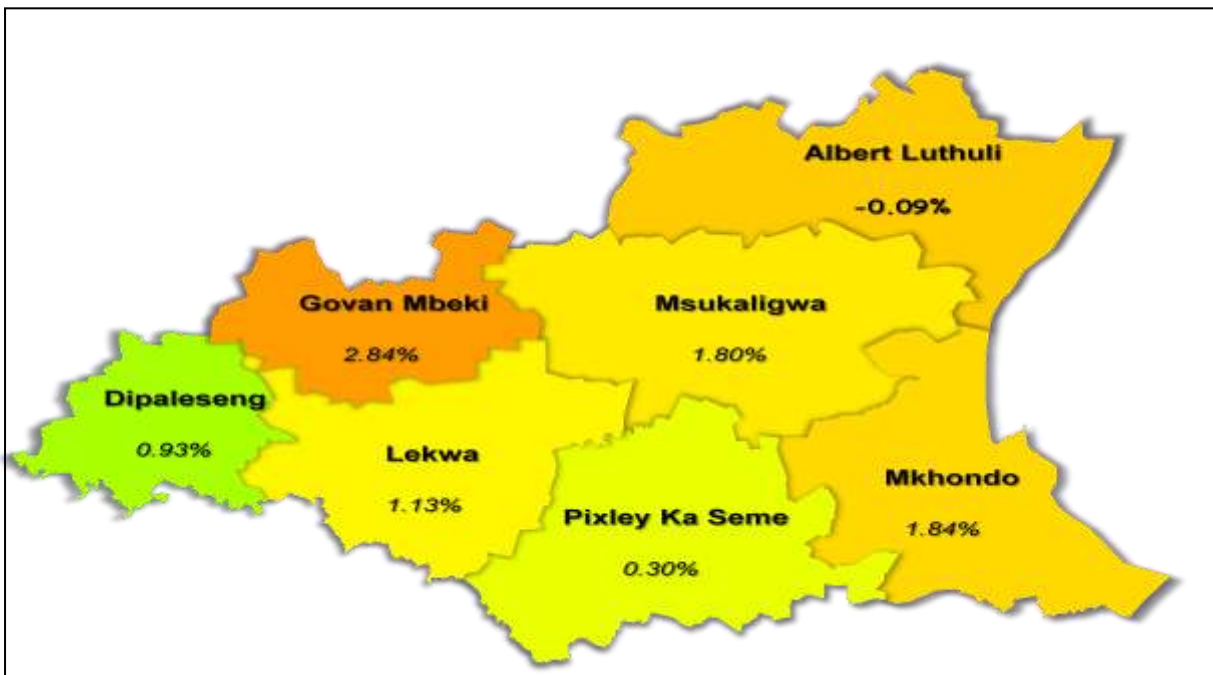
Map 3: Mpumalanga Annual Growth Rate: 2001-2011



Source: Statistics South Africa, 2011

Areas of high economic growth potential usually attracts people looking for employment and investors to relocate to such places as well. Gert Sibande has the lowest growth rate as compared to the two districts, which means development in the District is very slow therefore this leads to outflow of businesses and skilled people due to social and economic aspects. Municipalities such as Chief Albert Luthuli, Dipaleseng and Dr Pixley Isaka Seme shows the lowest population growth rate and this proves a challenge because it is hard for investors to retain their businesses leading to no prospects of ensuring stable revenue base for the aforementioned municipalities

Map 4: Population Annual Growth Rates: 2001 -2011 (Local Municipalities)



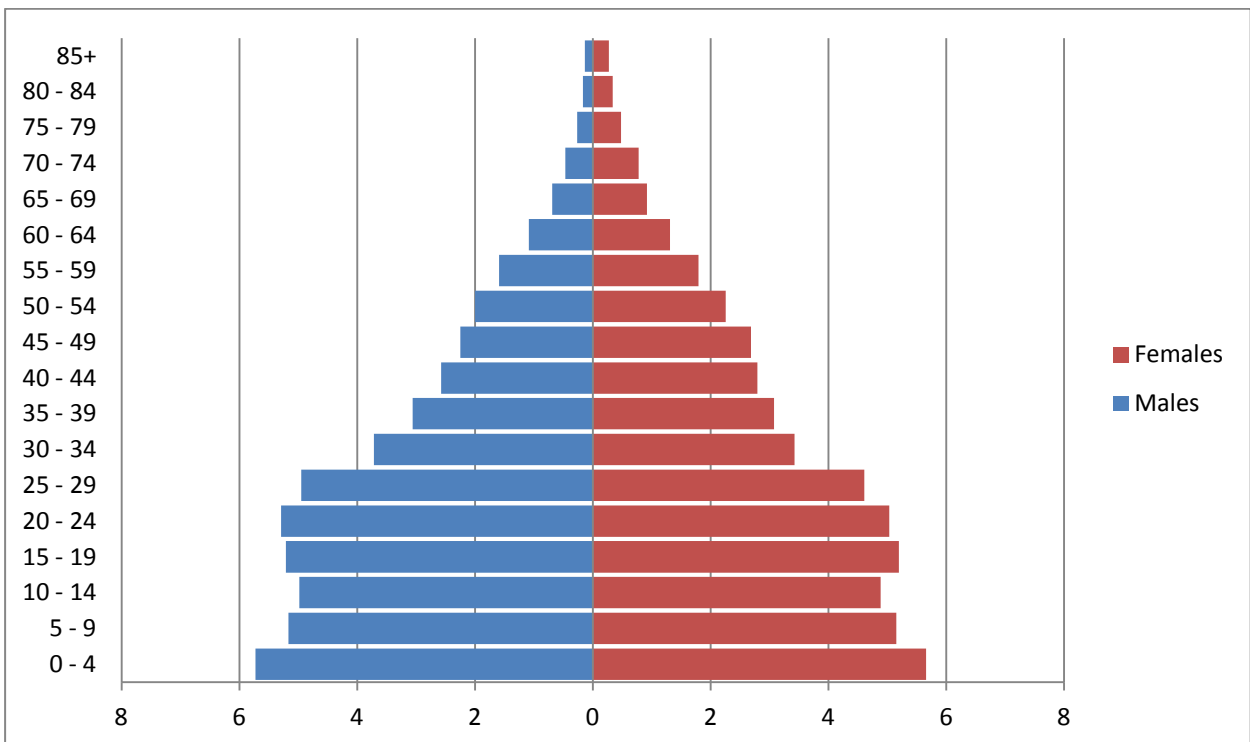
Source: Statistics South Africa, 2011

2.4. 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 2 below provides evidence that the youth cohort (15 - 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

The figure 2 above clearly depicts that 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 for all.

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 15 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. Secondly 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. Lastly 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.

2.5 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.

2.6. Development Indicators

Development indicators refers to the four elements of development namely; education, Human Development Index, Gini coefficient and poverty levels of the Gert Sibande district municipality. These elements are used to determine if whether development is reached or not.

2.6.1. Education

Literacy and Education Levels

The table below indicates that only 27.93% of the population in GSDM have matric and only 9.14% have the higher education. The figures are not impressive particularly for the District due to the fact that employers hire people who either have had a formal educational background or qualifications from institutions of higher learning. This is the main factor which could lead to even higher unemployment rates in the district.

Table 9: 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 (Avarage)	13.34	93.89	27.93	9.14
Mpumalanga (Average)	14	95.05	28.88	9.63

Source: Stats SA 2011

Figure 3: Gert Sibande District municipality's Education Indicators

EDUCATION INDICATORS	Census		IHS Global Insight 2014	Trend	Ranking: best (1) – worst (3)
	2001	2011			
Population 20+ with no schooling (%)	26.3%	13.4%	10.7%	↓	2
Population 20+ with post matric qualification (%)	5.5%	9.7%	9.6%	↓	3
Functional literacy rate (%)	59.3%	76.5%	79.5%	↑	2

Source: Mpumalanga Provincial Treasury, Socio-Economic Situation and Challenges of Gert Sibande 2015

Population 20+ with no schooling improved from 13.4% in 2011 to 10.7% in 2014, ranking 2nd among the districts. Population 20+ with post matric qualification improved since 2011 but slightly deteriorated from 9.7% in 2011 to 9.6% in 2014 – lowest among the districts. Lastly the functional literacy rate (15+ with grade 7+) improved from 76.5% in 2011 to 79.5% in 2014.

Table 10: Comparative grade 12 results for districts in Mpumalanga, 2008-2014

District	2009 % pass rate	2010 % pass rate	2011 % pass rate	2012% pass rate	2013 % pass rate	2014% pass rate	2015 % pass rate
Ehlanzeni	43.4	54.7	72.1	74.0	82.8	82.1	82.39
Gert Sibande	52.2	59.3	65.4	69.0	76.4	77.1	72.62
Nkangala	53.6	59.0	67.9	73.0	77.5	78.8	81.67

Source: Gert Sibande socio-economic profile, 2015

According to the 2014 matric results in Mpumalanga as depicted in Table 10, Gert Sibande recorded a matric pass rate of 77.1 percent, which is lower than the provincial average of 79.0 percent achieved in the same year. Gert Sibande recorded low pass rate as compared to Nkangala (78.8 percent) and Ehlanzeni (82.1 percent). Though district has shown an improvement in its results from 2009 to 2013 it still remains the lowest performer as compared to the two districts.

Education Facilities

The level of education infrastructure available within the District, and the spatial distribution thereof is depicted in **Table 11** 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 11: 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

From the tables above and below , 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.

Table 12: Composition of Population Served by the Education System within GSDM

Educational institution	Total	Gert Sibande	Albert Luthuli	Msukaligwa	Mkhondo	Pixley Ka Seme	Lekwa	Dipalese ng	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

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
- 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,

2.6.2 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 13: Human Development Index (HDI) in GSDM2001-2012

municipality	Trend				Latest figure	Ranking: best (1) - worst 3
	2001	2004	2009	2012	2013	
Gert Sibande	0.51	0.52	0.57	0.64	0.60	2
Nkangala	0.54	0.55	0.60	0.66	0.62	1
Ehlanzeni	0.47	0.49	0.55	0.62	0.58	3

Source: Mpumalanga Department of Finance, 2015

Gert Sibande showed a slight increase of HDI score from 0.51 in 2001 to 0.64 in 2013 (Table 13). It is ranked second following the 0.66 score of Nkangala which is the highest among the three districts in the province. This implies that there is still a lot of work to be done in order to improve the lives of people in the district, improving literacy levels, income levels and life expectancy will help.

2.6.3. Gini - Coefficient and Poverty Rate

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 14: Gini Co-efficient and Poverty Rates for GSDM from 2001-2012

Indicator	Trend			Latest figure	Better than(+) or worse than (-) province	Ranking: best (1)-worst (3)
	2001	2004	2009	2012		
Gini-coefficient (0 best to 1 worst)	0.66	0.66	0.63	0.62	(-)(0.60)	3
Poverty Rate	50.4%	51.4%	43.6%	37.9%	(-)(36.9%)	2
Number of people in poverty	485 085	509 812	445 298	402 278		1

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

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.

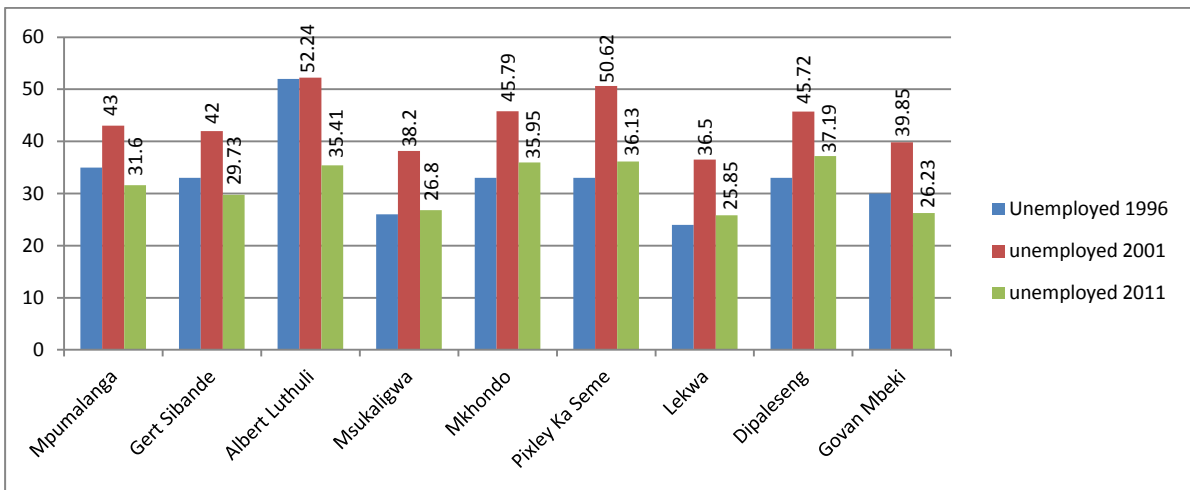
The poverty rate has declined from 2009 to 2012, but figures remain higher than the provincial average. The actual number of people in poverty is decreasing together with the inequality rate, which means the district is trying its best to improve the lives of the people.

2.7. Unemployment and Employment Levels

Unemployment remains one of the most 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.

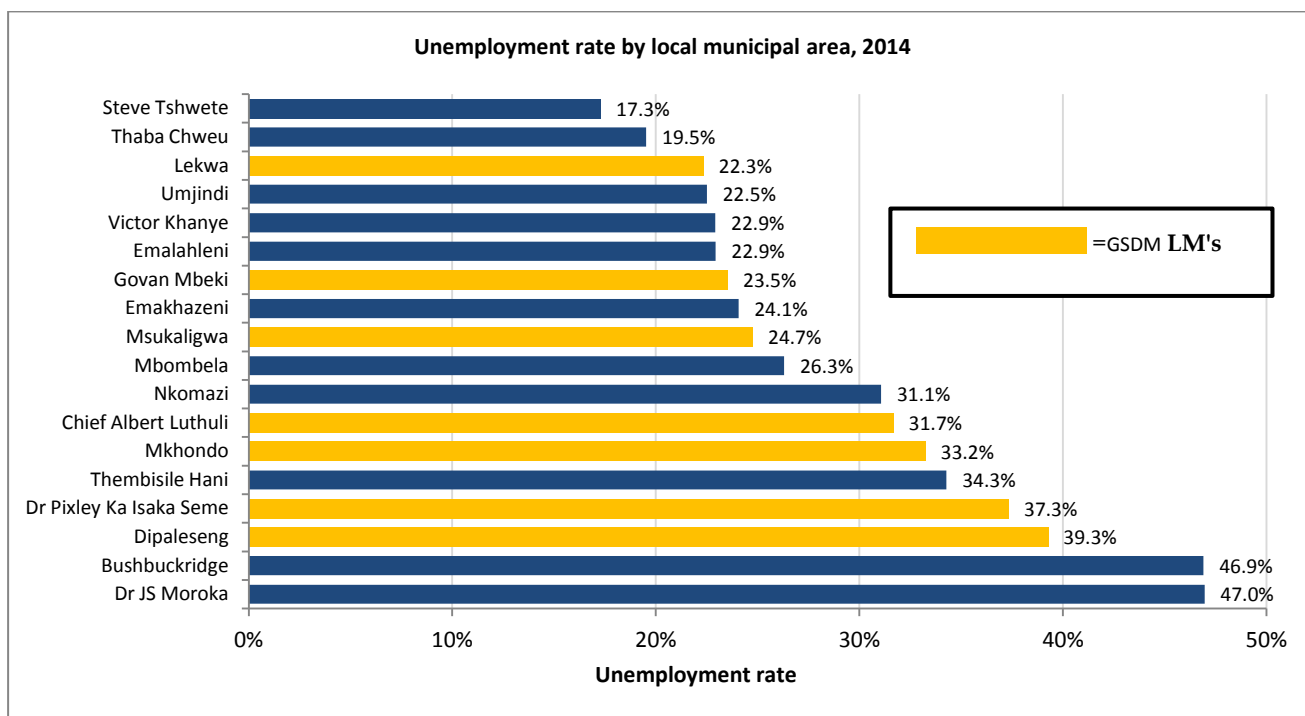
Figure 4: Unemployment rates in Mpumalanga, Gert Sibande and its local municipalities, 1996 - 2011



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.

Figure 5: Unemployment figures in Mpumalanga , 2014



Source: Mpumalanga Provincial Treasury, socio economic situation and challenges of GSDM 2015

Unemployment is still a challenge in Mpumalanga and Gert Sibande District municipalities with more than 20% ratings in all the seven municipalities in Gert Sibande. Dipaleseng is the municipality with the highest unemployment in Gert Sibande with a rate of 39.3% in 2014 and Lekwa local municipality is the lowest at 22.3%. The Gert Sibande unemployment rate in 2011 was 29.7% and it was estimated to be at 27.3% in 2014. When looking at figure 4 and 5 unemployment is still a challenge in Dipaleseng and Dr Pixley Ka Seme Local Municipalities as they are showing increasing figures.

Table 15: Labour force

indicator	Gert Sibande	Chief Albert Luthuli	Msukaligwa	Mkhondo	Dr Pixley ka seme	Lekwa	Dipaleseng	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

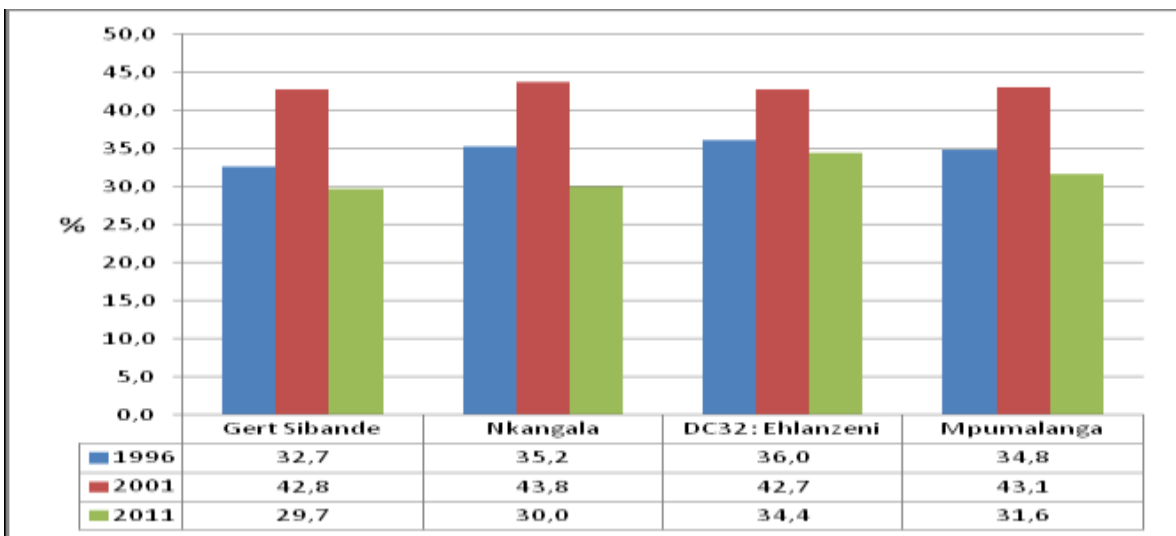
source: Stats SA, 2011

Unemployment rate of 29.7% (strict definition) in 2011 – 109 661 unemployed as a percentage of the Economically Active Population of 368 787 – decreasing trend. Unemployment rate for females 38.4% and males 22.9%, this shows that there is still a huge gap in terms of equity between man and women in terms of employment and it affect the state of development of the district badly when measuring equity and income, hence the Gini co- efficient figure is not good. Employment number only 26.0% of Mpumalanga employed. Gert Sibande had 259 130 individuals that were employed in 2011

2.7.1. Youth Unemployment

High number of youth unemployment is one of the challenges in Gert Sibande, Mpumalanga province and the country as a whole, which means most of the provincial and district funds should be directed to job creation for youth and skills development in order to make the youth marketable and employable. Below its the figures for youth unemployment in Mpumalanga, and Gert Sibande district.

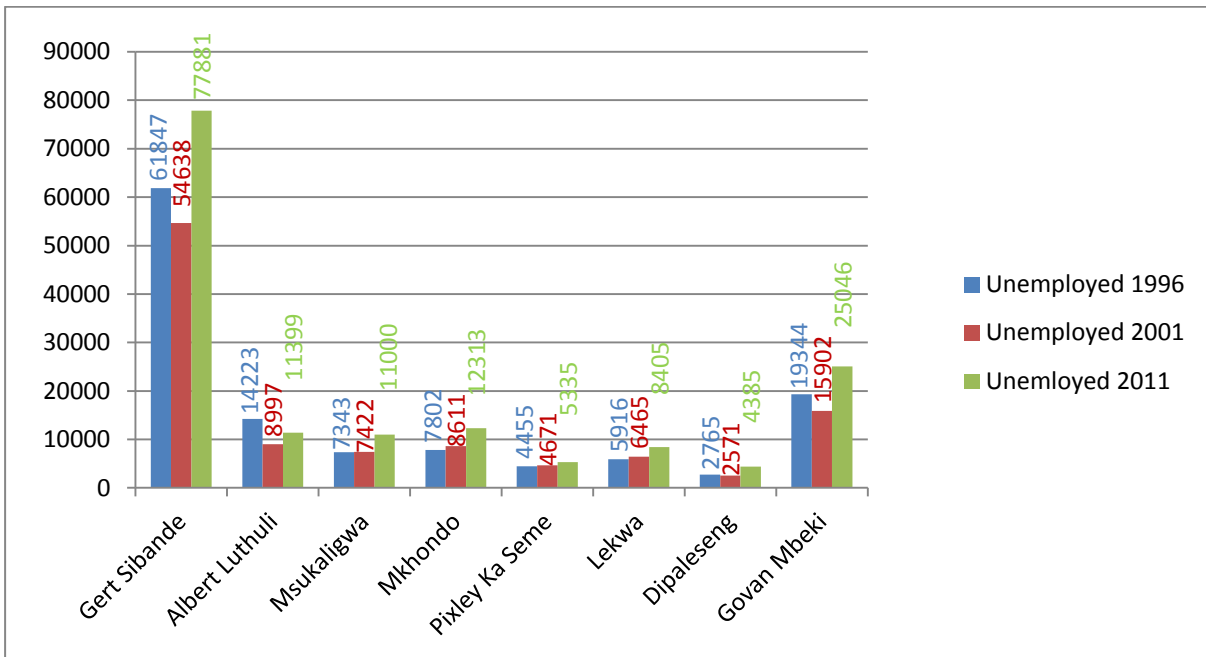
Figure 6: Youth Unemployment Rate per District



Source: Stats SA, 2011

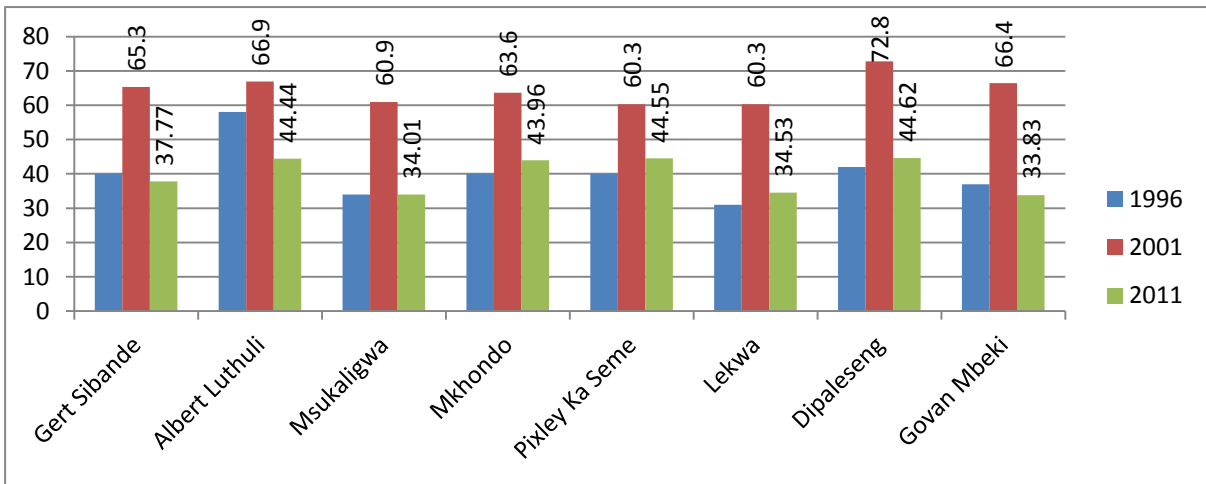
Mpumalanga recorded a decline in unemployment amongst the youth between 2001 and 2011. However, the highest decline was recorded in Nkangala district, which is higher than the provincial average at almost 10%. Notwithstanding the decline in unemployment in the District, there is still a significant number of youths who are unemployed.

Figure:7 Youth Unemployment Volumes for GSDM and LMs from 1996 to 2011



Source: Stats SA, 2011

Figure:8 Youth unemployment rate in GSDM and its locals from 1996-2011



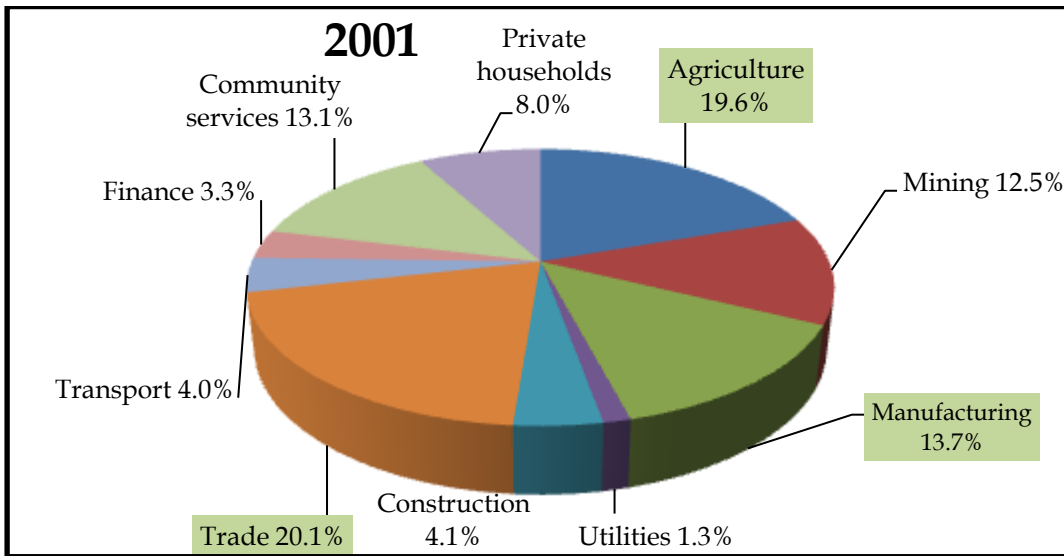
Source: Stats SA 2011

Despite the increasing volume of unemployed youth (Figure 7), there is a general decrease in the proportion of youth unemployment in the district from 2001 to 2011 (Figure 8). 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 Dipaleseng recording slight increase in the number of unemployed youths.

2.7.2. Sectoral Employment and Output

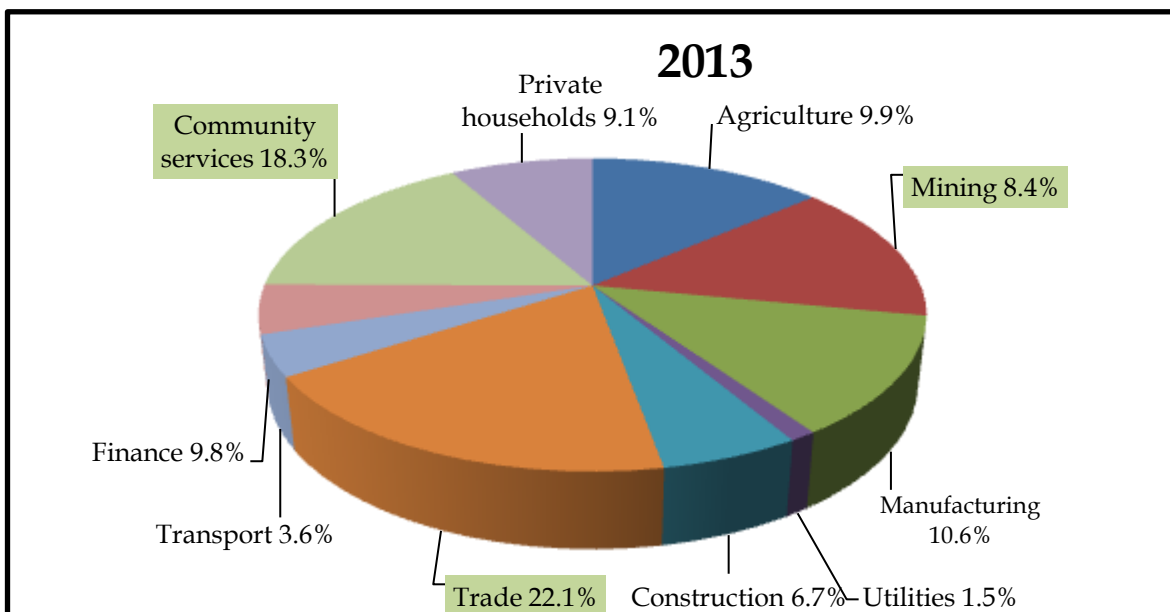
Sectoral employment refers to the available sectors in the GSDM where people are likely to find employment. by the output we are referring to the percentage or number of people employed in a certain sector so as to indicate which sector is dominating in terms of employment opportunities in the GSDM. Sectors available in GSDM include trade, mining, manufacturing, agriculture, community services, private households, transport, finance, construction and utilities.

Figure 9 A: Gert Sibande- Sectoral Employment 2001-2011



Source: Mpumalanga Department of finance, Socio-economic Profile of Gert Sibande, 2015

Figure 9 B: Gert Sibande- Sectoral Employment 2012



Source: Mpumalanga Department of finance, Socio-economic Profile of Gert Sibande, 2015

Leading industries in terms of employment in the district - trade (18.8%) community services (17.0%), mining (14.5%) and agriculture (13.9%). There is a decrease in role of agriculture & trade as employer and increase in role of community services & mining as employer.

2.8. GSDM Socio -Economic Analysis (State Of Development)

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.

2.8.1. Gross Domestic Product (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 (Gert Sibande socio-economic profile, 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 16 below illustrates more.

Table 16: Gert Sibande District Municipality's GDP Growth of the district.

Municipality	Trend 1996-2013	Forecast 2013-2018	Better (+) or worse than (-) province	Ranking: best(1) or worst(3)
Gert Sibande District	1.8%	1.9%	(-) (2.2%)	3
	2001(trend)	2009(trend)	Latest figure(2013)	Ranking: best(1) or worst(3)
Contribution to Mpumalanga GVA%	29.9%	29.9%	27.6%	3

Source: Mpumalanga Department of finance, Socio-economic Profile of Gert Sibande, 2015

Currently the district is expected to record the highest GDP growth (1.9% per annum) among the 3 districts over the period 2013-2018 with a historic growth 1.8% per annum in the period 1996-2013. Manufacturing, finance & community services should contribute the most to Gert Sibande's economic growth in the period 2012-2018.

2.9. Regional Contribution

This refers to the gross change in economic activity associated with an industry or any event in an existing regional economy. The region can be district, province, or country wide. This IDP will only focus on the provincial and district economic contribution looking at the available industries in the province.

2.9.1. 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 had 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 per cent) made the smallest contributions to the provincial economy.

Table: 17 Regional contribution to Mpumalanga’s industries (GVA at constant 2005 prices), 1996-2012

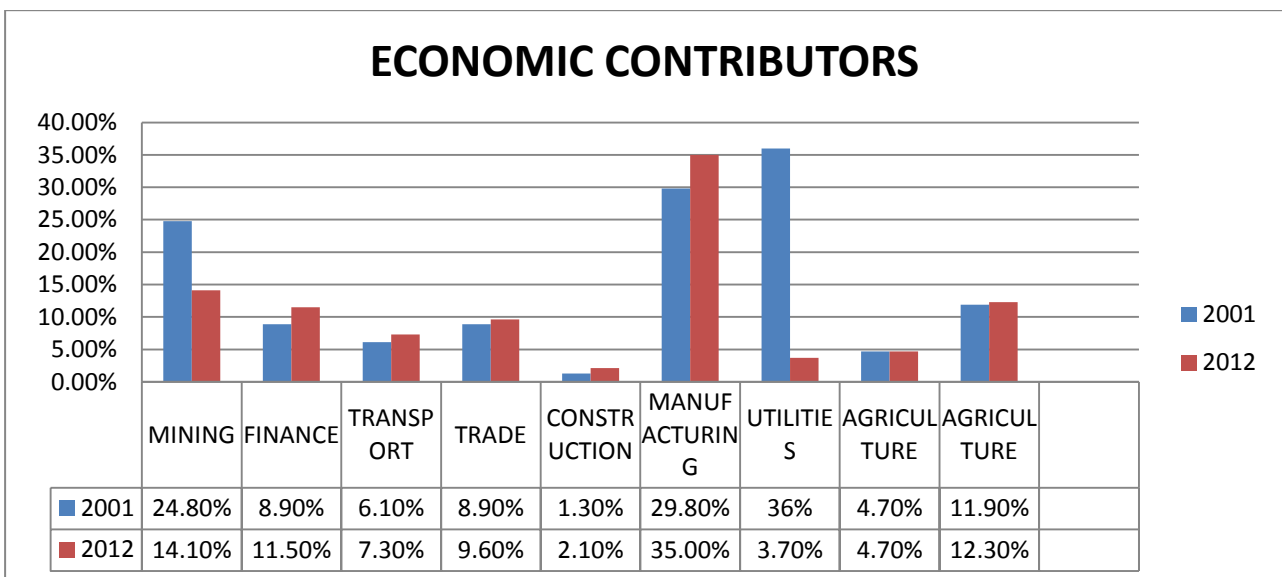
Industry	GERT SIBANDE		Nkangala		EHLANZENI	
	1996	2012	1996	2012	1996	2012
Agriculture	41.7	41.4	23.9%	22.9%	34.4%	35.7%
Mining	36.1%	23.9%	49.1%	69.4%	14.9%	6.7%
Manufacturing	42.6%	57.4%	31.4%	24.4%	26.0%	18.1%
Utilities	26.2%	25.7%	70.0%	71.4%	3.9%	2.8%
Construction	24.8%	26.8%	30.4%	32.6%	44.8%	40.6%
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: Socio Economic review and outlook of Mpumalanga, 2013

2.9.2. District Contribution

Manufacturing(57.4%), 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, Socio-economic Profile of Gert Sibande, 2013

Table 18: Contribution by Districts to Mpumalanga’s industries (GVA constant 2005 prices)

INDUSTRY	Gert Sibande	Nkangala	Ehlanzeni	Mpumalanga
Agriculture	41.6%	22.9%	35.5%	100.0%
Mining	23.8%	70.2%	6.0%	100.0%
Manufacturing	51.9%	28.5%	19.6%	100.0%
Utilities	24.7%	72.5%	2.8%	100.0%
Construction	24.6%	34.4%	41.0%	100.0%
Trade	24.2%	31.8%	44.0%	100.0%
Transport	24.2%	38.3%	37.5%	100.0%
Finance	20.6%	36.3%	43.1%	100.0%
Community services	22.7%	32.8%	44.5%	100.0%
Total	27.6%	44.0%	28.4%	100.0%

Source: Mpumalanga Department of finance, Socio-economic Profile of Gert Sibande, 2015

- Gert Sibande’s manufacturing (role of Sasol) contributed 51.9% & agriculture 41.6% to the relevant provincial industries.

2.9.3. challenges and solutions for socio-economic development

- High proportion of population aged 0-34(youth), this can be addressed by investing in youth through skills development.
- Second largest unemployment rate among the districts, the district has allocated funds for job creation in all the local municipalities, see projects multiyear comparison on chapter7.
- Education challenge Matric pass rate and university/degree admission rate, the district encourages pupils to study further/hard by issuing bursaries with the hope that the pupils will have courage since there is funding.
- Second highest poverty rate among districts
- Relatively low economic growth
- Independence/ or relying too much in manufacturing, Reduce unemployment, poverty rate and inequality. since it was indicated earlier in the document that the inequality exists between men and women with regards to unemployment the district is having a project on women empowerment.
- generally if the budget is in line with the socio economic challenges identified in the IDP development can be achieved.

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.

Table19: 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	✓	✓	✓	✓	✓	✓	✓	✓

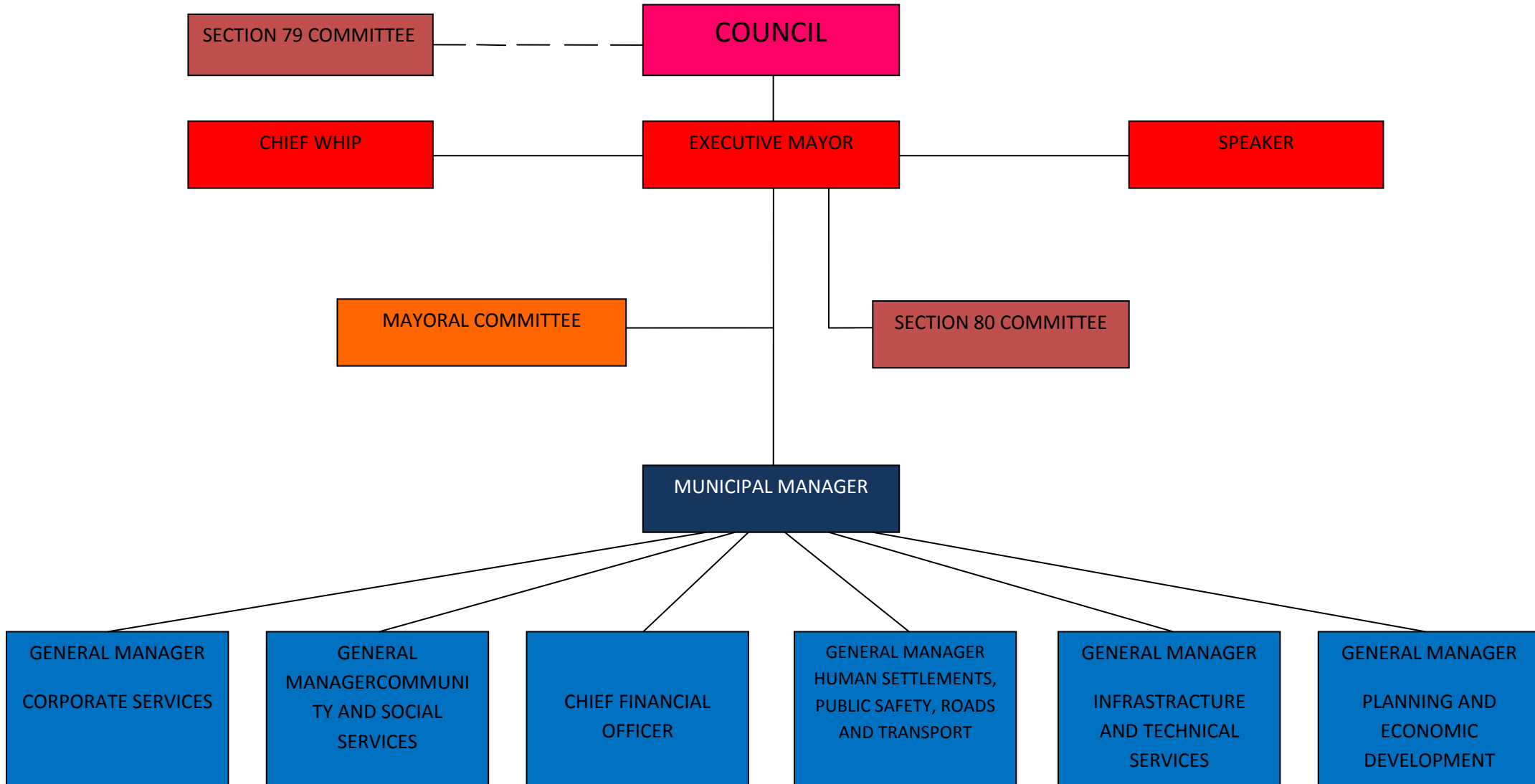
Constitutional Mandate, Powers and Functions	GSDM	ALBERT LUTHULI	DIPALESENG	GOVAN MBEKI	LEKWA	MKHONDO	MSUKALIGWA	PIXLEY KA SEME
General comments on capacity in terms of Powers and Functions	<p>The District needs to increase its capacity to support its local municipalities and build capacity</p> <p>The 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 11) .

Figure 11: 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. Councilors' 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 (MPAC)

Rural Development and Traditional Affairs

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 human Resource Strategy and 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 20: EMPLOYMENT EQUITY: GERT SIBANDE DISTRICT MUNICIPALITY																
	OCCUPATIONAL	POST			WHITES			INDIANS			COLOUREDS			AFRICANS		TOTAL FEMALES
	LEVELS	LEVEL	STRENGT H	NO	MALE	FEMALE	NO	MALE	FEMALE	NO	MALE	FEMALE	NO	MALE	FEMALE	NO.
1	Top Management	19-25	5	0	0	0	1	1	0	0	0	0	4	3	1	1
2	Senior Management	18	3	1	1	0	0	0	0	0	0	0	2	1	1	1
3	Professionally qualified & experienced specialists & mid-management	14-17	38	5	4	1	2	2	0	0	0	0	31	15	16	16
4	Skilled technical & academically qualified workers, junior mgt, supervisors, foremen & superintendents	9-13	100	5	2	3	1	0	1	1	0	1	93	43	50	50
5	General skilled & discretionary decision making	4-8	34	1	0	1	0	0	0	0	0	0	33	10	23	23
6	Basic skilled and defined decision making	1-3	45	0	0	0	0	0	0	0	0	0	45	26	19	19
	TOTAL PERMANENT		225	12	7	5	4	3	1	1	0	1	208	98	110	110
	Non-perm. Employees		3	0	0	0	0	0	0	0	0	0	3	3	0	0
	TOTAL		228	12			4			1			211			120

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

Table 21. below provides a summary of the status of Institutional Plans and Policies per municipality within Gert Sibande District Municipality

Table: 21 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	249	523	334	1619	519	640	854	375
Filled Positions	228	408	191	1383	517	493	570	296
Job Evaluation	Yes	No	In progress	In progress	Yes	No	No	In progress
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 - Only for Section 56	In Planning Phase	In Progress	Approved	Adopted by Council: CRA61/2009
Skills Development Plan	Approved	Approved	Approved	Approved	Submitted & approved	Approved & in Place	Approved	Approved
Employment Equity plan	Approved	Approved	Approved	Approved	Plan Approved	Approved	Approved	Approved
Gender Equity Plan	Approved	In Progress	Approved	Approved & in Place	Not in place	Approved & in Place	Approved	Draft
Employee Assistance Programme	In Progress	In progress	Not in Place	Approved	Not in place	Available	Approved	Approved
Disaster Management	Approved 2009 &	Draft	None	None	Draft	None	Approved - LM 1094/05/2011 and	Approved

Plan	Due for review						being reviewed for 2013	
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: 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 Districts' ICT initiatives. In order to achieve the aforementioned aims the District has proposed the following ICT Governance Framework.

Figure: 12 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:

Figure:13 Benefits of adopting an ICT Governance Framework.

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

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

3.2. KPA 2: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

3.2.1. Municipal Health and Environmental Services

Gert Sibande District Municipality has established a dedicated section, Municipal Health and Environmental Services within Community and Social Services Department with the purposes of curbing environmental health and environmental issues within the district. The section is made up of two components, viz,

- 1) Municipal Health Services and
- 2) Municipal Environmental Services.

The primary aim of the section is to strive to ensure that the community and any persons within Gert Sibande District municipality are living in a healthy and safe environment.

Vision:

“To provide access to Municipal Health and Environmental Services that improves the lives and safety of communities.”

Mission:

- To improve access of Municipal Health and Environmental Services within the district;
- To provide equitable , affordable and effective Municipal Health and Environmental Services;
- To promote community involvement through public participation, prevention ,conservation as the cornerstone of service delivery ;
- To empower stakeholders, public representatives to be at the forefront on environmental management; and
- To empower communities to take a lead in Municipal Health Issues and implementation of its programs.

Objectives:

- To deliver effective , appropriate and quality services equitably to all;
- To ensure appropriate preventative actions, effective interventions to Municipal Health and Environmental risks identified;
- To empower and educate communities to be self reliant on matters relating to municipal health and environmental issues;
- To promote and supports municipal health service programs that promote job creation and sustainable livelihoods ;
- To build capacity of key stakeholders on matters relating to Municipal health and Environmental services; and
- To protect, conserve the environment for current and future generations.

3.2.2 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).
- Notice 1229 of 2015
- 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).

According to the Municipal Structures Act, 1998 (Act No. 117 of 1998), Section 84(1) (i), MHS will the responsibility of Category C Municipalities, which are District and Metropolitan and In accordance with the National Health Act of 2003, the Municipal Health Section has the following core function:

- (a) water quality monitoring;
- (b) food control;
- (c) waste management;
- (d) health surveillance of premises;
- (e) surveillance and prevention of communicable diseases, excluding immunisations;
- (f) vector control;
- (g) environmental pollution control;
- (h) disposal of the dead; and
- (i) 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, currently the District is in a process of devolving the Provincial EHP's to the District. This will ensure the service becomes accessible to all people in the District.

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.

3.2.3 Environmental Services

The District Municipality in through its partnership, collaboration and limited resources has managed to provide Environmental Management Services [EMS]. The primary aim is to strive to ensure that the community and member of the public within Gert Sibande District municipality have access to environmental services that promotes bio-diversity, conservation of animals and plants, promote a balance between environmental sustainability, conservation, equitable and just economic use of environmental resources.

The communities and members of the public will have access to the following Environmental Services:

- Biodiversity and conservation management;
- Pollution control;
- Environmental management inspectorate services [compliance monitoring & enforcement]
- Community and stakeholders capacity building and empowerment;
- Community Participation and Mobilisation of environmental groups / eco-warriors and CBO, and NGO; and
- Multi-stakeholder, inter-sectoral collaboration programs and projects.

3.2.4 Key Issues To Be Addressed Pertaining To Environmental Services

Biodiversity and conservation management (vegetation and animal (wild) management)

- Promote and support implementation of Bio-diversity plans and strategies;
- Promote expansion of reserves, conservation areas and rehabilitation aimed at promoting and supporting bio-diversity;
- Development, review and implementation of GSDM Bioregional plans and other relevant documents
- Support initiatives and programs aimed at ensuring sustainable bio-diversity;
- Promote and support programs and projects for protection of bio-diversity e.g. eradication of invasive alien plants
- Increase awareness and provide capacity building on importance of bio-diversity to community and stakeholders;
- Support programs and projects aimed at reduction of loss of bio-diversity; and
- Mitigation of identified or reported cases of loss of bio-diversity or threat to loss of bio-diversity.

Conservation management

(a) Land/ Soil Management

- Promote and support implementation of Land Use Management strategies and system
- Support initiatives to rehabilitate and conserve arable land/ soil
- Support land/ soil conservation and pollution control initiatives, projects and programs that promote job creation and sustainable livelihoods .g. land rehabilitation projects
- Increase awareness and provide capacity building on importance of land/ soil management to community and stakeholders;
- Support programs and projects aimed at reduction of land degradation and soil erosion

(b) Water/ Wetland Management

- Initiate and support initiative to rehabilitate , conserve wetlands and water bodies
- Support initiatives and programs aimed at ensuring sustainable water use;
- Promote and support programs and projects for protection of wetlands and water sources;
- Initiate and support programs and projects aimed at reduction of water usage;
- Mitigation of identified or reported cases of water pollutions
- Promote and support mitigation measures aimed at elimination or control of illegal waste disposal in wetlands and water bodies

3.2.5 Pollution Control

Environmental Impact Assessment (EIA)

- Commenting on proposed developments;
- Inspection and analysis of studies conducted on proposed developments;
- Community and stakeholders capacity building and empowerment;
- Procedure manual Development and Review;
- Inter -sectoral collaboration programs and implementation of the EIA regulations.

Air Quality Management

- Issuing of Atmospheric emissions licenses [AELs] ;
- Community and stakeholders capacity building and empowerment;
- Implementation and review of the GSDM and local Air Quality Management bylaws;
- Alignment of the GSDM Air Quality Management Plan with the National and Provincial Air Quality management plans, policies and strategies;
- Adoption and implementation of Air Quality Management plan, programs & projects to improve air quality;
- Inclusion of GSDM AQMP and AQ bylaw in the IDP;
- Support air quality projects and programs that promote job creation and sustainable livelihoods e.g. greening projects;
- Support air quality management projects and programs that promote reduction of energy consumption and promote renewable energy use;
- Improvement of Inter-sectoral collaboration and partnership through the IGR forums; and
- Monitoring of high risk communities in local municipalities within the Highveld priority areas in Gert Sibande.

Climate Change & Greenhouse Gases (Mitigation/ Awareness / Regulations)

- Climate change mitigation programs and sectoral alignment ;
- Climate change policy development and review;
- Adaptation program development , alignment and review;
- Environmental capacity building empowerment on climate change & greenhouse gases issues;
- Support initiatives, climate change & green house gases projects and programs that promote reduction of energy consumption , reduction of greenhouse gases and promote renewable energy use;
- Support initiatives, projects and programs that promote job creation and sustainable livelihoods;
- Community Participation and Mobilisation;

- Inter-sectoral collaboration program and implementation of the national climate change response policies and strategies.

Waste Management

- Development and management of regional and local landfill sites [licensing / waste reporting / closure & rehabilitation] and monitoring of its fleet;
- Development and review of policy on landfill site management and collection strategies;
- Review and implementation of Integrated Waste Management plan;
- Development, review and Implementation of the GSDM waste management strategy in line with the national waste management strategy;
- Support waste management initiatives, projects and programs that promote job creation and sustainable livelihoods;
- Support local municipalities and other key stakeholders in terms of capacity building and awareness campaigns to improve waste management services such as collection and minimisation strategies;
- Improvement of Inter-sectoral collaboration and partnership on working with waste through the IGR forums;
- Promote and support mitigation measures aimed at elimination or control of illegal waste disposal.

Compliance Monitoring And Enforcement

- Monitoring compliance in terms of environmental management in local authorities as per National Environmental Management Act and its Specific Environmental Management Acts;
- Individual and joint routine and strategic inspections with other relevant authorities on environmental authorizations issued ;
- Continuous update of the complaints register;
- Investigate on all complaints(environmental nuisance and incidents) received;
- Immediate response to complaints received;
- Follow up / feedback and closure on complaints received;
- Issuing of notices, directives and fines on all non-compliances determined.

3.2.6. Key Strategic Approach To Improve Environmental Services Delivery:

- Improving regulatory services [development & review of By-Laws, integrated environmental management Plans]
- Alignment of Environmental Services with National and Provincial Environmental plans, policies and strategies;
- Alignment of Environmental Services with the National Development Plan;
- Alignment of Environmental management programmes and projects with the IDP;
- Implementation of Environmental management policies, plans and strategies;
- Support community and stakeholders through awareness and capacity building;
- Improve community participation and involvement through community and stakeholder mobilisation;
- Support environmental management initiatives that promote job creation and sustainable livelihoods;
- Improvement of Inter-sectoral collaboration and partnership through the IGR forums;
- Improving corporation and partnership with other relevant stakeholders through compliance monitoring and enforcement.

3.2.7 Key Achievements 2014/2015

- Gazetting of By Laws ,
Air Quality By-Law, Municipal Health Services By Law, and Noise By Law. Currently the district is involved with Public Participation for the Waste By Law.
- Extended Municipal Health Services to rural communities and Government premises that did not receive the service before.
- Strengthen the enforcement of By Laws and thus generated income for the District.
- Intensified awareness campaigns throughout the District.

Photo 1: GSDM Environmentalist Cleaning illegal dumping site.



Photo2. Municipal Health and Environmental Services officials display the services provided by District.



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: 10 000 which in essence confirms that the GSDM District Municipality's Municipal Health Section is seriously under-staffed and that additional qualified practitioners are required. The Devolution process will assist the district to ensure the service is available to all.

3.2.8 Social Services

The main goal of Social Services is to promote social change and economic advancement of individuals, groups and communities. The approach emphasizes early intervention and prevention that is categorized into primary prevention and secondary prevention. It includes activities associated with programmes for the empowerment of Youth, Women, Children and the Disabled, programmes towards mitigation of the effect of HIV and Aids on communities, and Culture, Sport, Libraries and library related matters.

The implementation of Special Programmes for Youth, Women and the Disabled, HIV and Aids mitigation measures, programme throughout the District, as well as preparation of business plans to access funds for and monitoring, are administered in the Office of the Executive Mayor and Community and Social Services Department.

3.2.9 Coordination Of HIV/AIDS, Home Based Care And Orphans

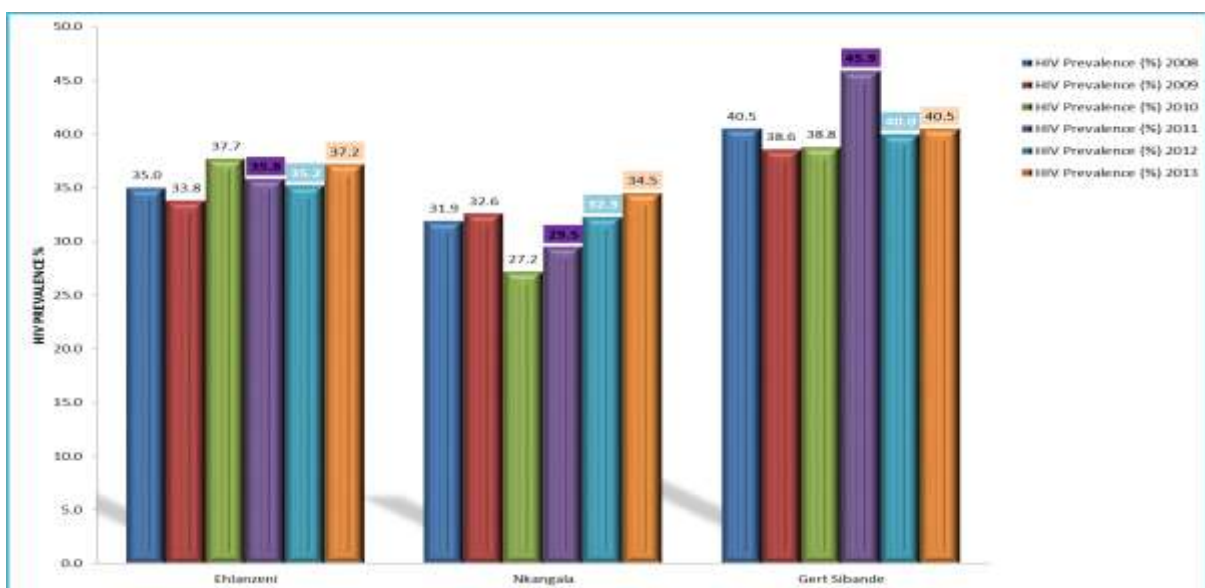
Gert Sibande District remains one of the Districts with the highest infection rates of HIV / AID's in South Africa. Latest statistics for the Province reveal a decrease in the District infection rate. Our District Gert Sibande District Municipality has been identified as one of the most affected areas in the Country (Figure 15 and 16). Amongst the three (3) District Municipalities of Mpumalanga, we have a higher HIV prevalence rate at 40.5% (2013 DOH Survey) which shows a decrease from previous stats of 2012 which was 45.9%.

The District Municipal Council had approved an HIV/ AID's Strategy and Plan for 2012 - 2016 financial years, Its life cycle comes to an end in 2016. We need to take stock of the work done from 2012 -2016. The 2016-2020 District Strategic Plan for HIV, STIs and TB will be a multi-sectoral intervention that is aimed at providing strategic and policy direction in the district. This plan will be evidence based and results-oriented and will take into account gender and human rights principles to provide access to services for our communities.

In alignment to the PSP, the District has decided on the following strategic goals:

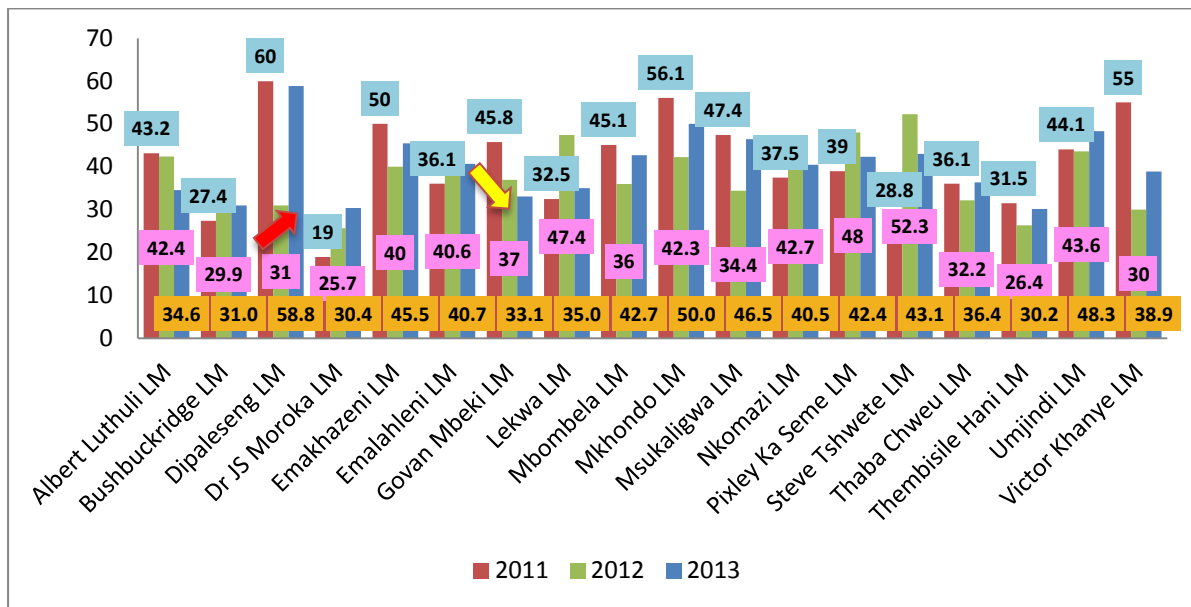
- A. Acceleration of prevention interventions in order to reduce the rate of new HIV and TB infections and deaths by 90%.
- B. Improvement of access to comprehensive treatment, care and support services to 90% of all eligible people living with HIV, STIs and TB; 90% of them being alive 5 years following initiation of treatment.
- C. Mitigation of the socio-economic impacts of HIV, STIs and TB, especially among the most vulnerable groups such as orphans and children, PLHIV and their caregivers and/or families, and guarding against any form of discrimination and stigmatization.

Figure : 15 HIV prevalence per District in Mpumalanga (2008 - 2013)



(Source: National Antenatal Survey 2013 (South Africa))

Figure 16: HIV Prevalence Rate per Municipality (2011 – 2013)



(Source: DOH, Mpumalanga)

The District and Its Local Municipality have done well in implementing intervention programmes that were focus on prevention awareness, Launching and Capacitating of All LAC and developing HIV/AIDS Strategies for Local Municipalities

3.2.10 Achievements for 2014/2015

- Developed local HIV/AIDs strategies/ implementation plans for all
- Intensified awareness Campaigns on HIV/AIDS, Gender Based Violence and MMC
- Launched Local Aids Councils in 7 Local Municipalities.
- Ensured that all Local Municipalities within GSDM appoint HIV Coordinators.
- Assisted together with SHIPP to capacitate all Launched AIDS Council.
- Launched and trained Ward Aids Council in Msukaligwa, Mkhondo.
- Supported Civil Society in the Election of Deputy Chairperson in all LM's .

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 district has distributed over 250 home base kits to various Home base care centres in the 2014/2015 financial year.

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.

3.2.11. 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.

GSDM together with the Sporting Fraternity has developed a Sport and Recreation Strategy 2012 to 2016, this has been a guiding document for Gert Sibande District Municipality Programmes. These Programmes include:

- GSDM Mayoral Cup
- GSDM Gert Sibande Cup
- Promotional Play Off
- Municipal Official Games
- Regional School Championship (Athletics)
- GSDM Marathon (Road Running , Track & Field and Cross Country)
- Cultural Festival
- Disability Sport
- Support for Athletes and teams representing GSDM in the Province and National tournaments.

Photo 3: GSDM Political and Administration Leadership congratulates Witbank Spurs, winners of Gert Sibande District Municipality



The above programmes have become annual programmes for the District Municipality and have all been successfully implemented in 2014/2015 financial year and still part of our District Programme.

3.2.12. 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.

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. The District Successfully held Vukuzenzele Disability programme in Dipaleseng Local Municipality during the 2015 Disability Month held under the Theme **“Together we move South Africa forward through radical socio-economic transformation”**. The District continues to support people with disabilities with assistive devices such as wheel chairs, white cane, and crutches.

Photo 4: GSDM Donates a wheel Chair to young Person at Dr Pixley ka Isaka Seme during Youth Day celebration.



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

- Inadequate facilities
- Strengthening of Local Disability Forums (Msukaligwa and Mkhondo Local Municipality was assisted to Re-launch their disability Structure)
- 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 (Draft Completed)

Table 22: Disability Figures in GSDM

		Gert Sibande DM	Chief Albert Luthuli	Msukaligwa	Mkhondo	Dr. 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 difficulty	14,312	2,779	2,291	3,011	1,329	1,405	592	2,905	14,312
	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: STATSSA 2011

3.2.13. 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.

Youth Strategies

- Promote youth development in local govt through infrastructure delivery and job creation.
- Create awareness amongst youth on skills required in infrastructure delivery environment and LED.
- Confirm opportunities for youth in sustainable delivery

Given the status quo of the district youth population, the district has given priority to the youth through its bursary and EPWP programmes (Phezukomkhono). 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.

During the 2016/2017 the District intends to hold a Youth Summit to take stock of the work that has been done since 2011 to date, Align the Draft GSDM Youth Strategy to The National Youth Policy (NYP) for 2015–2020 (NYP 2020) which is developed for all young people in South Africa, with a focus on redressing the wrongs of the past and addressing the specific challenges and immediate needs of the country's youth.

3.2.14. Gender Mainstreaming

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

3.2.15. 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:

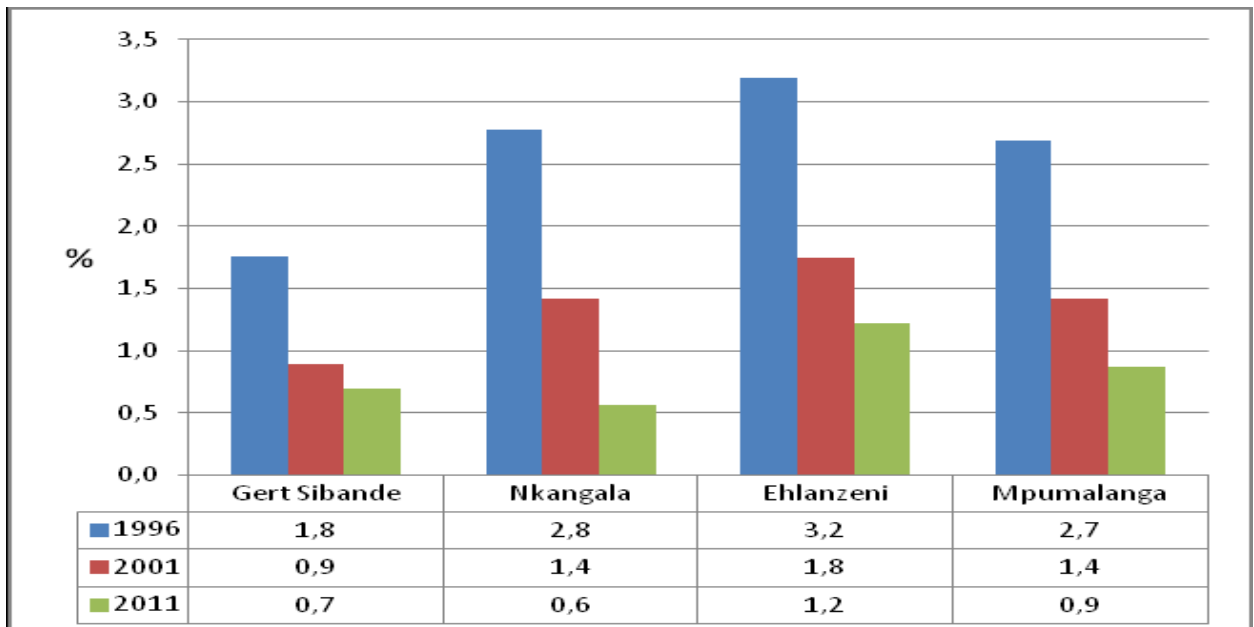
- Lack of support and coordination for the emancipation, protection and support for children in need and distress;
- Development of policy guidelines pertaining to Children’s Rights;
- Facilitation and establishing partnership that is focused on availing resources to assist children in need;
- Coordination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

Photo 5: GSDM donates school bags and shoes



GSDM Distribute School Shoes and Bags to underprivileged school children in Govan Mbeki local Municipality.

Figure 18: Distribution of child headed households by district municipality – 1996, 2001 and 2011



(Source: Stats SA: 2011)

3.2.16. Thusong Services Centers (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. Chief 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 Centers 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.

3.2.17. 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;
- Utilizing most useful IT connections;
- Applying for funding for the above; from national & provincial government, and private sector social responsibility source;
- Continuous staff development through training and workshops for Library;
- Awareness campaign in line with library calendar

Photo 3: Damelin and INTEC donates books to the library and gives 3 bursaries



Photo: Damelin & INTEC donated books to the LIBRARY and gave 3 bursaries to needy Individuals to the value of R6000

3.2.18. 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.

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

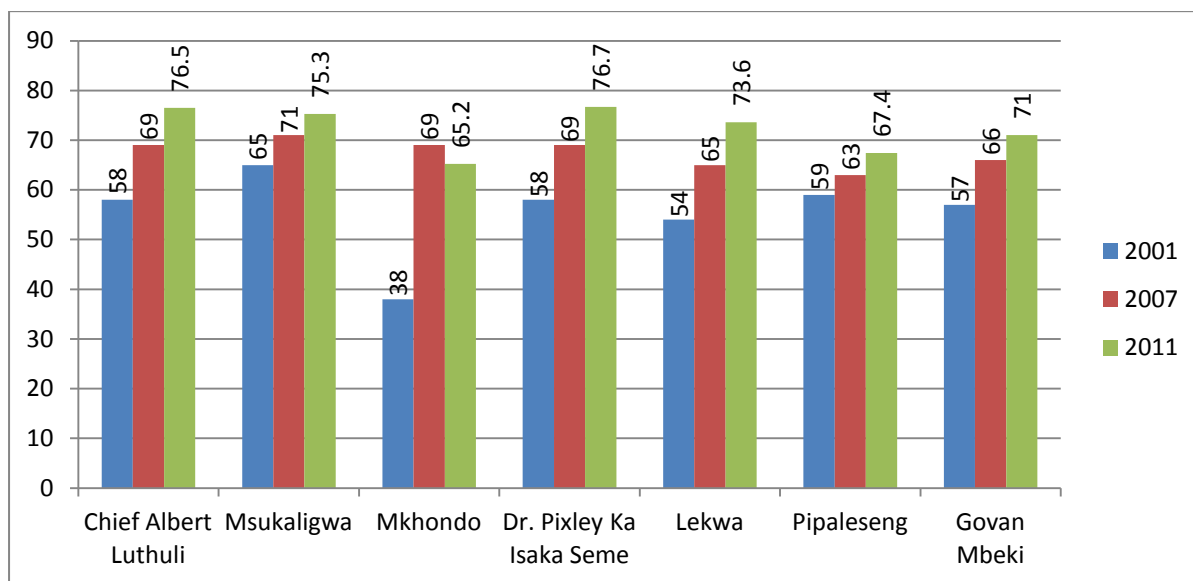
3.2.19. Human Settlements

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.

Households with Formal Dwellings

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%.

Figure 19 : Percentage of households with access to formal dwelling in Gert Sibande and its local municipalities, –2001-2011 2009



Source: Stats SA 2011

The housing backlog in GSDM as depicted in Table 24 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 :23 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.

3.2.20. 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.

3.2.21. 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:

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.

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

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.

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

Disaster Response

The district will strive to ensure a state of readiness to response 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.

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 24: 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 Municipality	-	04	04 vehicles	All 4 Operational	Adopted Framework and Supporting Policy for Execution

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 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.

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.

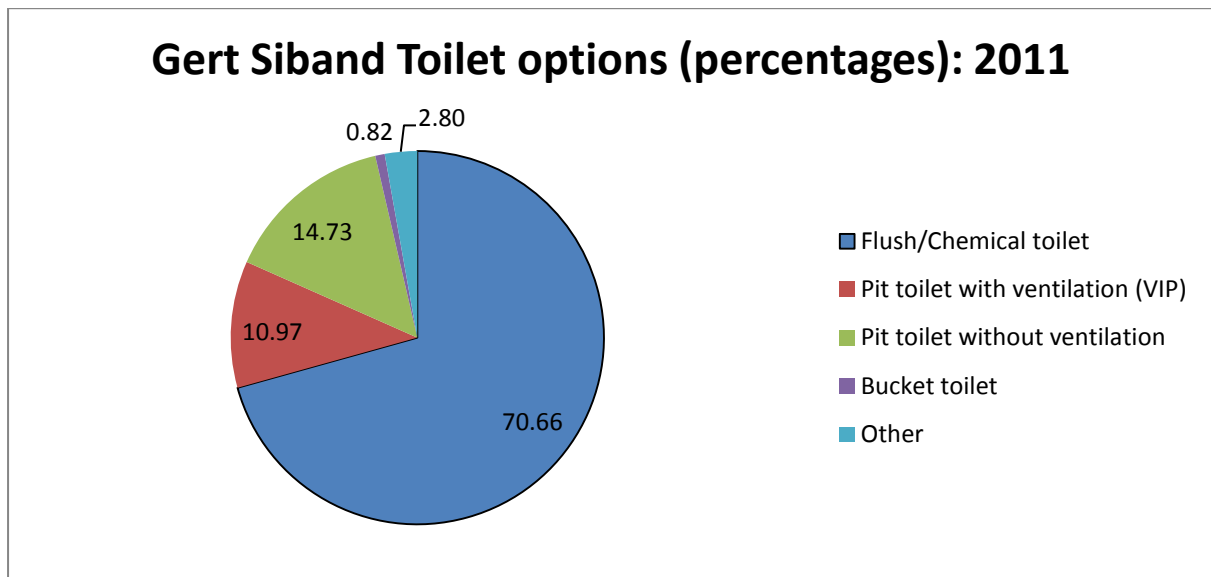
The purpose of the Regional Centre is to facilitate centralized tactical, command and coordination in all Disaster response by all municipalities within the Districts. It is also envisaged that this will enhance the capacity to all the municipalities to adequately mitigate and respond to disaster with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

3.2.22. 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%

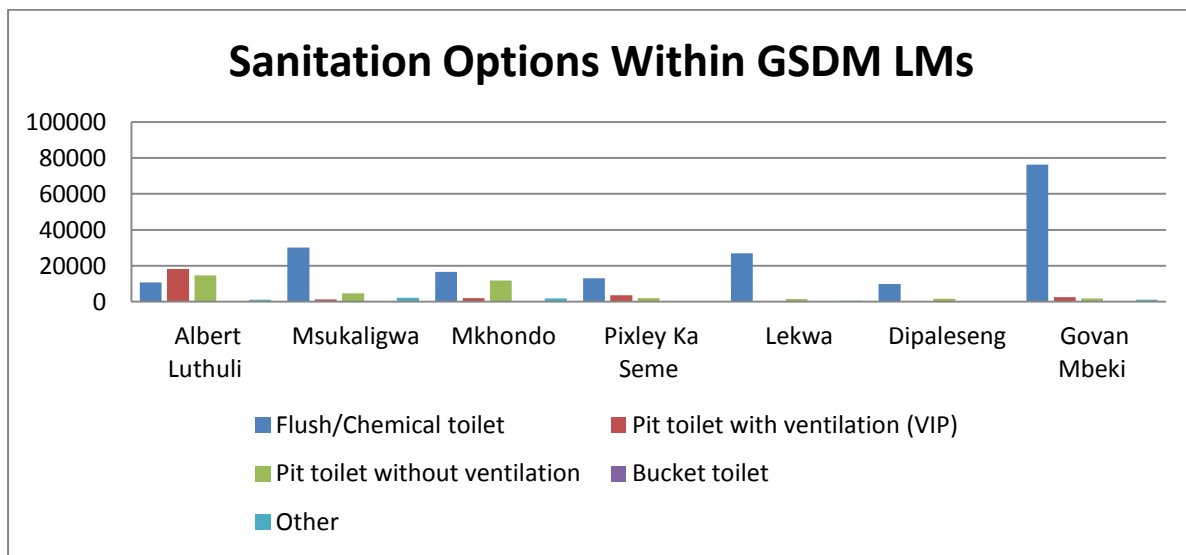
Figure 20: Sanitation options available in GSDM 2011



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 21: Sanitation options in municipalities within GSDM in 2011

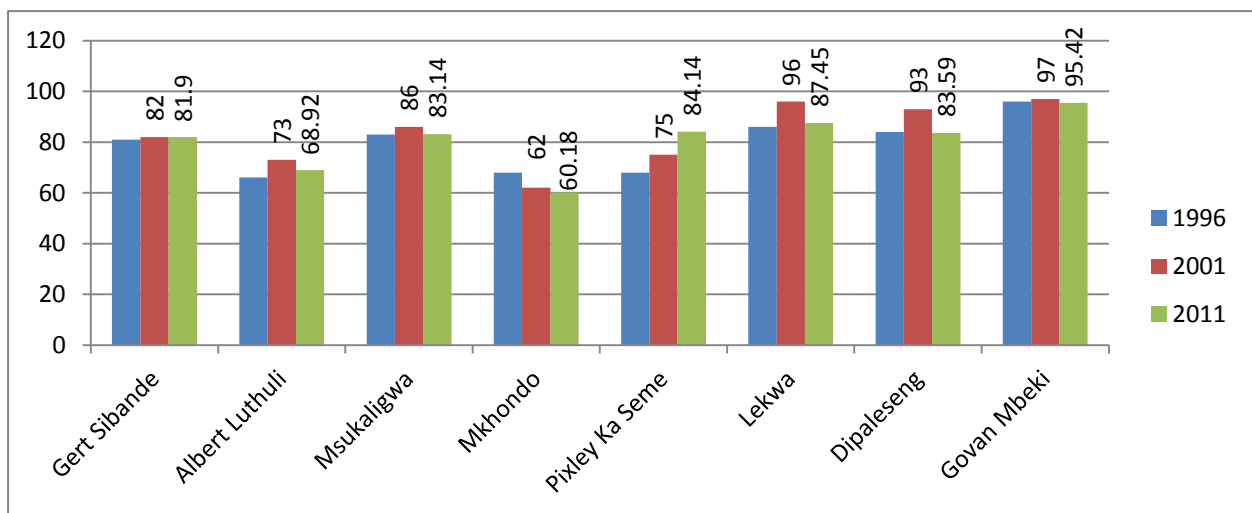


Source: Stats SA, 2011

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

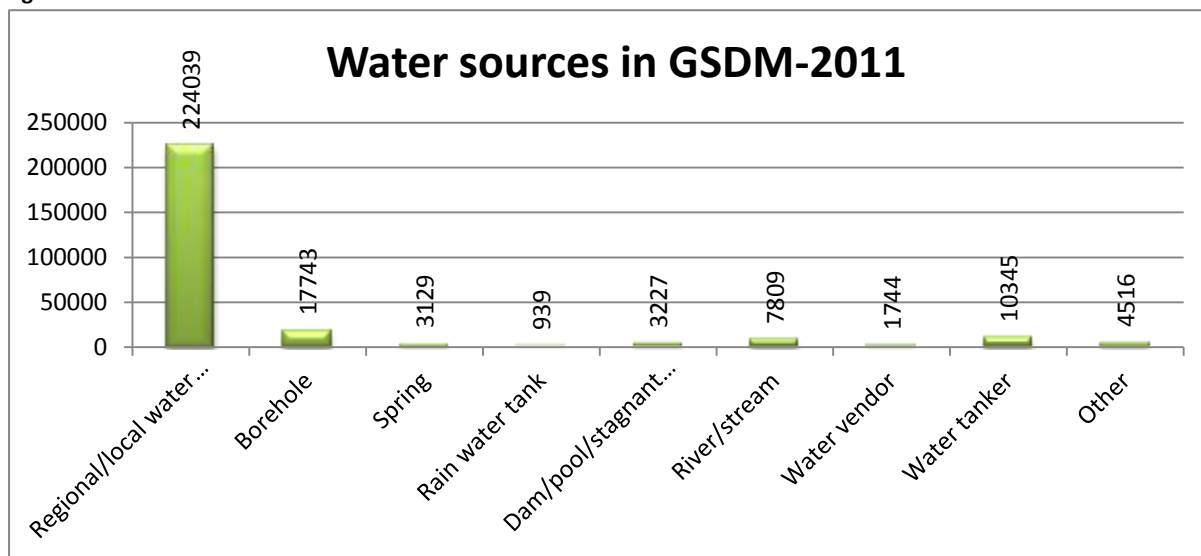


Source: Stats SA, 2011

Figure 22 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 23, and bulk water infrastructure for all local municipalities.

Figure 23: Water sources in GSDM for 2011



Source: Stats SA 2011

3.2.23. 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.

3.2.24. 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 waterservices 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 :25 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.

3.2.21. 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.

3.2.25. 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:26 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: 27 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))

3.2.26. 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. A 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 28: 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.

Table 29: 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.

3.2.27. 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.

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

Water Quality

Table 30: 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
Emalahleni	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.

Table 31: 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 32.: 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.

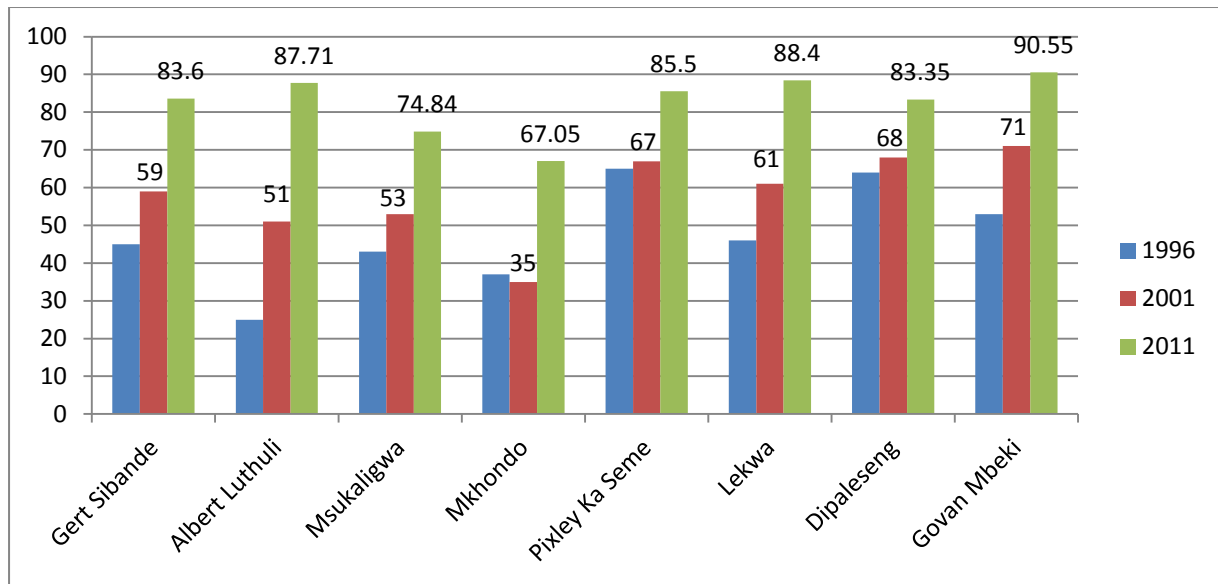
Key issues to be addressed pertaining to water and sanitation at Local Municipality level:

- 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.

3.2.28. 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.

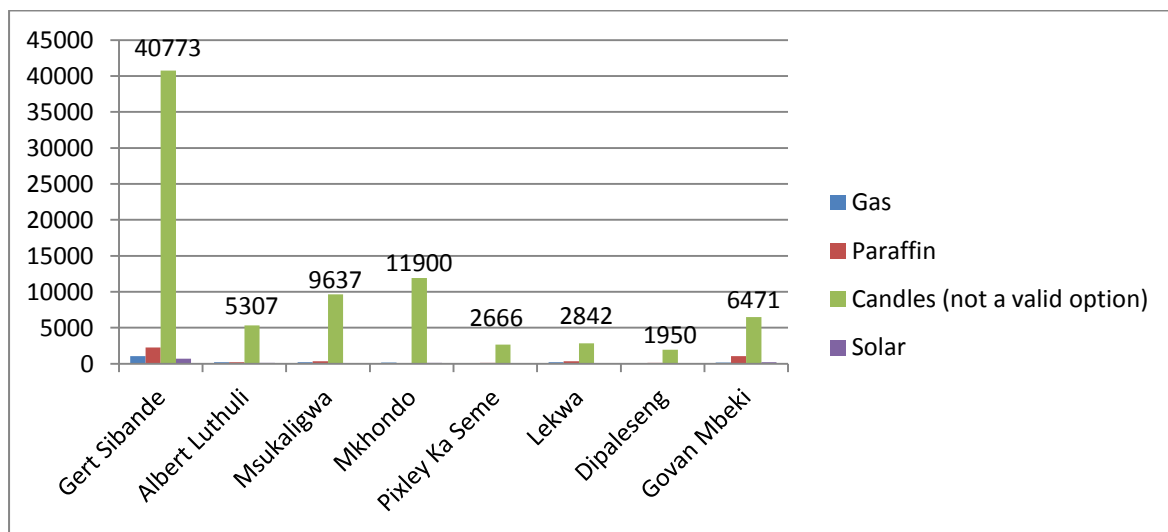
Figure 24: Percentage of households with electricity connections in Mpumalanga, Gert Sibande and local municipalities, 1996-2011



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 25: 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.

3.2.29. 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 the 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.

3.3. KPA3: LOCAL ECONOMIC DEVELOPMENT

LED is prepared as a sector plan of the GSDM integrated development plan (IDP). Its purpose is to provide GSDM with a strategic vision, goals, and smart objectives, as well as a coherent set of strategies, programmes, and projects through which it must systematically pursue economic development within its jurisdiction.

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.

3.3.1. 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 reviewed GSDM LED Strategy which was approved in August 2014 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.

3.3.2 Economic Potential/Endeavours in GSDM

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, Rural Development, Land Administration and Environment.... (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.

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 (2014/15) 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.

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, downstreaming and local beneficiations.
- 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

3.3.3. 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:

- 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.

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.

3.3.4 Strategic Development Initiatives

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 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.

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

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

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.

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.

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.

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.

- 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 boast 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 significance 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

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”.

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.

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.

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.

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.

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.

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.

3.3.5. 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.

3.3.6. Comprehensive Rural Development Programme (CRDP)

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 approved a business plan to financially assist Agricultural Co-operatives that are at the CRDP municipalities. The MTSF also highlights the significance of government action in promoting and facilitating the following matters:

3.3.7. Expanded Public Works Programme (EPWP)

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. Phezkomkhono 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)

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

3.4. KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

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.

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 introduction of the mSCOA Project for all local Municipalities ensuring compliance

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 Revenue replacement Grant and the equitable share, increases by approximately 2.94% per Annum and these increases are well below the inflationary increases. Consequently the District has limited finding to assist the Local Municipalities, it is contemplated that a District wide revenue enhancement plan be prepared in conjunction with the local Municipalities to ensure that adequate funding is available to address the increasing service delivery backlogs. 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
- Vibrant equitable and sustainable rural communities and food security
- A development - oriented public service and inclusive citizenship

3.4.1 Credit Control and Debt Collection Strategy for Local Municipalities

It must be highlighted that the debtors book of the Local Municipalities on average exceeds approximately R250 million. This non-collection timeously of revenues has placed the Local Municipality in extremely non-viable financial problems and in some instances has resulted in measure creditors e.g. Eskom not being paid timeously. The Revenue Enhancement Plan referred to above would take into consideration the Culture of payment for services and the timeous collection of outstanding debts by rate payers.

Further, the District has embarked upon a measure GIS data cleansing Project with all Local Municipalities in its area of jurisdiction.

The GIS financial data cleansing operations at all local municipalities has reached the stage where all processes and procedures must be standardised throughout all departments, through the use of software applications forming part of the day-to-day activities to ensure that data maintained on the financial and other services information systems are integrated and thus deliver more accurate data. Accurate data will ensure that the revenue projections done are more realistic and hence collection can be more effective.

Further, the incorporation of the Municipal Properties Rates Act by local municipalities into their operations including MSCOA, as well as the management and recovery of outstanding debt is of extreme importance, as it will ensure that we have sustainable local government at local level. The implementation of the Property Rates Act will enable local municipalities to maximize their fixed revenue in order to finance their operational expenditure. In future GSDM's funding allocation will be applied in priority to areas in the local municipalities where significant service delivery demands are required.

The financial data is an area of grave concern and supply of this data to an integrated system are not taking place as speedily and accurately as expected, mainly due to non-availability of trained staff and lack of automation. The GIS project raised the issue of clean, standardised financial data and systems, which the GSDM and the local municipality staff hope to address through the signing of Memorandums of Understanding between the District-, Local Municipality, Financial System - and GIS vendors to establish automated applications, data standards and system implementation.

GSDM intends to maintain and further develop the Shared GIS Service into an Integrated Management Information System, shared with the Local Municipality Departments and the District. The advantage of this innovation is that at all times and in any location, the management decision processes are enhanced through the provision of multi-disciplinary information systems i.e. financial systems, spatial development and land use management systems, all services development plans, payment and debt recovery trend, management systems and property valuation information to ensure that service delivery goals are achieved in a sustainable manner.

3.4.2 Other Assistance Provided To The Local Municipalities

Outline below are the following material Projects that are undertaken by the District:

- 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 DWS, 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.
- The District together with Rand Water, DWS and COGTA are administering Water related Projects in terms of the DORA/ RBIG funding

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 and the District has over the years established a centralised Supply Chain Management Unit which addresses the following:

- 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.

The District envisages that non-compliance with the latest National Treasury Legislative requirements that the centralised web based data based will be fully utilised with effect from 1st July 2016 onwards, this migration will ensure that Supply Chain Management procedures would be enhanced accordingly

3.4.4 Audit Reports

The District is co-ordinating activities around 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.

Gert Sibande District Municipality has received unqualified audit reports for the 2009/10, 2010/11, 2011/12 and 2012/13 (Clean Audit report), 2013/14 (Qualified) 2014/15 (Unqualified) financial years. Further, it must be highlighted that the District had received Clean Audit report for the entities Eastvaal Development Trust and Eastvaal financing Partnership for the ensuing 2016/17 financial year the District will no longer have the above mentioned entities on the basis that the Secunda Offices Sale transaction together with the Sale and Lease back arrangements were concluded in the previous years.

3.4.5 IMPLEMENTATION OF THE MSCOA

The District has prepared an implementation plan for the rolling out and will ensure that all MSCOA related activities will be rolled out during the 2016/17 financial year thereby ensuring that the Statutory deadlines are duly met. Further, it must be noted that financial systems are being centralised to ensure that all activities are undertaken within the main financial systems.

3.4.6 FINANCIAL VIABILITY

Currently the District has a positive financial viability status and its able to fund its short medium and long term commitments at this stage the District need not consider Loan income funding to finance its Projects and assistance given to LM's.

Outline below are the 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

3.5. KPAS: 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.

3.5.1. 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.

3.5.2. 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 encourage and create 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 :33 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 :34 Summary Of Wards In GSDM

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

Table:35 Functional Wards Committees in GSDM

MUNICIPALITY	NUMBER OF WARD COMMITTEES	FUNCTIONAL	NON FUNCTIONAL
CALM	25	24	1
DIPALESENG	6	5	1
GOVAN MBEKI	32	30	2
LEKWA	15	14	1
MKHONDO	19	19	0
MSUKALIGWA	19	18	1
DR. P. K. I. SEME	11	11	0

Table: 36 ward operational plans

MUNICIPALITY	NUMBER OF WARD OPERATIONAL PLANS	SUBMITTED	NOT SUBMITTED
CALM	25	18	7
DIPALESENG	6	5	1
GOVAN MBEKI	32	27	5
LEKWA	15	12	3
MKHONDO	19	15	4
MSUKALIGWA	19	17	2
DR.PKISEME	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:37 Presidential Hotline Issues

MUNICIPALITY	OPEN CALLS	RESOLVED	TOTAL CALLS	PERCENTAGE
CALM	21	21	21	
DIPALESENG	18	7	11	
GOVAN MBEKI	43	49	92	
LEKWA	-	-	-	
MKHONDO				
MSUKALIGWA	14	14	14	
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 Actions

- Councilors reminded to submit ward operational plans
- Increase staff in the offices of the Speakers
- Encourage ward committees to submit minutes on time
- Payment of out of pocket to expedited on time
- Response to issues raised by ward committees to be taken seriously
- Separate politics from statutory functions

3.5.3 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

3.6. KPA 6: SPATIAL DEVELOPMENT AND ANALYSIS AND RATIONALE

3.6.1 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, Balfour, 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..

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

- Severe environmental degradation- The district is continuously experiencing challenges related to the degradation of bio-diversity hot spots and environmentally sensitive areas. This is caused by factors such as agriculture, mining, forestry and urban development encroaching on these environmentally sensitive areas.
- Conflicting economic activities- Mining, agriculture and tourism are in constant conflict over the use of land. More often, this results in the loss of high value agricultural land , land featuring high biodiversity or eco-tourism areas.
- Continuity-The N17 road link between the district and Swaziland is missing out on enhanced economic activity and growth due to the incomplete rail link that halts at Lothair. The planned extension of the railway line will unlock further economic growth.
- Connectivity and Accessibility- The former homeland area of KaNgwane is geographically isolated from areas of work and economic activities. The economic growth and investment that has gone to Elukwatini node catalysed by amongst others the Komati mine in Manzana has to be harnessed and supported by public investment in order t improve the local economy of the former KaNgwane area and make available socio-economic opportunities in the areas.
- Integration- There is a need to improve transport planning in the district and have it integrated with land use planning. The Multi-modal transport facilities and transport oriented developments must be prioritised in order to achieve spatial integration.
- Maintenance- A number of road upgrade projects (as listed in the 2007 GSDM SDF) have been implemented in the district which has seen welcome improvements on our primary corridors. However maintenance of coal routs remains a challenge (see GSDM Transport Plan 2015). A concerted effort to support the 'Road to Rail' Initiative is required.
- Engineering services- The dispersed nature of the rural settlements in Mkhondo and Chief Albert Luthuli local municipalities makes it difficult to deliver basic services like water, sanitation and electricity infrastructure. These areas have been identified in the GSDM SDF as service upgrade priority areas and the projects and budget allocation reflects the commitment of the GSDM to improve the service availability in these former homeland areas.
- Urban and rural restructuring- The issues raised above necessitate the consolidation of the District's urban and rural settlements around its main economic activity areas and rural nodes. This will help in the following ways:
 - Create the critical densities needed for the sustainable provision of bulk infrastructure and community facilities.
 - Facilitate targeted infrastructure spending and avoid unnecessary and costly duplication of infrastructure and services

- Create higher densities around economic nodes thereby stimulating purchasing power and economic development which eventually leads to higher levels of asset ownership and standards of living.
- Community facilities-The population trends indicate that the District's main economic activity areas are going to become ever increasingly important in providing the District's inhabitants not only with important employment opportunities but also with equitable community, social and housing infrastructure. Hence the areas currently displaying the highest population densities (not necessarily the areas displaying highest population) indicate where the best value for money will be with regards community services investment

In order to guide development in a manner that addresses the issues and challenges discussed above, The GSDM has a set of development principles that must be followed by public and private developers within the GSDM

Principle 1: Actively protect, enhance and manage the natural environmental resources of the District by way of the guidelines provided in the GSDM Environmental Management Framework (EMF)

Principle 2: Optimally capitalise on the strategic location of the District through strengthening of the five national/provincial economic corridors and functionally link all towns and settlements to one another and to surrounding regions

Principle 3: Establish a functional hierarchy of nodal points in the Gert Sibande District area to optimise the delivery of social and engineering infrastructure/services, promote local economic development and protect valuable agricultural land

Principle 4: Provide a full range of social services at all identified nodal points, in accordance with nationally provided Thusong service centre concept

Principle 5: Consolidate the urban structure of the District around the higher order centres by way of residential infill development and densification in Strategic Development Areas (SDAs) identified in municipal SDFs

Principle 6: Ensure that all areas in the GSDM (urban and rural) are at least provided with the constitutionally mandated minimum levels of services as prescribed by the NDP and enshrined in the constitution.

Principle 7: Utilise the Chrissmeer-Heyshope-Wakkerstroom precincts as tourism anchors around which to develop and promote the eastern parts of the District (around rout R33) as a primary tourism corridor.

Principle 8: Promote forestry within and along identified primary tourism corridor

Principle 9: Promote small scale intensive commercial farming activities throughout the District, and facilitate agrarian transformation within the CRDP priority areas

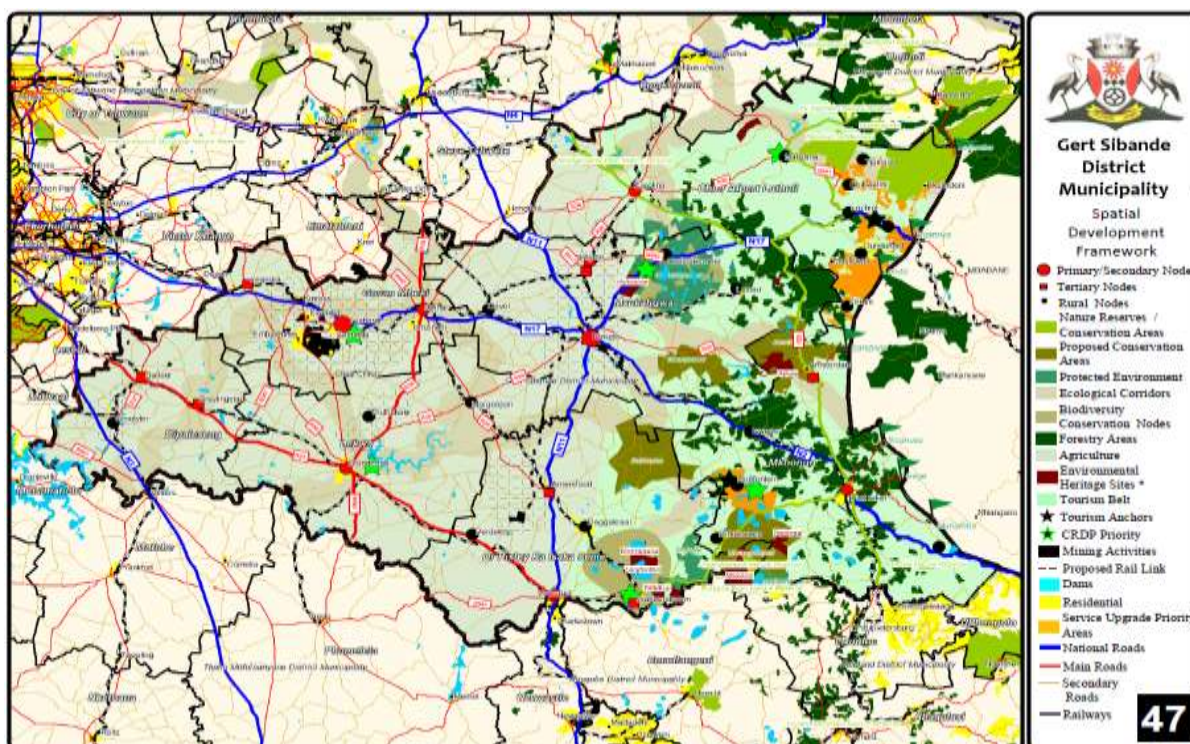
Principle 10: Facilitate and accommodate mining in the District in a sustainable manner in order to support local energy generation and industrial development

Principle 11: Unlock the industrial development potential of existing towns through the developing industry specific development zones/ economic clusters throughout the District, in line with the Mpumalanga SDF and the provincial vision 2030 strategy and in accordance with the following sectors: Agricultural, Forestry and Industrial Cluster.

Principle 12: Enhance business activities (formal and informal) in the identified nodal points in the District.

These development principles embody the GSDM SDF which is the guiding framework for land development in the District as depicted in the map below

Map 5:GSDM SDF Map



3.6.2 SPLUMA Implementation

On the 2nd August 2013, the President of the republic of South Africa assented the Spatial Planning and Land Use Management Bill into an Act of Parliament which was published in the Government Gazette 36730 dated 5 August 2013. This Act brings about fundamental changes in the spatial planning and land use management landscape of South Africa. One of the major changes brought about by this Act, resulting from the Constitution Court judgement (City of Johannesburg v Gauteng Development Tribunal), is the affirmation of the sole mandate of local government in administering the constitutional function of 'municipal planning' and the contents thereof (Jafta J 2010). The Act mandates municipalities to establish Municipal Planning Tribunals to determine land use and land development applications (Section 35(1)). The status quo on the establishment of municipal planning tribunals in the District is as follows:

Table 38: Status quo of SPLUMA implementation

Municipality	Status
Chief Albert Luthuli	Established Section 34 (1) (joint municipal planning tribunal with the District) Section 34 (1)
Dipaleseng	Established Section 34 (1) (joint municipal planning tribunal with the District)
Dr. Pixley Ka Isaka Seme	Established Section 34 (1) (joint municipal planning tribunal with the District)
Govan Mbeki	Finalizing establishment of Section 35 (1) Municipal Planning Tribunal
Lekwa	Established Section 34 (1) (joint municipal planning tribunal with the District)
Mkhondo	Established Section 34 (1) (joint municipal planning tribunal with the District)
Msukaligwa	Established Section 34 (1) (joint municipal planning tribunal with the District)

In order to effectively implement SPLUMA and regulate some of the land use aspects not regulated by SPLUMA and the regulations, Municipalities in the GSDM have all promulgates their Spatial Planning and Land Use Management By Laws. The gazettement of these By Laws brings into effect the implementation of the Act in the District.

This means that from 17 February 2016 (Govan Mbeki) and 22 April (Chief Albert Luthuli, Dipaleseng, Dr. Pixley Ka Isaka Seme, Mkhondo and Msukaligwa), applications are to be lodged in terms of the Spatial Planning and Land Use By Laws.

3.6.3 Land Use Management

SPLUMA Section 24 (1) mandates local municipalities to adopt and approve a single land use scheme for its entire land area within five years from the commencement of the Act. To this effect, only Govan Mbeki Local Municipality has a land use scheme covering the entire land area of the municipality. However, the GMM land use scheme also requires a review to be fully compliant with the Act. The status quo on land use schemes in the District is as follows:

Table 39: Status quo of Land Use Management Schemes

Municipality	Status	Intervention
Chief Albert Luthuli	Incomplete wall to wall Land Use Scheme	CoGTA assisting CALM with review during 2016/17 financial year
Dipaleseng	Town Planning Scheme	To develop wall to wall scheme in outer years
Dr. Pixley Ka Isaka Seme	Draft wall to wall Land Use Scheme	GSDM and MISA to assist LM finalize land use scheme
Govan Mbeki	Approved wall to wall land use scheme	To align to SPLUMA within five years
Lekwa	Draft wall to wall Land Use Scheme	GSDM and MISA to assist LM finalize land use scheme
Mkhondo	Incomplete wall to wall scheme	GSDM assisting Mkhondo LM develop wall to wall land use scheme 2016/17 financial year
Msukaligwa	Draft wall to wall Land Use Scheme	GSDM and MISA to assist LM finalize land use scheme

In order to effectively manage land use applications in the District, the GSDM is embarking on a rollout programme for an electronic application management app with Govan Mbeki LM already implementing the application. This is meant to ensure compliance with the requirements of SPLUMA and other relevant legislation in the lodging, administration, consideration and approval of land use and land development applications. This will be a phased approach subject to the availability of funds across the three spheres of government.

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.

4.3. RISK MANAGEMENT

In accordance with Section 62 (1) (c)(i) of the MFMA:

“The Accounting Officer of the Municipality must ensure that the Municipality/entity has and maintains: Effective, efficient and transparent systems of financial and risk management and internal control.”

The municipality incorporates risk management activities into their daily activities by ensuring that risk management becomes a standing agenda item in the departmental meetings. Risk Management is also incorporated into the Head of Department's score card to certify proper implementation of risk management policy and strategy. Training sessions are done to create awareness to municipal officials.

The role of risk management within the municipality is to ensure municipal strategic objectives are achieved by putting in place proper control measures and enabling management to make decisive decisions.

Risk management has become a culture within municipality as it is incorporated into daily activities of all the respective departments. The municipality has developed risk management policy and strategy approved by Council. Risk assessments have been performed to determine potential threats that may hinder the municipality from achieving its goals. Where the identified risks are above the risk appetite level, response plans must be devised and reported on continuously.

4.3.1 Risk Management Policy

The risk management policy has been developed and approved by the Municipal Council. This policy is being reviewed on a yearly basis or (and as when circumstances dictate) to factor in changes in legal framework, organizational development, political and economic trends.

The intent of the policy is to ensure that the Gert Sibande District Municipality identifies, assesses, manages and monitor risks in an effective and efficient manner to enable management to make informed decisions to improve service delivery. The policy emphasize that risk management is the responsibility of each and every employee.

4.3.2 Risk Management Strategy

The municipal risk management strategy has been developed and approved by Council and is being reviewed on an annual basis. The strategy indicates how the risk management policy should be implemented to ensure efficient and effective use of resources.

The risk profile (register) for the municipality has been developed by management in order to avoid surprises which may occur whilst trying to achieve the municipal strategic objectives. Response plans clearly indicating mitigation strategies are utilized in ensuring risks are minimized to an acceptable level as per approved risk management strategy and these are reported on a quarterly basis to the Risk Management Committee (RMC). Emerging risks are also identified by management.

The RMC was appointed by the Accounting Officer and the risk management committee charter has been developed and approved to ensure responsibilities of risk management are carried out as expected. This committee meets on a quarterly basis to monitor risk management activities.

On a yearly basis top ten (10) strategic risks are identified in order to achieve strategic goals as set out in the Integrated Development Plan (IDP). This process is carried out during the strategic risk assessment sessions.

4.3.3 Anti -fraud and Anti - corruption Policy

The policy developed and approved by Municipal Council to enable the municipality to prevent fraud before it happens. Awareness sessions are being carried out to reiterate in fraud matters. The developed municipal risk profiles incorporates fraud and corruption related risks and response plans are developed to mitigate the risks.

CHAPTER FIVE: KEY PERFORMANCE AREAS (KPAS) AND KEY PERFORMANCE INDICATORS (KPIs)

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 Vision and Mission, the District has set for itself 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.

5.1. Key Performance Areas

- KPA 1: Municipal Transformation and institutional 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		
						2014/15	2016/17	2017/18	2018/19
Improve and sustain Financial, Human Resources and Management Excellence	Institutional Capacity	Build and attract specialised human capital	MM	% approved Section 54A and Section 56 positions filled as per the approved Organisational Structure	1.1	N/A - New KPI	80%	100%	100%
				% approved critical vacant positions filled (Task level 14 and above)	1.2	0%	100%	100%	100%
		Developed technical capacity to enhance infrastructure related performance	CS	Number of candidate technicians registered as Professionals (ISDG Business Plan)	1.3	N/A - New KPI	N/A ¹	N/A	12

¹ Target in terms of approved Business Plan. It is envisaged that the training programme for an individual intern will take a minimum of 3 years.

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2014/15	2016/17	2017/18	2018/19
Improve and sustain Financial, Human Resources and Management Excellence	Institutional Capacity	To ensure a workforce reflective of the demographics of the District	CS	% of employees from previously disadvantaged groups appointed in the three highest levels of management as per the approved EE plan (NKPI)	1.4	89.58%	85%	85%	85%
	ICT Services	Improved ICT enablement of business/Improved ICT and business alignment		% Implementation of phase 1 of the Corporate Governance Information and Communication Technology Policy Framework	1.5	N/A - New KPI	100%	N/A ²	N/A
				% Implementation of phase 2 of the Corporate Governance Information and Communication Technology Policy Framework	1.6	N/A - New KPI	N/A ³	50%	100%

² Phase 2 of the Corporate Governance Information and Communication Technology Policy Framework to be implemented (Refer to KPI ID: 1.6)

³ Implementation of phase 2 of the Corporate Governance Information and Communication Technology Policy Framework scheduled to be completed by June 2019.

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2014/15	2016/17	2017/18	2018/19
Improve and sustain Financial, Human Resources and Management Excellence	Skills Development and Capacity Building	To ensure the District invest in the skills of its employees to fulfil its roles, in line with its WSP	CS	Approved Workplace Skills Plan submitted to LG SETA on or before 30 April 2017	1.7	WSP approved and submitted	1	1	1
				% budget spent on implementing the Workplace Skills Plan	1.8	1.37%	1.0%	1.0%	1.0%
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	1.9	2.44%	2.00%	3.00%	5.00%
			MM	Annual Review of approved PMS Framework and submission to Council	1.10	Framework reviewed and approved	1	1	1

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2014/15	2016/17	2017/18	2018/19
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	Number of Quarterly Performance Reviews conducted	1.11	4	4	4	4
			CS	Roll out of the Performance Management System to all levels of staff (% of staff members with completed performance reviews)	1.12	94.19%	100%	100%	100%

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2014/15	2016/17	2017/18	2018/19
Improve the quantity and quality of Municipal basic services to the people	Project Management	Improving the quality of life and sustainable development for communities	ITS	% of Capital projects as identified in the IDP completed (excl. multi year projects)	2.1	50%	80%	90%	90%
	Access to Water and Sanitation	To ensure provision of adequate potable water		Review and update the Regional Bulk Water and Sanitation Plan	2.2	Last review during 2013	N/A	1	N/A
				Development of a Water Conservation and Demand Management Plan for at least one additional Local Municipality	2.3	1	1 ⁴	2	2
				Review and Update of the Integrated Water Services Development Plan (IWSDP)	2.4	0 - Review not completed	1	1	1

⁴ This KPI in its previous format measured the compilation of a District Integrated Water Conservation and Demand Management Plan. Due to limited resources all available funding was utilized to develop a Water Conservation and Demand Management Plan for Divalaseng Local Municipality in terms of the RBIG Roll Out Plan. Funding made in available in terms of the 2016/17 budget will be for the development of a Water Conservation and Demand Management Plan for at least one additional Local Municipality.

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2014/15	2016/17	2017/18	2018/19
Advance Community Well-being	Municipal Health Services	To maintain and improve the health of all communities within the district	CSS	Develop District Municipal Health Plan	2.5	N/A - New KPI	N/A ⁵	100%	100% ⁶
		To enable the Council to protect and promote the long term health and well-being of people in the municipal area		Review of GSDM approved by-laws	2.6	4 By-laws approved	100% ⁷	100%	
		To ensure and maintain a safe drinking supply of water to the public		% of water samples taken per month compared to scheduled target	2.7	87.34%	80%	90%	100%

⁵ Available funds for the 2016/17 financial year earmarked for the review of By-Laws.

⁶ Upon completion of the District Health Plan, KPI's and Targets will be developed to measure implementation of the plan.

⁷ Refers to the review of the Tariff, Municipal Health, Noise and Air Quality by-law.

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2014/15	2016/17	2017/18	2018/19
Advance Community Well-being	Municipal Health Services	Ensure legislative compliance, optimum personal hygiene of food handlers and hygienic practices so as to prevent food borne illnesses and food poisoning outbreaks	CSS	% of food handling and preparation facility inspections conducted in terms of the Foodstuffs, Cosmetics, Disinfectant Act (FCDA) - High Risk	2.8	39.15%	20%	35%	45%
	Environmental Services	Ensure clean air and to maintain the air quality for future generations		% reduction in biomass burning and agricultural emissions	2.9	N/A - New KPI	Target ⁸ relevant to 2020	Target relevant to 2020	Target relevant to 2020
				% reduction in emissions from waste management	2.10	N/A - New KPI	Target ⁹ relevant to 2020	Target relevant to 2020	Target relevant to 2020

⁸ Outcome KPI as per the GSDM Air Quality Management Plan. Target to be assessed based on the implementation of the Air Quality Management Plan measured through development of a business/implementation plan.

⁹ Outcome KPI as per the GSDM Air Quality Management Plan. Target to be assessed based on the implementation of the Air Quality Management Plan measured through development of a business/implementation plan.

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2014/15	2016/17	2017/18	2018/19
Advance Community Well-being	Environmental Services	Ensure clean air and to maintain the air quality for future generations	CSS	Development of business/implementation plan to support implementation of the Air Quality Management Plan	2.11	N/A - New KPI	100%	100% ¹⁰	100%
				Development of a pollution control plan	2.12	N/A - New KPI	N/A	N/A	100%
		To ensure that the most current and accurate spatial biodiversity information informs land-use and development planning, environmental assessments and authorisations		Number of training/awareness campaigns implemented for Municipal Planners in terms of the GSDM Bio-Regional Plan	2.13	N/A - New KPI	1	8	12

¹⁰ Outer year targets relates to measurement of implementation of annual actions/milestones as per the developed business/implementation plan

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2014/15	2016/17	2017/18	2018/19
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	Review of GSDM Integrated Waste Management Plan	2.14	Approved 2014	N/A	N/A	100%
				% of Local Municipality Integrated Waste Management Plans reviewed	2.15	Compilation of LM IWMPs Completed 2014	N/A	N/A	100%
Advance Community Well-being	Community Health & Social Development	To reduce infections in the district whilst providing the best possible care and support for the infected and affected		Conduct Annual Review of the GSDM District Aids Council Strategic Plan for HIV & AIDS, STIs and TB	2.16	Approved Strategic Plan	N/A	100% ¹¹	100% ¹²

¹¹ Refers to adoption by Council.

¹² Refers to measurement of the implementation of the HIV/AIDS Strategic Plan through developed KPIs and targets based on an implementation plan.

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2014/15	2016/17	2017/18	2018/19
Advance Community Well-being	Community Health & Social Development	To reduce infections in the district whilst providing the best possible care and support for the infected and affected	CSS	Conduct community Gender Based Violence sensitization workshops	2.17	6	7	7	7
		To improve the socio-economic atmosphere of the youth and eliminate the triple challenge which is describing the youth of unemployment, inequality and poverty		Number of District Wide Youth Development Management Committee meetings held (SAYC)	2.18	N/A - New KPI	4	4	4

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2014/15	2016/17	2017/18	2018/19
Advance Community Well-being	Community Health & Social Development	To conform to the constitutional imperatives of gender equality/promote gender equality within the district	CSS	Development of business/implementation plan to support implementation of the Framework on Women Empowerment and Gender Equality	2.19	N/A - New KPI	100%	100% ¹³	100%
		To create an enabling environment that will lead to the full participation and equalization of opportunities for persons with disabilities within the jurisdiction of GSDM		Training provided to people with disabilities to obtain at least NQF level 5 status	2.20	N/A - New KPI	5	10	10

¹³ Outer year targets relates to measurement of implementation of annual actions/milestones as per the developed business/implementation plan

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2014/15	2016/17	2017/18	2018/19
Advance Community Well-being	Community Health & Social Development	To encourage social cohesion, promote mental and physical development and well-being, as well as help combat antisocial behavior	CSS	Host the Annual GSDM Marathon	2.21	1	1	1	1
		To provide the widest range and choice of stock to ensure access to information to students within the District		% budget expenditure achieved in purchasing of library books	2.22	58.69%	80%	80%	80%

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2014/15	2016/17	2017/18	2018/19
Advance Community Well-being	Disaster Management and safety	To ensure prompt response and minimized impact of disasters	HS	# of Disaster Management MOU's developed and approved with each Local municipality	2.23	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		Review of GSDM Disaster Management Framework and submission to Council for approval	2.24	N/A - New KPI	1	1	1

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2014/15	2016/17	2017/18	2018/19
Advance Community Well-being	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/ITS	% Construction Completion of Disaster Management Centre in Dr Pixely Ka Isaka Seme local municipality	2.25	N/A - New KPI	30%	70%	100%
		To ensure centralized tactical, command and coordination in response to disasters within the district		% Construction Completion of a Regional Disaster Management Centre	2.26	N/A - New KPI	TBA ¹⁴	TBA	TBA

¹⁴ To be assessed based on available of funding.

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2014/15	2016/17	2017/18	2018/19
Advance Community Well-being	Roads and Transport	Improved road transport system to the benefit of all citizens	HS	Total square meters [m ²] of roads repaired	2.27	N/A - New KPI	25 000m ²	25 000m ²	25 000m ²
	Municipal Health Services	To provide a equitable and sustainable municipal health services within the District	ITS	Obtain Laboratory accreditation	2.28	Accreditation from SANAS not obtained	Obtain accreditation from SANAS	Maintain accreditation status based on SANAS annual review process	Increase schedule of accreditation

KPA3: LOCAL ECONOMIC DEVELOPMENT

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2014/15	2016/17	2017/18	2018/19
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	398	180	TBA ¹⁵	TBA
				The number of job opportunities created through a municipality's local economic development initiatives, including capital projects	3.2	880	500	TBA ¹⁶	TBA
				Review LED strategy and submit to Council for approval	3.3	Strategy approved 2014	100%	100% ¹⁷	100%

¹⁵ To be assessed based on available funding.

¹⁶ To be assessed based on available funding.

¹⁷ Refers to the implementation of the LED Strategy. KPI's and Targets will be developed to measure implementation.

KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objective	Programme	Objectives	Owner	KPI	KPI Ref	Baseline	Outer year Targets			
						2014/15	2016/17	2017/18	2018/19	
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	To obtain an unqualified audit opinion	4.1	Unqualified Audit Opinion (Qualified - 13/14)	100% - Unqualified Audit Opinion	100% - Unqualified Audit Opinion	100% - Unqualified Audit Opinion	
	Asset Management			GRAP compliant asset register (Measured in terms of AG Report)	4.2	100% - No findings raised in audit report	100% (No GRAP Findings in 2015/16 AG Report)	100% (No GRAP Findings in 2016/17 AG Report)	100% (No GRAP Findings in 2017/18 AG Report)	
	Financial Management		MM	Full SCOA readiness achieved by 2017	4.3	N/A - New KPI	100%	100%	100%	
	Turn Around Strategy	Improved audit outcomes for Local Municipalities within the jurisdiction of GSDM	CFO	Number of Local Municipalities within the jurisdiction of GSDM with Annual Financial Statements submitted on or before 31 August	4.4	N/A - New KPI	7	7	7	

Strategic Objective	Programme	Objectives	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2014/15	2016/17	2017/18	2018/19
Improve and sustain Financial, Human Resources and Management Excellence across the District	Turn Around Strategy	Improved audit outcomes for Local Municipalities within the jurisdiction of GSDM	CFO	Number of Local Municipalities within the jurisdiction of GSDM with improved audit outcomes	4.5	N/A - New KPI	2	2 ¹⁸	1 ¹⁹
	Budget and Expenditure Management Services	Ensure that the 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	4.6	65.08%	70%	85%	90%
				% of Operation and maintenance budget spend	4.7	N/A - New KPI	70%	80%	90%
			HS	% of Pothole repair budget spend	4.8	N/A - New KPI	70%	80%	80%

¹⁸ Target relates to Mkhondo LM and Pixley Ka Isaka Seme LM receiving unqualified audit opinions.

¹⁹ Target relates to and improved audit outcome for Msulatiqwa LM (2014/15 Audit Outcome - Disclaimer)

KPA 5: INTERGOVERNMENTAL RELATIONS, GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2014/15	2016/17	2017/18	2018/19
Resource Management, Internal Governance and Information	Governance and Administration	Unqualified audit opinion with no material findings on reporting on performance objectives or non-compliance with legislation	MM	To obtain an Audit Report with No Other Matters (Clean Audit Report)	5.1	Unqualified Audit Opinion with Emphasis of Matter	100% - Clean Audit Report (No Other Matters)	100% - Clean Audit Report (No Other Matters)	100% - Clean Audit Report (No Other Matters)
		To ensure sound management of risk that will enable GSDM to anticipate and respond to changes in the service delivery environment		Reviewed and approved Risk Based Audit Plan (Approved by 30 June)	5.2	2015/16 Plan approved 22 July 2015	1	1	1
		Revision of top 10 risks and quarterly progress reports on corrective action to address risks		5.3	N/A - New KPI	4	4	4	

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets			
						2014/15	2016/17	2017/18	2018/19	
Resource Management, Internal Governance and Information	Governance and Administration	To provide oversight on municipal activities	CS	Number of Council meetings held annually	5.4	4	4	4	4	
				Number of Mayoral Committee meetings held	5.5	12	12	12	12	
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	MM	% of Indirect Allocation spend on Community Participation	5.6	99.95%	100%	100%	100%	
Develop internal and external stakeholder relationships and partnerships	Governance and Administration	Community involvement in Council affairs	PED	# of quarterly Council meetings attended by one or more traditional leaders	5.7	4	4	4	4	

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Ref	Baseline	Outer year Targets		
						2014/15	2016/17	2017/18	2018/19
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	MM	# of District MM Forum meetings held	5.8	7	4	4	4

KPA 6: SPATIAL RATIONALE AND MUNICIPAL PLANNING ALIGNMENT

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Reference	Baseline	Outer year Targets			
						2014/15	2016/17	2017/18	2018/19	
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	Municipal IDP approved by Council by no later than 31 May	6.1	IDP approved 29 May	100% - IDP approved by no later than 31 May	100% - IDP approved by no later than 31 May	100% - IDP approved by no later than 31 May	
	Spatial Planning	Improve data on rural roads to guide infrastructure investment	ITS	Finalization of RAMS Analysis Report	6.2	1	1	1	1	
				Number of Training interventions implemented in terms of the approved RAMS Business Plan	6.3	N/A - New KPI	3	6	N/A ²⁰	

²⁰ KPI to be reviewed to ensure the creation of employment for the S4 Civil Engineering Technicians Graduates and subsequently enhancing the human capacity at municipalities for the operation of RAMS within the GSDM.

Strategic Objective	Programme	Outcome	Owner	KPI	KPI Reference	Baseline	Outer year Targets		
						2014/15	2016/17	2017/18	2018/19
Stimulate integrated and sustainable and shared Regional Development through aligned Spatial Planning	Spatial Planning	Enhancing the human capacity at municipalities for the operation of RAMS within GSDM	ITS	Number of S4 Civil Engineering Technician Graduate employment opportunities created	6.4	N/A - New KPI	N/A ²¹	N/A	6
		Improved Service Delivery, Management Efficiency and data sharing which supports decision making	PED	Implementation of the GIS Strategy through entering into a Enterprise Licensing Agreement	6.5	N/A - New KPI	N/A	N/A	8
		To ensure that the District remains a quality place to live, work and visit		Annual review of Spatial Development Plan and submission to Council	6.6	Council approved	100% - Council approval for review	100%	100%

²¹ Graduates currently attending SAQA accredited training courses to be completed by the end of 2016/17. After successful completion of the training program and registration with ECSA, one of the critical success output factors of the project will be to create employment opportunities within the District to ensure successful continuation of the RAMS project.

5.2. IDP Key Performance Indicator Definitions

Key Performance Indicator	IDP Ref	Definition/Instruction
<p>% approved Section 54A and Section 56 positions filled as per the approved Organisational Structure</p>	<p>1.1</p>	<p>Section 54A & 56 of the Municipal Systems Act state that a Municipal Council must appoint a Municipal Manager and Managers directly accountable to the Municipal Manager.</p> <p>The 2016/17 Organizational Structure allows for the following Section 54A & 56 posts:</p> <ul style="list-style-type: none"> • Municipal Manager • General Manager: Corporate Services • General Manager: Community and Social Services • Chief Financial Officer • General Manager: Human Settlements, Public Safety, Roads and Transport • General Manager: Infrastructure and Technical Services • General Manager: Planning and Local Economic Development <p>Measurement detail :</p> <p>Numerator:</p> <p># of Section 54A & 56 positions filled (In terms of the Municipal Systems Act)</p> <p>Denominator:</p> <p>Total number of Section 54A & 56 positions as per the approved Organizational Structure</p>
<p>% approved critical vacant positions filled (Task level 14 and above)</p>	<p>1.2</p>	<p>This KPI refers to the filling of critical vacant positions as per the approved Organizational Structure aligned with the IDP and Budget. Posts filled in terms of the regulated MFMA and MSA Minimum Competency Requirements.</p> <p>Critical vacant positions were determined as all managerial posts from Task Level 14 upwards.</p> <p>Measurement detail :</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
		<p>Numerator:</p> <p># of budgeted vacant positions filled (Task level 14 and above)</p> <p>Denominator:</p> <p>Total number of budgeted vacant positions as per the approved Organizational Structure (Task Level 14 and above)</p>
Number of candidate technicians registered as Professionals	1.3	<p>The goal of the Infrastructure Skills Development Grant is to develop infrastructure delivery management capacity within municipalities by creating a long term and sustainable pool of registered professionals with skills in the following areas:</p> <ul style="list-style-type: none"> • Engineering • Town Planning • Architecture • Quantity Surveying • Geographic Information System • Project Management <p>The Gert Sibande District Municipality's target is to deliver trained technicians within the next three years in the following areas -</p> <p>Civil Engineering Technicians Chemistry Technicians Biochemistry Technicians Microbiology Technicians Geographic Information System Town Planner</p> <p>The candidates will be registered with the relevant statutory bodies as candidate technicians in the beginning of the program and then as Professionals upon completion of their experimental training.</p>
% of employees from previously disadvantaged groups appointed in the three highest levels of management as per the approved EE plan (NKPI)	1.4	<p>In line with the Employment Equity Act no 55 of 1998, Gert Sibande District Municipality is striving to promote the constitutional right and eliminate unfair discrimination in employment and ensure the implementation of employment equity to redress the effects of discrimination. GSDM remains committed to providing equal employment opportunities and endorses the philosophy of affirmative action and employment equity to achieve a diverse workforce broadly representative of our people.</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
		<p>The purpose of the plan is the eradication of discrimination in relation to race, gender and disability that has denied access to opportunities for education, employment, promotion and wealth creation to South Africans.</p> <p>This KPI aims to measure the annually achievement of the targets set out in the municipality's Employment Equity Plan thereby achieving 100% of the Employment Equity Plan by 2021.</p> <p>* Designated Groups - Black people (Africans, Coloured and Indians), women and people with disabilities.</p> <p>Measurement detail of Actual and Target:</p> <p>Numerator: Number of black people, women and people with disabilities appointed in the 3 highest levels of management (Management, Senior Management and Top Management as per the VIP Employment Equity Report)</p> <p>Denominator: Total staff compliment (Management, Senior Management and Top Management positions filled as per the VIP Employment Equity Report)</p> <p><Note> Management, Senior Management and Top Management identified through all positions on a Task Level 14 and above)</p>
<p>% Implementation of phase 1 of the Corporate Governance Information and Communication Technology Policy Framework</p>	<p>1.5</p>	<p>The purpose of the Corporate Governance of Information and Communication Technology Policy Framework (CGICTPF) project is to institutionalise the Corporate Governance of and Governance of ICT as an integral part of the corporate governance within departments.</p> <p>This CGICTPF provides the Political and Executive Leadership with a set of principles and practises that must be complied with, together with an implementation approach to be utilised for Corporate Governance of ICT within departments.</p> <p>Targets set as per the 2014/15 approved IDP were for the finalization of Phase 2 of the Corporate Governance of Information and Communication Technology Policy Framework. However, Circular 29 of 2014 entitled 'Retraction of Circular 9 of 2014 and Finalization and</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
		<p>Implementation of the Municipal Corporate Governance of ICT Policy Framework' was subsequently sent to key stakeholders. The reason for the retraction was to allow for amendments to the ICT Policy, so as to ensure its alignment to local government legislation and context.</p> <p>The detailed phased approach per financial year details the following deliverables to be completed by June 2017 (Phase 1):</p> <ol style="list-style-type: none"> 1) Municipal Corporate Governance of ICT Policy approved and implemented; 2) Corporate Governance of ICT Governance approved and implemented; 3) The following capabilities created in the municipality: <ul style="list-style-type: none"> • Governance Champion designated and responsibilities allocated; • A proficient ICT Manager or CIO appointed functioning at strategic level. • Approved and implemented Risk Management Policy that includes the management of Municipal-related ICT risks; • Approved and implemented Internal Audit Plan that includes ICT audits; • Approved and implemented ICT Management Framework; • Approved and implemented municipal Portfolio Management Framework that includes ICT portfolio/programme and project management; • Approved ICT Disaster Recovery Plan informed by Municipal Continuity Plan and Strategy. • Approved Data Backup and Recovery policy. • Approved ICT Service Level Agreement Management policy. • Approved ICT User Access Management policy. • Approved ICT Security Controls policy. • Approved ICT Operating System Security Controls policy. <p>Measurement detail:</p> <p>Numerator: Number of implementation deliverables to be completed by June 2017 achieved/completed - All deliverables to be completed by June 2017</p> <p>Denominator: Total number of implementation deliverables to be completed by June 2017 (Total of 14 Deliverables)</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
<p>% Implementation of phase 2 of the Corporate Governance Information and Communication Technology Policy Framework</p>	<p>1.6</p>	<p>The purpose of the Corporate Governance of Information and Communication Technology Policy Framework (CGICTPF) project is to institutionalise the Corporate Governance of and Governance of ICT as an integral part of the corporate governance within departments.</p> <p>This CGICTPF provides the Political and Executive Leadership with a set of principles and practises that must be complied with, together with an implementation approach to be utilised for Corporate Governance of ICT within departments.</p> <p>The detailed phased approach per financial year details the following deliverables to be completed by June 2017 (Phase 2):</p> <ul style="list-style-type: none"> • Approved Enterprise Architecture informing the ICT Architecture; • Approved medium term ICT Strategy. • Approved ICT Migration Plan with annual milestones linked to an enabling budget; • Approved ICT Performance Indicators as contained in the municipality's performance management system. <p>Measurement detail:</p> <p>Numerator: Number of implementation deliverables to be completed by June 2019 achieved/completed - All least 2 deliverables to be completed by June 2018</p> <p>Denominator: Total number of implementation deliverables to be completed by June 2019 (Total of 4 Deliverables)</p>
<p>Approved Workplace Skills Plan submitted to LG SETA on or before 30 April 2017</p>	<p>1.7</p>	<p>As per Skills Development Act of 1998, organizations 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 organization. Its purpose is to formally plan and allocate budget for appropriate interventions which will address the needs arising out of</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
		<p>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>This KPI will be measured in terms of the submission of the Original signed Authorization and Stakeholder Support Declaration by no later than 30 April 2017.</p>
<p>% budget spent on implementing the Workplace Skills Plan</p>	<p>1.8</p>	<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: Total actual cost of training</p> <p>Denominator: Total employee and Councillor remuneration as defined in Paragraph 1 of the 4th schedule of the Income Tax Act</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
% increase in organizational performance	1.9	<p>The Organisational Performance of GSDM is measured on a quarterly basis as determined through the Municipal Systems Act No 32 of 2000 and Municipal Finance Management Act No 52 of 2003 and is based on the IDP and SDBIP for each financial year.</p> <p>This Indicator measures the increase in overall organizational performance as determined through the organizational scorecard compared to the previous year.</p> <p>Measurement: This KPI will be calculated, based on the difference between the overall organisational score achieved at the end of the 2016/17 financial year; verified by the Internal Audit Department, as compared to the overall organisational score achieved in the 2015/16 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>
Annual Review of approved PMS Framework and submission to Council	1.10	<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 annual submission of the Performance Management Framework to Council for approval.</p>
Number of Quarterly Performance Reviews conducted	1.11	<p>The purpose of this KPI is to give feedback regarding the performance of Gert Sibande District Municipality as required through The Municipal Systems Act No 32 of 2000 and Municipal Finance Management Act No 52 of 2003. Information included in the quarterly reviews should be based on the IDP and SDBIP as developed for the financial year 2015/2016. Scorecards will be developed to reflect <i>cumulative performance</i>, therefore the status of indicators are a reflection of the overall performance level achieved year to date.</p> <p>Overall performance for Gert Sibande District Municipality will be</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
		based on the Departmental Performance scorecards which is inclusive of all the IDP, SDBIP, TAS and General indicators.
Roll out of the Performance Management System to all levels of staff (% of staff members with completed performance reviews)	1.12	<p>In the municipal context performance management is the logical extension and completion of the Integrated Development Planning 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 the projects and budget.</p> <p>Two levels of Performance Management must be implemented within the municipality:</p> <ul style="list-style-type: none"> ❖ Organisational level, i.e. how the municipality as a whole is achieving its development objectives. This is the level of Council, Municipal Manager and all directors/managers reporting directly to the Municipal Manager (Section 56 Managers). ❖ Individual level: i.e. how well an individual is performing his or her own duties in line with the requirements of the organisation. <p>This KPI refers to the implementation of the Performance Management System at individual level (All staff other than Section 56 Managers) and will be measured as follows:</p> <p>Numerator: Total number of completed performance reviews/appraisals for ALL GSDM staff members for the period of review</p> <p>Denominator: Total number of staff members (Excluding employees removed from payroll due to resignation, termination of services, retirement or death)</p>
% of Capital projects as identified in the IDP completed (excl., multiyear projects)	2.1	This indicator will measure the # of Capital Projects (Direct Allocation & GSDM Capital Budget) funded and project managed by the District and identified in the 2016/17 IDP. This KPI only measures actual construction projects with completion to be determined through the issuing of the earlier of a final payment certificate or completion

Key Performance Indicator	IDP Ref	Definition/Instruction
		<p>certificate.</p> <p>This KPI excludes projects implemented by LM's (Operation and Maintenance Support) and projects implemented by Rand Water/COGTA through Service Delivery Agreements and Projects Relating to Water Quality Testing (Water quality measured on the CSS Scorecard - KPI ID: 2.7.)</p> <p>This KPI only measures construction projects implemented by GSDM either through the appointment of Contractors and project managed by Consultants and/or GSDM.</p> <p>Measurement detail of Target and Actual:</p> <p>Numerator: # of identified 2016/17 Capital projects completed as at 30 June 2017*</p> <p>* Completion reached through the issue on the earlier of final payment certificate or completion certificate.</p> <p>Denominator: Total # of Capital projects (Excluding projects where GSDM is not the implementing agent)</p>
Review and update the Regional Bulk Water and Sanitation Plan	2.2	<p>The District supports its local municipalities in improving water and sanitation service delivery.</p> <p>In an attempt to rationalise bulk water services, the District produced a Regional Bulk Planning Document that was completed in 2013 to reduce the number of bulk treatment plants and also reduce the strain of water resources in some areas of the District.</p> <p>This KPI will be measured through the review process to be undertaken to ensure that the Regional Bulk Water and Sanitation Plan is updated with prioritised projects coupled with water services studies and planning that the District will be embarking over the next 5 years (reviewed document to be submitted to Council for approval).</p>
Development of a Water Conservation and Demand Management Plan for at least one additional Local Municipality	2.3	<p>The GSDM intends on embarking on the programme to understand the operations of the water reticulation system and the respective water losses that are prevalent in most reticulation systems.</p> <p>GSDM intends to support all its local municipalities in terms of Section</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
		<p>88 (2)a) of the Municipal Structures Act, Act 117 of 1998, with conducting a study that looks into various strategies for the modeling of the water services infrastructure, implementation of Non-revenue water loss studies and the implementation of high intervention infrastructure projects including the design and implementation of the proposed management information management system. The result will be the development of a plan that will help municipalities in managing and conserving water considering South Africa is a water scarce country.</p> <p>This KPI in its previous format measured the compilation of a District Integrated Water Conservation and Demand Management Plan. Due to limited resources all available funding was utilized to develop a Water Conservation and Demand Management Plan for Dipalaseng Local Municipality in terms of the RBIG Roll Out Plan. Funding made in available in terms of the 2016/17 budget will be for the development of a Water Conservation and Demand Management Plan for at least one additional Local Municipality.</p>
Review and Update of the Integrated Water Services Development Plan (IWSDP)	2.4	<p>The District Integrated Water Master Plan (IWMP) provides 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.</p> <p>Measurement will be based on the submission of the updated Integrated Water Services Development Plan (IWSDP) to Council for approval.</p>
Develop District Municipal Health Plan	2.5	<p>Under the National Health Act of 2003, Council has a statutory obligation to develop a plan that seeks to protect, improve and promote public health within the municipal district. Developing the plan will result in a far better integration of the District's Integrated Development Plan.</p> <p>This KPI and target will be measured through the development of a District Health Plan and submission to Council for final approval.</p> <p>Outer year targets will be developed to measure implementation of the developed Health Plan.</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
Review of GSDM approved by-laws	2.6	<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 reviewed and submitted to Council.</p>
% of water samples taken per month compared to scheduled target	2.7	<p>In accordance with the National Health Act of 2003, drinking water supply must regularly be sampled to assess its fitness for human consumption, both on an operational level and on a compliance level. Health services should develop and implement a Water Quality Monitoring Plan for monitoring of water from catchment to consumer, which has the potential to impact human health following use.</p> <p>Measurement detail for Target and Actual:</p> <p>Numerator:</p> <p>Actual number of samples taken per month as against the Municipal Health Water Sample Plan</p> <p>Denominator:</p> <p>Total samples as per the monthly Municipal Health Water Sample Plan</p>
% of food handling and preparation facility inspections conducted in terms of the Foodstuffs, Cosmetics, Disinfectant Act (FCDA)	2.8	<p>Food Control is described by the World Health Organization (WHO) as a mandatory regulatory activity of enforcement by National or Local authorities to provide consumer protection and ensure that all foods during production, handling, storage, processing and distribution are safe, wholesome and for human consumption; conform to quality and safety requirements and are honestly and accurately labeled as</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
		<p>prescribed by law.</p> <p>The GSDM Environmental Health Unit ensures that both the Informal and Formal sectors are monitored to ensure the safe handling of food during production, storage and delivery of these foodstuffs. This is done by evaluating food premises and issuing of COA to compliant premises, as well as monitoring compliance with legal requirements and instituting remedial measures where necessary.</p> <p>Measurement detail of Target and Actual:</p> <p>Numerator:</p> <p>Total number of food handling premises with a Certificate of Acceptability issued inspected (Quarterly)</p> <p>Denominator:</p> <p>Total number of food handling premises with a Certificate of Acceptability</p> <p>The Performance Management Unit is working with the Environmental Health Department to develop a KPI to measure monitoring activities of informal food premises.</p>
% reduction in biomass burning and agricultural emissions	2.9	<p>The National Air Quality Management Act (2005) requires that each Municipality develops an air quality management plan with the objective to systematically address air quality concerns. The outcome of the AQMP will be to achieve compliance with air quality objectives and to ensure that the ambient air media is conducive to health and wellbeing of our people.</p> <p>This outcome based KPI is a work in progress with reporting requirements and KPI Definitions to be formalised to ensure accurate and relevant reporting. Implementation of the AQMP will be monitored through developing KPI's and targets based on an approved business plan with set actions to be reported on annually.</p>
% reduction in emissions from waste management	2.10	<p>The National Air Quality Management Act (2005) requires that each Municipality develops an air quality management plan with the objective to systematically address air quality concerns. The outcome of the AQMP will be to achieve compliance with air quality objectives and to ensure that the ambient air media is conducive to health and wellbeing of our people.</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
		<p>This outcome based KPI is a work in progress with reporting requirements and KPI Definitions to be formalised to ensure accurate and relevant reporting. Implementation of the AQMP will be monitored through developing KPI's and targets based on an approved business plan with set actions to be reported on annually.</p>
<p>Development of business/implementation plan to support implementation of the Air Quality Management Plan</p>	<p>2.11</p>	<p>Goals and objectives as per the Gert Sibande District Municipality Air Quality Management Plan to be implemented through a developed business/implementation plan detailing annual outputs.</p> <p>Measurement will be based on the completion of a Air Quality Management Plan business/implementation plan submitted to the Air Quality Stakeholders Forum meeting.</p>
<p>Development of a pollution control plan</p>	<p>2.12</p>	<p>This project seeks to develop an implementable Environmental Pollution Control Plan that will guide and assist Gert Sibande District Municipality in controlling and addressing the pollution posed by the polluting agents within the District. The objective is to minimize the negative health impacts resulting from intentional and unintentional exposure of communities to environmental pollutants. This plan will lay down provisions for safe and effective management of Environmental Pollution Control Management Plan from Pollutants.</p> <p>Due to budget constraints for the 2016/17 and 2017/18 financial years, the target has been set for development of this plan for completion during the 2018/19 financial year.</p> <p>Measurement will be based on the completion of the Environmental Control Plan and submission to Council.</p>
<p>Number of training/awareness campaigns implemented for Municipal Planners in terms of the GSDM Bio-Regional Plan</p>	<p>2.13</p>	<p>The Gert Sibande District Municipality Bio-Regional Plan aims to ensure that the most recent and accurate spatial biodiversity information informs land-use and development planning, environmental assessments and authorisations, and natural resource management within the district. The Bio-Regional Plan is the sector's most current and accurate input into other planning and assessment processes.</p> <p>The primary objectives of the Plan are:</p> <ul style="list-style-type: none"> • Identify a network of critical biodiversity areas • Profile the unique biodiversity of this district • Enable organs of state to meet their obligations

Key Performance Indicator	IDP Ref	Definition/Instruction
		<p>This KPI in the current format aims to ensure that local municipal planners are adequately capacitated to implement the Bio-Regional Plan. Measurement will be based on the number of training events/campaigns held during the financial year relevant to implementation of the Bio-Regional Plan.</p>
<p>Review of GSDM Integrated Waste Management Plan</p>	<p>2.14</p>	<p>The development of an Integrated Waste Development Plan (IWMP) is a requirement for certain organs of state in terms of Section 11 of the National Environmental Management Waste Act of 2008 for government to properly plan and manage waste.</p> <p>In terms of section 11(4)(a)(ii) of the Waste Act, municipalities must incorporate the approved IWMP in their IDP's as called for by chapter 5 of the Municipal Systems Act of 2000. Section 36 of the MSA states that, a municipality must give effect to its IDP and conduct its affairs in a manner which is consistent with its IDP. This means that the development and implementation of the IWMP must be aligned with the IDP.</p> <p>Gert Sibande District Municipality is responsible for the implementation of the IWMP and the evaluating and reviewing of the plan to ensure that the respective objectives are being met.</p> <p>The current IWMP was approved during March 2014 with the next review cycle aimed for the end of the 2017/18 financial year.</p> <p>Implementation of the IWMP is being measured on the SDBIP Scorecard (CSS Scorecard - KPI ID: 2.14.1).</p>
<p>% of Local Municipality Integrated Waste Management Plans reviewed</p>	<p>2.15</p>	<p>The development of an Integrated Waste Development Plan (IWMP) is a requirement for certain organs of state in terms of Section 11 of the National Environmental Management Waste Act of 2008 for government to properly plan and manage waste.</p> <p>In terms of section 11(4)(a)(ii) of the Waste Act, municipalities must incorporate the approved IWMP in their IDP's as called for by chapter 5 of the Municipal Systems Act of 2000. Section 36 of the MSA states that, a municipality must give effect to its IDP and conduct its affairs in a manner which is consistent with its IDP. This means that the development and implementation of the IWMP must be aligned with the IDP.</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
		<p>This Indicator refers to the number of Local Municipalities with reviewed Integrated Waste Management Plans.</p>
<p>Conduct Annual Review of the GSDM District Aids Council Strategic Plan for HIV & AIDS, STIs and TB</p>	<p>2.16</p>	<p>The District Strategic Plan will be subject to an annual and end of term review. Annual strategic reviews are mainly done by the District AIDS Council to assess progress and challenges and develop annual implementation plans and budget.</p> <p>The end of term evaluation to be done during the 2016/17 financial year will be undertaken to:</p> <ul style="list-style-type: none"> ❖ Critically assess the extent to which program objectives were achieved ❖ Assess the cost effectiveness of program activities and the likelihood that results will be sustained over the medium to long run ❖ Identify challenges and document lessons and best practices that will inform future strategic program decisions ❖ Provide recommendations on strategic actions that need to be taken to improve future implementation and ensure sustainability of outcomes and institutionalization of key lessons learnt. <p>Council approval to be obtained during the 2017/18 financial year.</p>
<p>Conduct community Gender Based Violence sensitization workshops</p>	<p>2.17</p>	<p>Gender-based violence (GBV) takes on many forms and can occur throughout a person's life cycle. Types of gender-based violence can include the murder of babies on account of their sex; child sexual abuse; sex trafficking and forced labour; sexual coercion and abuse; neglect; domestic violence; elder abuse; harmful traditional practices such as early and forced marriage, violence against those who are deemed to bring dishonor to the family or culture, and female genital mutilation/cutting.</p> <p>Women and girls are the most at risk and most affected by gender-based violence - something all too well known within the South African context. Consequently, the terms "violence against women" and "gender-based violence" are often used interchangeably. However, boys and men can also experience gender-based violence, as can sexual and gender minorities. Regardless of the target, gender-based violence is characterized by the use and abuse of physical, emotional, or financial power and control.</p> <p>This KPI will be measured through the number of Gender Based</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
		Violence Workshops held (At least one per LM).
Number of District Wide Youth Development Management Committee meetings held (SAYC)	2.18	<p>The Integrated Youth Development Strategy is a tool within which, the aspiration of the constitution and the National Development Plan of building an equal society and reducing unemployment, inequalities and poverty by half in 2030 shall be realized.</p> <p>The strategy seeks to improve the socio-economic atmosphere of the youth of Gert Sibande District Municipality and eliminate the triple challenge which is describing the youth of the current period, unemployment, inequality and poverty, as a result of lack of integration, coordination, mainstreaming and placement opportunities.</p> <p>The National Youth Policy (2015-2020) is unambiguously designed at terminating the acknowledged fissures, addressing the challenges and endorsing new methods to improve and accelerate implementation of youth programmes nationally.</p> <p>A District Wide Youth Development Management Committee will be established to discuss and evaluate the impact of the implemented youth development programmes in the region.</p> <p>Measurement will be based on the number of District Wide Youth Development Management Committee meetings held.</p>
Development of business/implementation plan to support implementation of the Framework on Women Empowerment and Gender Equality	2.19	<p>In order to conform to the constitutional imperatives of gender equality as well as to institutionalise South Africa's National Policy Framework and Mpumalanga Policy Framework for Women's Empowerment and Gender Equality in Gert Sibande District Municipality, a GSDM Women Empowerment and Gender Equality Policy was developed as a guiding document for the promotion of gender equality in the Province.</p> <p>The GSDM Policy on Women Empowerment and Gender Equality will serve as the guiding document to strengthen and support empowerment of women and gender equality in the district.</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
		<p>Goals and objectives as per the Policy Framework for Women’s Empowerment and Gender Equality to be implemented through a developed business plan detailing annual targets.</p> <p>Measurement will be based on the completion of a business/implementation plan submitted to the Mayoral Committee.</p>
Training provided to people with disabilities to obtain at least NQF level 5 status	2.20	This KPI will be measured through the number of students with disabilities enrolled in NQF level 5 programmes.
Host the Annual GSDM Marathon	2.21	<p>In order to promote a healthy lifestyle and to unleash talent within the District through sport and recreational activities the District is hosting an annual GSDM marathon.</p> <p>The event is scheduled to be held during the 4th quarter of the 2016/17 financial year (June 2017).</p>
% budget expenditure achieved in purchasing of library books	2.22	<p>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.</p> <p>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.</p> <p>Measurement of KPI and Target:</p> <p>Numerator: Total actual expenditure achievement (Budget allocation as per</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
		business plan) Denominator: Total budget allocation
# of Disaster Management MOU's developed and approved with each Local municipality	2.23	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.
Review of GSDM Disaster Management Framework and submission to Council for approval	2.24	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. This KPI will be measured in terms of the review and submission of the GSDM Disaster Management Framework to Council for adoption.
% Construction Completion of Disaster Management Centre in Dr Pixely Ka Isaka Seme local municipality	2.25	The District is susceptible to disasters such as floods, veld fires, road accidents, accidental chemical spillage or explosions of toxic substances and civilian unrest. A satellite Disaster Management Centre were completed within the Albert Luthuli Local Municipality, Dipalasang Local Municipality and Mkhondo Local Municipality to be followed by a project to construct another Disaster Satellite Centre in Dr. Pixley ka Isaka Seme Local Municipality. Procurement processes finalised with site establishment in process. Construction status to be verified and signed off by consulting engineer at the end of each financial year with practical completion status earmarked for 2018/19 financial year confirmed through the issue of a practical completion certificate.
% Construction Completion of a Regional Disaster Management Centre	2.26	The District is susceptible to disasters such as floods, veldt fires, road accidental chemical spillage or explosions of toxic substances and civilian unrest. 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

Key Performance Indicator	IDP Ref	Definition/Instruction
		<p>Disaster Centre.</p> <p>The purpose of the Regional Centre is to facilitate centralized tactical, command and coordination to all disasters within the district. It is also envisaged that this will enhance the capacity to all the municipalities to adequately mitigate and respond to disasters with the help of neighboring municipalities. The Regional Centre will assist in operationalising the response to the Risk Assessment Framework.</p> <p>Target will be assessed based on available funding.</p>
Total square meters (m ²) of roads repaired	2.27	<p>South Africa, being one of the foremost emerging economies in Africa, is highly reliant on sufficient good infrastructure linking economic hubs to each other and South Africa to the world. A major component of this is the roads infrastructure which, among others, serves as a vital backbone for the movement of people, goods and services.</p> <p>Roads that are not under the control of SANRAL and DPWRT revert to the pertaining local municipalities for maintenance. These roads are mainly found in urban/town areas.</p> <p>The seven local municipalities around the Gert Sibande District are experiencing challenges in terms of pothole maintenance on municipal paved roads and as such R5,000,000 was allocated to address these challenges.</p> <p>The total surface area is projected at 25 000m² per year for the next three financial years.</p>
Obtain laboratory accreditation	2.28	<p>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 Assessment, Calibration and Good Laboratory Practice Act (Act 19 of 2006).</p> <p>The Gert Sibande District Municipality established a water quality laboratory to service all the local municipalities and industries within the district. The laboratory started its operations in August 2010 after</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
		<p>receiving the required equipment.</p> <p>Currently the laboratory is working in collaboration with Mhlathuze Water as a sub-contracted laboratory, performing analysis that the GSDM Water Quality Laboratory is currently not equipped to perform.</p> <p>The accreditation process was initiated in February 2012. Feedback on gaps and corrective actions to be implemented was received but the process was halted due to staff resignations.</p> <p>Subsequent to the initial failed attempt at accreditation, the GSDM Water Quality Laboratory has made good strides at trying to ensure that the implemented system does not fade away.</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 2016/17 Financial year.</p>
<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 LED strategy and submit to Council for approval</p>	<p>3.3</p>	<p>The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and nongovernmental sector partners work collectively to create better conditions for economic growth and employment generation.</p> <p>This LED Strategy was prepared as a sector plan of the GSDM Integrated Development Plan (IDP). Its purpose is to provide GSDM with a strategic vision, goals and smart objectives, as well as a coherent set of strategies, programmes and projects through which it must systematically pursue economic development within its jurisdiction.</p> <p>The formulation of a LED Strategy must be in accordance with the 'Credible LED Framework' that has been put forward by the National Department of Provincial and Local Government (DPLG). The framework identifies the following as constituting some of the critical</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
		<p>elements of a credible strategy:</p> <ul style="list-style-type: none"> • The process followed must involve a high degree of participation by key local and external stakeholders • The strategy must be informed by a sound analysis of the social-economic challenges of the locality, as well as its comparative and competitive advantages • The strategies and projects developed must be realistic and implementable <p>KPI to be measured through the reviewed LED Strategy submitted to Council for approval.</p>
To obtain an unqualified audit opinion	4.1	This indicator refers to the 2015/16 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.
GRAP compliant asset register (Measured in terms of AG Report)	4.2	<p>The Gert Sibande District Municipality received a qualified audit opinion for the 2013/14 financial year. The basis for the qualification was as a result of the following findings with regard to Property, Plant and Equipment:</p> <ul style="list-style-type: none"> - GRAP 13 requires entities to recognize assets acquired under finance leases as assets and the associated lease obligations as liabilities in their statement of financial position. The municipality entered into a finance sale and lease back agreement for a building with its subsidiary. The lease contract did not include the lease term and the interest rate and therefore the auditor's was unable to determine the amount of the financed leased building, finance lease obligation and the deferred lease profit on sale and leaseback. - Overstatement of Non-Current Assets by R30,700,000. - Assets to the value of R4,729,913 could not be physically verified by the Auditor's for existence. <p>Through implementation of the Management Audit Action Plan, GSDM improved the 2014/15 audit outcome by receiving an unqualified audit opinion with no findings related to the disclosure of assets included in the final audit report.</p> <p>The target will be measured in terms of no GRAP findings relating to the GSDM Asset Register as determined through the AG Report for the Financial Year ending 2015/16.</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
Full SCOA readiness achieved by 2017	4.3	<p>Standard Chart of Accounts (SCOA) means a multi-dimensional classification framework providing the method and format for recording and classifying financial transaction information in the general ledger forming part of the books of account containing a standard list of all available accounts.</p> <p>The object of the Municipal Regulations on Standard Chart of Accounts is to provide for a national standard for the uniform recording and classification of municipal budget and financial information at a transaction level by prescribing a standard chart of accounts for municipalities and municipal entities which -</p> <ul style="list-style-type: none"> • Are aligned to the budget formats and accounting standards prescribed for municipalities and municipal entities and with the standard charts of accounts for national and provincial government; and • enable uniform information sets recorded in terms of national norms and standards across the whole of government for the purposes of national policy coordination and reporting, benchmarking and performance measurement in the local government sphere. <p>MSCOA readiness/implementation will be measured in terms of the following two deliverables:</p> <ul style="list-style-type: none"> • 2017/18 Council approved budget with incorporated MSCOA segments (Finance) • 2017/18 Council approved IDP with incorporated MSCOA segments (Planning and Local Economic Development) <p>Overall implementation to be measured on through the Office of the Municipal Manager with operational targets incorporated into Departmental Scorecards.</p>
Number of Local Municipalities within the jurisdiction of GSDM with Annual Financial Statements submitted on or before 31 August	4.4	<p>GSDM is involved in the design and implementation of a comprehensive turnaround strategy within the District 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

Key Performance Indicator	IDP Ref	Definition/Instruction
		<ul style="list-style-type: none"> • Infrastructure Engineering Technical capacity • Performance Management and Service Delivery • Skills assessment - Senior management • Customer care and community management <p>This KPI measures the outcome of the implementation of the turnaround strategy through the submission of Annual Financial Statements by the legislative date for all 7 Local Municipalities within the jurisdiction of GSDM.</p>
Number of Local Municipalities within the jurisdiction of GSDM with improved audit outcomes	4.5	<p>GSDM is involved in the design and implementation of a comprehensive turnaround strategy for 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 measures the outcome of the implementation of the turnaround strategy within Mkhondo Local Municipality and Pixley Ka Isaka Seme Local Municipality culminating in improved audit outcomes.</p> <p>Project outline was based on the 2012/13 audit outcomes which were as follows: Mkhondo LM - Disclaimer Pixley Ka Isaka Seme LM - Qualification</p> <p>KPI to be measured in terms of the audit outcomes for the 2014/15 financial year compared to the 2012/13 financial year for Mkhondo and Pixley Ka Isaka Seme Local Municipality's in terms of the 2016/17 financial year.</p> <p>Measurement relating to the 2017/18 financial year will be based on the following outcomes: Mkhondo LM - Unqualified Audit Opinion Pixley Ka Isaka Seme LM - Unqualified Audit Opinion</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
% of the Municipality's capital budget actually spent on capital projects identified into the IDP	4.6	<p>% Reflecting actual expenditure/Planned expenditure</p> <p>Measurement detail:</p> <p>Numerator: Actual expenditure - Direct Allocations</p> <p>Denominator: Budgeted Expenditure - Direct Allocations</p>
% of Operation and maintenance budget spend	4.7	<p>% Reflecting actual expenditure/Planned expenditure</p> <p>Measurement detail:</p> <p>Numerator: Actual expenditure - Operation and Maintenance Support</p> <p>Denominator: Budgeted Expenditure - Operation and Maintenance Support</p>
% of Pothole repair budget spend	4.8	<p>% Reflecting actual expenditure/Planned expenditure</p> <p>Measurement detail:</p> <p>Numerator: Actual expenditure - Pothole repair programme</p> <p>Denominator: Budgeted Expenditure - Pothole repair programme</p>
% Department of Water Affairs (DWA) spend - RBIG projects (annual)	4.9	<p>Measurement detail of Target and Actual:</p> <p>Numerator: Actual Expenditure - RBIG Projects</p> <p>Denominator: Total Budget - RBIG Projects</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
% Employee costs of total budget (annual)	4.10	<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 (<i>The amount expended on employees, both part-time and full-time and which cost relates directly to the employment of personnel</i>)</p> <p>Denominator:</p> <p>Total Income (<i>Income from all sources, including loans and accumulated surpluses that may be used to defray any expenditure</i>)</p>
Cost coverage ratio as per IDP regulations 2001 (annual)	4.11	<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>National Composite KPI: $A=(B+C)/D$ where A= Cost coverage;</p> <p>B=all available cash at a particular time less unspent conditional grants (Gert Sibande is a district municipality. Income is secured as it represents grant income as per DORA and as such ALL Grant Income to be received during the period covering the cost coverage calculation will be taken into consideration);</p> <p>C = represents al short term investments;</p> <p>D= presents monthly fixed operating expenditure*</p> <p>* All expenditure included in the calculation except for Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets.</p> <p><Note> As per MFMA Circular 71 the norm range will be based on a period of 3 months expenditure coverage.</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
To obtain an Audit Report with No Other Matters	5.1	<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 Predetermined Objectives, Compliance with the MFMA and Internal Controls (Report on other legal and regulatory requirements).</p> <p>Clean Audit Report definition - The financial statements are free from material misstatements (in other words, a financially unqualified audit opinion) and there are no material findings on reporting on performance objectives or non-compliance with legislation.</p> <p>KPI is reported on retrospectively meaning that the targets relates to the 2015/16 audit outcome.</p>
Reviewed and approved Risk Based Audit Plan (Approved by 30 June)	5.2	<p>The Municipal Finance Management Act Section 152(2)(b) requires that an Internal Audit Unit must prepare a risk based audit plan and an internal audit program for each financial year, over and above the Performance Standards of the IIA which requires the Head of the Internal Audit Unit to establish a risk based audit plan to align priorities of the Internal Audit Unit with the objectives and goals of the Municipality.</p> <p>This KPI will be measured through the approval of a Risk Based Internal Audit Plan submitted and approved by the Audit Committee by at least 30 June of each year.</p>
Revision of top 10 risks and quarterly progress reports on corrective action to address risks	5.3	<p>In order to aid in the facilitation of Enterprise Risk Management processes within the Gert Sibande District Municipality, and to aid in the preparation of a risk based audit plan, the risk register must be reviewed and updated on a continuous bases throughout the financial year. This can be achieved through workshops, management meetings or Risk Committee meetings.</p> <p>This KPI will be measured through the submission of a quarterly Risk Management Report and the Departmental Risk Management Action Plans to the Risk Committee.</p>
Number of Council meetings held annually	5.4	<p>The MFMA clearly separates roles and responsibilities between the Executive Mayor 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 Executive Mayor, who must provide political leadership, and the Municipal Manager, who is accountable to the Mayor and Council for</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
		<p>implementing those polices.</p> <p>Under the MFMA, councillors' policy setting and oversight functions include:</p> <ul style="list-style-type: none"> • 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 <p>KPI to be measured through the number of ordinary Council meetings held per annum.</p>
Number of Mayoral Committee meetings held	5.5	<p>The MFMA clearly separates roles and responsibilities between the Executive Mayor 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 Executive Mayor, who must provide political leadership, and the Municipal Manager, who is accountable to the Mayor and Council for implementing those polices.</p> <p>Under the MFMA, councilors' policy setting and oversight functions include:</p> <ul style="list-style-type: none"> • 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 <p>KPI to be measured through the number of ordinary Mayoral meetings held per annum.</p>
% of Indirect Allocation spend on Community Participation	5.6	<p>% Reflecting actual expenditure/Planned expenditure</p> <p>Measurement detail:</p> <p>Numerator: Actual expenditure - Indirect Allocations (Public Participation)</p> <p>Denominator: Budgeted Expenditure - Indirect Allocations (Public Participation)</p>
# of quarterly Council meetings attended by one or more traditional leaders	5.7	<p>This indicator measures attendance of Traditional Leaders at Council meetings to reflect community involvement in Council affairs.</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
# of District MM Forum meetings held	5.8	This Indicator measures the number of Municipal Managers Forum meetings held to ensure coordination of district strategy implementation across the district.
Municipal IDP approved by Council by no later than 31 May	6.1	<p>This KPI measures adherence to the approved IDP Framework as to the timeframes and deadlines for submission and approval.</p> <p>In terms of the IDP Framework, the 2017/18 IDP must be approved by Council by no later than 31 May 2017.</p>
Finalization of RAMS Analysis Report	6.2	<p>The road network constitutes one of the largest community assets and is predominantly government owned. It is for this reason that GSDM introduced the concept of asset management within the roads sector.</p> <p>KPI to be measured through the condition data (Road Visual Assessment Report) submitted to the Department of Transport by at least 30 June 2017.</p>
Number of Training interventions implemented in terms of the approved RAMS Business Plan	6.3	<p>Graduates will undergo both classroom and practical on-the-job training in order to equip them to perform the duties assigned to them during their tenure on the project. On-the-job training includes practical assessments to confirm correct application of the knowledge gained as well as in field coaching and mentoring.</p> <p>Remaining training interventions scheduled for the graduates:</p> <ul style="list-style-type: none"> • Road Visual Condition Calibration/Training • Manual Traffic Counting Training • Bridge and Culvert Inspection Course • Introduction to Road Building Materials • Design, Construction and Maintenance of Gravel Roads • Design, Construction and Maintenance of Low Volume Roads • Practical Road Pavement Engineering • Engineering Lab Visits • Construction Site Visits

Key Performance Indicator	IDP Ref	Definition/Instruction
Number of S4 Civil Engineering Technician Graduate employment opportunities created	6.4	<p>In order for the RAMS project to be a useful tool to GSDM, to ensure the continuity of the system post-project, and to align the project outcomes with RAMS grant requirements, six (6) graduates (comprising unemployed S4 graduates and S3 graduates requiring in-service training) were sourced from GSDM region to be employed on the project for its duration.</p> <p>These graduates shall attend SAQA accredited training courses to capacitate them in the performance of their duties. They shall, furthermore, be intimately involved in all aspects of the RAMS administration, data maintenance and quality checking. The graduates should ultimately become the custodians of the implemented RAMS. For the project to be deemed successful, it is critical that the graduates remain committed to the project for the full duration. It is equally important that they be incorporated into the GSDM structures post-project so that the investment (financial, time and knowledge) can be maximized and the RAMS focused persisted going forward.</p> <p>This KPI will be measured in terms of the number graduates employed within the structures of GSDM after completion of the training program.</p>
Implementation of the GIS Strategy through entering into a Enterprise Licensing Agreement with ESRI SA	6.5	<p>A geographic information system (GIS) integrates hardware, software, and data for capturing, managing, analyzing, and displaying all forms of geographically referenced information.</p> <p>GIS allows us to view, understand, question, interpret, and visualize data in many ways that reveal relationships, patterns, and trends in the form of maps, globes, reports, and charts.</p> <p>A GIS helps you answer questions and solve problems by looking at your data in a way that is quickly understood and easily shared.</p> <p>In essence GIS is an IT Application which is spatially accurate that is used to map the real world. The power of GIS lies in its ability to attach non spatial information to a spatial feature and to store this information in a database such as SQL Server which enables the spatial data to be queried and analyzed.</p> <p>A typical example of a query is: Find all properties that are vacant and larger than 1000m² or find all B&B's in a particular area. The selected spatial data is identified in the map.</p>

Key Performance Indicator	IDP Ref	Definition/Instruction
		<p>An Enterprise license agreement will address the current challenges of the municipality and future development planning. The nature of the ELA is to support the vision of the municipality and continue to enable development. Having a spatially enabled enterprise solution allows for the ability to centrally managed data and where needed, have the ability to pull data from other sources as well which may be in the same department i.e billing as well.</p> <p>This KPI will be measured through entering into a Licensing Agreement with a service provider for GSDM and the 7 Local Municipalities within the jurisdiction of the Gert Sibande District Municipality.</p>
Annual review of Spatial Development Plan and submission to Council	6.6	<p>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 annually to take into account changing circumstances.</p> <p>Measurement will be based on the submission of the reviewed District SDF to Council for approval.</p>
Development/review of an integrated Human Settlement Strategy	6.7	<p>Since 1994, South Africa has embarked on several programmes towards building a better life for all by providing amongst other, shelter and basic services for the poorest of communities in the country. This requires that the three spheres of government take all reasonable and necessary steps within the framework of national and provincial housing legislation and policy to initiate, plan, coordinate, facilitate, promote and enable appropriate housing development in various parts of the country as contemplated in the Housing Act (1997).</p> <p>In pursuance of the above, the Gert Sibande District Municipality initiated the compilation of a consolidated IDP Housing Chapter comprising a summary of the local IDP Housing Chapters of each of the seven local municipalities within its jurisdiction. This exercise is intended to assist the delivery of sustainable human settlements in the GSDM in the following ways:</p> <ul style="list-style-type: none"> • Informing the current status quo of housing development needs and provide a projection for the future needs in the municipal area; • Providing the local and district IDP processes with sufficient information about human settlement planning, priority areas, benefits as well as operational and strategic requirements; • Providing sufficient information regarding the allocation of limited financial and human resources to a wide variety of human settlement development initiatives throughout the

Key Performance Indicator	IDP Ref	Definition/Instruction
		<p>municipal area;</p> <ul style="list-style-type: none"> • Providing guidance in prioritising housing projects for urban areas, rural nodal areas and agri-villages in the Gert Sibande District Municipality in order to ensure balanced urban and rural human settlement throughout the municipal area. <p>Measurement will be based on the review and submission of the Human Settlement Strategy to Council for approval.</p>
Develop Land Use Scheme for local municipalities	6.8	<p>Section 24 of the Spatial Planning and Land Use Management Act of 2013 (SPLUMA) specifies that a municipality must, after public consultation, adopt and approve a single land use scheme (LUS) for its entire municipal area within five years from the commencement of the act. Large parts of the country have never been part of a land use scheme (e.g. many areas under traditional leadership) and for many municipalities, land use management is a new concept. A land use scheme is a tool used by municipalities to guide and manage development according to the vision, strategies and policies of the Integrated Development Plan (IDP) and Spatial Development Framework (SDF), and in the interests of the general public to promote sustainable development and quality of life. The general purpose of a Scheme is to create coordinated, harmonious and sustainable development of a municipal area in such a way that it efficiently promotes health, safety, order, amenity, convenience and general welfare, as well as efficiency and economy in the process of development.</p> <p>This KPI will be measured through the development and completion of a Land Use Scheme for Mkhondo Local Municipality (2016/17) and Dipalaseng Local Municipality (2017/18).</p>

5.3. National Key Performance Indicators 2016/17

KPI Description	Method of Reporting
The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal	Reporting only as per IDP and Annual Report
The percentage of households earning less than R1 100 per month with access to free basic services	Reporting only as per IDP and Annual Report
The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	Measured on IDP Scorecard < Refer to KPI ref: 4.6>
The number of jobs created through a municipality's local economic development initiatives, including capital projects	Measured on IDP Scorecard <Refer to KPI ref: 3.1 & 3.2>
The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	Measured on IDP Scorecard <Refer to KPI ref: 1.4)
The percentage of a municipality's budget actually spent on implementing its workplace skills plan	Measured on IDP Scorecard <Refer to KPI ref: 1.8>
Financial ratios	Cost coverage measured on IDP Scorecard <Refer to KPI ref: 4.11>

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 list of sector plans herein includes among the following:

SECTOR PLAN/POLICY/STRATEGY	STATUS QUO
Policy on Standing Orders of Council	
Human Resources Strategy	Approved
Employment equity plan	Approved
Work skills plan	Approved
Employee assistant programme	Approved
Retention Strategy	Approved
Succession Plan	To be developed
Human Resources Plan	Approved
Recruitment, Selection, Transfer, Promotion and Demotion Policy	Approved
Leave Policy	Approved
Occupational Health & Safety	Approved
Cell Phone Allowance Policy	Approved
Risk Management Policy & Risk Strategy	Approved
Performance Management Framework	Approved
Fraud Prevention Plan	Approved
Telephone Policy	Approved
Performance Management Framework and Procedure for Staff below section 56	Approved
Security and Parking Policy	Approved
Library Policy	Approved
Municipal ICT Governance Policy Framework and Audit Compliance	Approved
Catering Policy	Approved
Travelling Allowance Policy	Approved
Smoking Policy	Approved
Practical Training For Volunteerism & Internship Policy	Approved
People with Disability Policy	Approved

Placement Policy	Approved
ICT Policy	Approved
Induction Policy	Approved
HIV & AIDS Policy	Approved
Fleet Management Policy	Approved
Fraud and Prevention Policy	Approved
Donation Policy	Approved
Compensation for Occupation disease and Injuries	Approved
Cash & investment Policy	Approved
Bursary Scheme for Community	Approved
Acting Allowance Policy	Approved
08 x Air Quality Management Plans	draft
Integrated Waste Management plans	Draft
Municipal Health Plan	To be developed
Climate Change policy	draft
An Integrated Rural and Agricultural Development Strategy	approved
LED Strategy	Approved
Tourism Sector Development Plan	Approved
Spatial development Framework	Approved
Integrated transport Plan	Approved

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.

7.1 MULTI-YEAR BUDGET COMPARISON**PROJECTS: MULTI YEAR BUDGETS COMPARISONS**

DETAIL	Budget	Budget	Budget
	2016/2017	2017/2018	2018/2019
DEPARTMENT -OFFICE - EXE MAYOR			
DONATIONS	500 000	500 000	500 000
MAYORAL EXCELLANCE AWARDS	400 000	400 000	400 000
CO-ORDINATION HIV AND AIDS	600 000	600 000	600 000
YOUTH DEVELOPMENT	2 000 000	2 000 000	2 000 000
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
MAYORAL IMBIZO'S	1 300 000	1 300 000	1 300 000
TRADITIONAL FESTIVALS(DONATIONS)	1 000 000	1 000 000	1 000 000
PROMOTION OF THE DISTRICT/COMM	1 600 000	1 600 000	1 600 000
	8 100 000	8 100 000	8 100 000
OFFICE OF THE SPEAKER			
CAPACITY BUILDING	1 000 000	1 000 000	1 000 000
COMMUNITY PARTICIPATION	1 000 000	1 000 000	1 000 000
VOTERS EDUCATION	2 000 000	2 000 000	2 000 000
	4 000 000	4 000 000	4 000 000
DEPARTMENT - PLANNING & ECO DEV			
REVENUE COLLECTION/DATA CLEANS	1 721 500	1 721 500	1 721 500
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
REGIONAL AIRPORT PLANNING	200	200	200
CO - OPERATIVES	500 000	500 000	500 000
MUNICIPAL PLANNING SECTOR PLAN	250 000	250 000	250 000
RURAL AND AGRI DEVELOPMENT	500 000	500 000	500 000
	5 321 700	5 321 700	5 321 700
DEPARTMENT - INFRA & TECH SERVICES			
ALLOCATION TO MUNICIPALITIES	67 706 325	43 620 000	43 620 000
RBIG PROJECTS	97 264 000	89 400 000	129 621 000
	164 970 325	133 020 000	173 241 000
DEPARTMENT - CORPORATE SEVICES			
BURSARIES	1 500 000	1 500 000	1 500 000
IT FOR THE REGION	1 400 000	1 540 000	1 694 000
ISDG	5 500 000	5 500 000	5 500 000
	8 400 000	8 540 000	8 694 000
DEPARTMENT - COM & SOCIAL SEVICES			
CULTURE, SPORT & RECREATION	2 100 000	2 100 000	2 100 000
MUNICIPAL HEALTH	1 000 000	1 000 000	1 000 000
GSCM MARATHON - ANNUAL EVENT	700 000	700 000	700 000
REG LIBRARY & INFORMATION SERV	600 000	600 000	600 000
ENVIROMENTAL SERVICES	500 000	500 000	500 000
	4 900 000	4 900 000	4 900 000
DEPARTMENT - FINANCIAL SERVICES			
EMERGENCY/CONTINGENCIES	500 000	500 000	500 000
OPERATION CLEAN AUDIT	2 800 000	2 800 000	2 800 000
	3 300 000	3 300 000	3 300 000
DEPARTEMENTAL ALLOCATION - HUMAN SETT			
DISASTER MANGEMENT	750 000	750 000	750 000
RURAL ROADS ASSET MAN SYSTEMS	2 200 000	2 310 000	2 451 000
HIRING OF EARTHMOVING AND ROAD	1 000 000	1 000 000	1 000 000
POTHOLE REPAIR	5 000 000	5 000 000	5 000 000
	8 950 000	9 060 000	9 201 000
TOTAL	207 942 025	176 241 700	216 757 700

7.2 EXPENDITURE BREAKDOWN

EXPENDITURE BREAKDOWN			
Detail	Budget	Budget	Budget
	2016/2017	2017/2018	2018/2019
	R	R	R
Salaries and wages	105 837 800	112 188 050	118 919 340
Social Contributions	23 449 970	24 856 970	26 348 410
Councillor Allowances	13 245 750	14 040 500	14 882 920
Depreciation	20 662 900	21 902 670	23 216 840
Repair and Maintenance	8 824 000	9 353 440	9 914 660
Finance Cost	0	0	0
Contracted Services	800 000	848 000	898 880
General Expenditure	38 686 220	40 915 380	46 304 380
Total	211 506 640	224 105 010	240 485 430

7.3 CAPITAL BUDGET: MULTI YEAR BUDGETS COMPARISONS

CAPITAL BUDGET			
Description	BUDGET	BUDGET	BUDGET
	2016/2017	2017/2018	2018/2019
FURNITURE AND EQUIPMENT	500 000	500 000	500 000
COMPUTER EQUIPMENT	1 000 000	1 000 000	1 000 000
DISASTER CENTRE DR PIXLEY KA I	12 000 000	12 000 000	3 000 000
LAB EQUIPMENT	500 000	500 000	500 000
VEHICLES	2 500 000	1 500 000	1 500 000
REGIONAL DISASTER CENTRE			
REGIONAL SPORTS FACILITY			
MOBILE AIR QUALITY MON EQUIPMENTS	0	1 500 000	1 000 000
TOTAL	16 500 000	17 000 000	7 500 000

7.4 ADMINISTRATION OF ACT :MULTIYEAR BUDGET COMPARISON EXPENDITURE BREAKDOWN

Detail	Budget 2016/2017	Budget 2017/2018	Budget 2018/2019
COUNCIL			
Executive Mayor & Mayoral Committee	9 892 840	10 486 410	11 115 600
Speaker, Chief Whip & Councillors	8 433 910	8 939 950	9 476 350
Council Support	7 976 270	8 454 850	8 962 160
Communication	2 578 460	2 733 170	2 897 160
TOTAL: Council	28 881 480	30 614 380	32 451 270
MUNICIPAL MANAGER			
Municipal Manager	4 800 520	5 088 550	5 393 870
Internal Audit	7 660 940	8 120 610	8 607 860
TOTAL: Municipal Manager	12 461 460	13 209 160	14 001 730
PLANNING & ECONOMIC DEVELOPMENT			
Planning Services	10 181 610	10 792 490	11 440 040
IDP	1 318 400	1 397 490	1 481 340
TOTAL: Planning & Economic Development	11 500 010	12 189 980	12 921 380
CORPORATE SERVICES			
Building	28 375 200	30 077 720	31 882 380
IT	10 481 110	11 109 970	11 776 570
Legal	2 999 180	3 179 140	3 369 900
Human Resources	6 940 430	7 356 860	7 798 280
Administration	17 426 480	18 472 060	19 580 420
TOTAL: Corporate Services	66 222 400	70 195 750	74 407 550
FINANCE			
Finance	11 862 850	12 574 630	13 329 100
Supply Chain Management	4 703 320	4 985 500	5 284 640
Municipal Management & Support	1 772 490	1 878 840	1 991 570
MSIG	0	0	3 123 000
TOTAL: Finance	18 338 660	19 438 970	23 728 310
MUNICIPAL INFRASTRUCTURE & SERVICES			
Planning, Implementation & Support	7 897 880	8 371 760	8 874 050
Infrastructure Maintenance	6 970 290	7 388 500	7 831 820
Water & Sanitation	9 572 540	10 146 900	10 755 720
TOTAL: Municipal Infrastructure & Services	24 440 710	25 907 160	27 461 590
COMMUNITY & SOCIAL SERVICES			
Community & Social Services	10 822 170	11 471 480	12 159 770
Municipal Health Services	20 348 360	21 477 280	22 576 920
TOTAL: Community & Social Services	31 170 530	32 948 760	34 736 690
HUMAN SETTLEMENT & PUBLIC SAFETY			
Human settlement	8 408 840	8 913 360	9 448 170
Disaster Management	10 082 550	10 687 490	11 328 740
TOTAL: Human Settlement & Public Safety	18 491 390	19 600 850	20 776 910
GRAND TOTAL	211 506 640	224 105 010	240 485 430

7.5. FINANCING MULTIYEAR COMPARISON

Detail	Budget 2016/2017 R	Budget 2017/2018	Budget 2018/2019
Revenue			
Grants	-287 818 000	-289 474 000	-301 322 000
Interest on investments	-5 500 000	-5 830 000	-6 179 800
Income from tariffs	-2 200 000	-2 332 000	-2 471 920
Other income	-545 300	-578 030	-612 710
DWA funding - RBIG	-97 264 000	-89 400 000	-129 621 000
Contribution Accumulated Surplus	-42 621 365	-29 732 680	-24 535 700
Total Income	-435 948 665	-417 346 710	-464 743 130
Expenditure			
Allocations to Local Municipalities	50 620 000	48 620 000	48 620 000
Transfer Projects	22 086 325		
RBIG Projects	97 264 000	89 400 000	129 621 000
Departmental Allocations	36 471 700	36 721 700	37 016 700
Administration of the Act	211 506 640	224 105 010	240 485 430
Donations	1 500 000	1 500 000	1 500 000
Capital Expenditure	16 500 000	17 000 000	7 500 000
Total Expenditure	435 948 665	417 346 710	464 743 130

7.6 GSDM FLAGSHIP PROJECTS

PORTFOLIO: PLANNING AND ECONOMIC DEVELOPMENT

Priority Action/Project Description	Project Objective	Responsibility/Division	Cost Estimate	Outcome
Development Principle 1				
1.1. Chief Albert Luthuli Wind Energy Project	Economic Development and Access to services	PED (LED)	R 00 000 (Subject to availability of funds)	4,5 & 8
1.2. Mkhondo Hydro Electrical power plant	Economic Development and Access to services			
1.3. Power generation from Solid Waste through Gasification	Economic Development and access to services			
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	Regional destination promotion and economic development	PED (LED and Tourism)	R 200 000	4,5 & 8
2.2. Promoting LED, Agriculture and Tourism attraction on district's rich heritage relating to the liberation struggle: Agriculture and LED potential (SMME Fair and tourism road show)	Regional destination promotion and economic development	PED (LED and Tourism)	R 200 000	4,5 & 8
2.3. Branding and signage of tourism routes (Heritage and Tourism Corridors)	Regional destination promotion and economic development	PED (LED and Tourism)	R100 000	4,5 & 8

2.4. Finalize feasibility study and Action Plan for the Regional Anchor projects (including specialized studies)	Increased economic development and sustainable job creation	PED (Planning)	R 200 000	4,5 & 6
2.5. Regional Sport Facility Planning (Action Plan)	Increased economic development and sustainable job creation		R 500 000	2
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	Increased economic development and job creation	PED (LED and Tourism)	R 500 000	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	Increased economic development and sustainable job creation	PED (LED - Agric and Rural Development)	R 1 200 000	7 MRDI
Development Principle 6				
N/A				
Development Principle 7				
7.1. Establish District Planners forum to assess development, mining license 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	Improved responsive service delivery	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 Blight/ decay for Urban renewal programmes including recommendations/possible solutions	Improved responsive service delivery	PED (Spatial Planning)	R 200 000	4, 9 & 12			
Development Principle 10							
10.1. first step towards unblocking of bottlenecks/stalling of township proclamation and making recommendation on feasible solutions	Improved responsive service delivery	PED (Spatial Planning)	R750 000	4, 9 & 12			
10.2. Development of an Integrated Human Settlement Strategy and Land Audit for GSDM							
10.4. Develop Land Use Application Procedure Manual for use by GSDM LMs to streamline and standardize 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	6
10.6. Revenue Collection and Data cleansing:							
<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 						PED (GIS)	
11. Other consultations and Fora meetings							
11.1. LED, Agric and Tourism Forum meetings	Improved responsive service delivery	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 meeting		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 councilors: workshops, conferences and seminars aimed at keeping the Office Bearers and Councilors 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 . Further, should there be any request from Local Municipalities in terms of emergencies the District may be obliged to assist	9	R 500 000

PORTFOLIO: COMMUNITY AND SOCIAL SERVICES (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>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)		

COMMUNITY AND SOCIAL SERVICES (SOCIAL DEVELOPMENT)

NO.	PROJECT	PROJECT DESCRIPTION	OUTCOME	ESTIMATED BUDGET
1	Co-ordination of HIV and AIDS National Health Act 2003,Gert Sibande Strategic Plan on HIV & AIDS & TB,	The Executive Mayor of the District is the chairperson of the District AIDS Council. The structure consists of Different organised stakeholders. DAC Hold meetings and implement activities based on the District HIV/ AIDS and TB Strategy and plan. 2012 – 2016 Focus will be on Awareness Campaigns (HCT and VMMC) , Skills Development, Community Dialogue on HIV & AIDS, Support to home base caregivers, Support for People Living with HIV/AIDS, Developing operational plans for LM's, and Employee wellness program and District Support to people living with HIV &AIDS	2	R 2M
2	Youth Development National Youth Development Act 2008,The White Paper for Social Welfare 1997, National Youth Development Policy Framework,	Establishment of Youth Forum and its activities. Projects will include: Skills Development, Drug and Substance abuse awareness Training workshop, Career Exhibition, Life skills Programme and Leadership training, Commemoration of youth Day, development of Youth Skills Development Strategy and Facilitation of Youth Economic Development.	4, 5 & 7	R 1.5M

3	Children's Rights The Constitution of RSA, Children's Act 38 of 2005, Green paper on Families, General Regulations regarding Children 2010etc	The District serves as the coordinating body and ensures that the rights of children within the District are upheld through workshop. Support for Early Childhood Development centers, Support needy Learners with school uniform and celebrate children week.	1, 2 & 3	R 1M
4	People with Disabilities & Older Person Constitution of RSA, Disability Framework for Local Government 2009-2014, Integrated National Disability Strategy, etc	Implementation of the Policy on people with disabilities. Hold District Disability Stakeholders Forum , its empowerment and meetings. Training of people with Disabilities and Awareness Campaigns. Mayoral outreach for Disability, Ensure participation of people with disabilities in sport, business and cultural Activities. Awareness's Campaigns for older Persons on their rights as equal citizen to all.	1,2,3 & 5	R 500 000
5	Gender Mainstreaming and Women Development	Capacitate and support women cooperative on poverty alleviation programme (bead Making, Baking, Poultry Farming, Sewing, Laundry. and etc. Commemorate women day and Other awareness and Skills development Workshop	3, 5 & 12	R 800 000
6	Moral Regeneration(Religious affairs) Constitution of Republic of South Africa	Revive Moral Regeneration Structure in local Municipalities involving religious leader and traditional leader, Moral regeneration festival/Year end Function	12	R 100 000
7	Donations	Project identification and implementation by the Executive Mayor. Development of a policy and implementation plan.	12	R200 000
8	Culture, Sport and Recreational In terms of the Constitution of South Africa 108 of 1996 Chapter 3 & Chapter 2	To organize and support teams representing the District in all sporting codes in order to unleash talent. To organize and host Gert Sibande cup. To host municipal games for Officials and councilors in order to promote wellness, team work and healthy lifestyle. Training for Empires and Referees, hosting of District Cultural Dance, GSDM Mayoral Cup, and Promotional Play off. Support and Promote horse racing.	2 & 12	R 1.5 M
9	Public Awareness -Water Conservation	Implementation of Public Awareness on Water Conservation and Safe Water Use Program in the seven(7) Local Municipalities	2, 3 & 9	R 100 000
10	Regional Library and Information Services In terms of the Constitution of the Republic of South Africa 108 of 1996 Chapter 2 sect 29	Identification and purchase of relevant literature, periodicals, computer program/s and other operational tools. Capacity building for officials and linking and benchmarking with other established libraries for best practice and learning purposes. Celebrating library calendar days (Library week, world book day and etc)	1,5 & 12	R 3 M
11	GSDM Marathon , 4 in 1 and Cross Country-Annual event In terms of the Constitution of South Africa 108 Of 1996 Chapter 3	Host Annual Gert Sibande District Marathon, support school championship in Athletics 4 in 1 and Cross Country Events across the district, support individual athletes representing the district in provincial and National events. Review of Sport , Culture and Recreation Strategy	2 & 12	R 1.2M

7.7 GSDM ALLOCATION 2016/17

CHIEF ALBERT LUTHULI			
Description	BUDGET	BUDGET	BUDGET
	2016/2017	2017/2018	2018/2019
GRANTS TRANSFER			
OPERATIONS & MAINTENANCE SUPPO	1 000 000.00	0.00	0.00
WATER QUALITY TESTING	400 000.00	0.00	0.00
ROADS EMPULUZI(UPGRADE)	3 400 000.00	0.00	0.00
SANITATION(VIP'S)	500 000.00	0.00	0.00
BOREHOLE MAINTENANCE	600 000.00	0.00	0.00
ALBERT LUTHULI COUNCIL CHAMBER	3 000 000.00	0.00	0.00
PHEZUKOMKHONO	1 450 000.00	1 450 000.00	1 450 000.00
POTHOLE REPAIR	500 000.00	500 000.00	500 000.00
TOTAL GRANTS TRANSFER	10 850 000	1 950 000	1 950 000

CHIEF ALBERT LUTHULI RBIG			
Description	BUDGET	BUDGET	BUDGET
	2016/2017	2017/2018	2018/2019
GRANTS TRANSFER			
REGIONAL BULK EERSTEH/EKULINDE	0.00	0.00	25 621 000.00
REGIONAL BULK EMPULUZI/METULA	0.00	0.00	20 000 000.00
LUSHUSHWANE BULK WATER SCHEME	25 389 000.00	25 320 000.00	32 000 000.00
AMSTERDAM/SHEEPMOOR BULK WATER	12 300 000.00	14 882 000.00	
TOTAL GRANTS TRANSFER	37 689 000.00	40 202 000.00	77 621 000.00

DIPALESENG			
Description	BUDGET	BUDGET	BUDGET
	2016/2017	2017/2018	2018/2019
GRANTS TRANSFER			
REG BULK INFRASTRUCTURE BALFOU	6 086 325.00	0.00	0.00
OPERATIONS & MAINTENANCE SUPPO	500 000.00	0.00	0.00
WATER QUALITY TESTING	400 000.00	0.00	0.00
BOREHOLE MAINTENANCE	600 000.00	0.00	0.00
PHEZUKOMKHONO	720 000.00	720 000.00	720 000.00
POTHOLE REPAIR	200 000.00	200 000.00	200 000.00
TOTAL GRANTS TRANSFER	8 506 325	920 000	920 000

DIPALESENG RBIG			
Description	BUDGET	BUDGET	BUDGET
	2016/2017	2017/2018	2018/2019
GRANTS TRANSFER			
REGIONAL BULK BALFOUR/SIYATHEM	36 605 000.00	16 690 000.00	52 000 000.00
BALFOUR WASTE WATER TREATMENT	22 970 000.00	32 508 000.00	0.00
TOTAL GRANTS TRANSFER	59 575 000.00	49 198 000.00	52 000 000.00

DR PIXLEY KA ISAKA SEME			
Description	BUDGET	BUDGET	BUDGET
	2016/2017	2017/2018	2018/2019
GRANTS TRANSFER			
WATER QUALITY TESTING	750 000.00	0.00	0.00
SANITATION (VIP'S)	500 000.00	0.00	0.00
BOREHOLES MAINTENANCE	600 000.00	0.00	0.00
AMERSFOORT SEWER RET/OUTFALL S	9 000 000.00	0.00	0.00
UPGRADE SPORT FACILITY- -DAGGA	4 000 000.00	0.00	0.00
TIPPER TRUCK	1 750 000.00		
VOLKSRUST/VUKUZAKHE STP	5 000 000.00		
PHEZUKOMKHONO	1 000 000.00	1 000 000.00	1 000 000.00
POTHOLE REPAIR	400 000.00	400 000.00	400 000.00
TOTAL GRANTS TRANSFER	23 000 000	1 400 000	1 400 000

GOVAN MBEKI			
Description	BUDGET	BUDGET	BUDGET
	2016/2017	2017/2018	2018/2019
GRANTS TRANSFER			
OPERATIONS & MAINTENANCE SUPPO	750 000.00	0.00	0.00
WATER QUALITY TESTING	600 000.00	0.00	0.00
SANITATION(VIP'S)	500 000.00	0.00	0.00
BOREHOLE MAINTENANCE	600 000.00	0.00	0.00
PHEZUKOMKHONO	1 000 000.00	1 000 000.00	1 000 000.00
POTHOLE REPAIR	1 400 000.00	1 400 000.00	1 400 000.00
TOTAL GRANTS TRANSFER	4 850 000	2 400 000	2 400 000

LEKWA			
Description	BUDGET	BUDGET	BUDGET
	2016/2017	2017/2018	2018/2019
GRANTS TRANSFER			
OPERATIONS & MAINTENANCE SUPPO	2 000 000.00	0.00	0.00
WATER QUALITY TESTING	400 000.00	0.00	0.00
SANITATION(VIP'S)	500 000.00	0.00	0.00
BOREHOLE MAINTENANCE	600 000.00	0.00	0.00
PHEZUKOMKHONO	1 000 000.00	1 000 000.00	1 000 000.00
POTHOLE REPAIR	500 000.00	500 000.00	500 000.00
TOTAL GRANTS TRANSFER	5 000 000	1 500 000	1 500 000

MKHONDO			
Description	BUDGET	BUDGET	BUDGET
	2016/2017	2017/2018	2018/2019
GRANTS TRANSFER			
OPERATIONS & MAINTENANCE SUPPO	1 500 000.00	0.00	0.00
WATER QUALITY TESTING	700 000.00	0.00	0.00
SANITATION(VIP'S)	500 000.00	0.00	0.00
BOREHOLE MAINTENANCE	600 000.00	0.00	0.00
PHEZUKOMKHONO	1 450 000.00	1 450 000.00	1 450 000.00
POTHOLE REPAIR	600 000.00	600 000.00	600 000.00
TOTAL GRANTS TRANSFER	5 350 000	2 050 000	2 050 000

MSUKALIGWA			
Description	BUDGET	BUDGET	BUDGET
	2016/2017	2017/2018	2018/2019
GRANTS TRANSFER			
REG BULK INFRASTRUCTURE	2 000 000.00	0.00	0.00
OPERATIONS & MAINTENANCE SUPPO	500 000.00	0.00	0.00
WATER QUALITY TESTING	550 000.00	0.00	0.00
SANITATION(VIP'S)	500 000.00	0.00	0.00
BOREHOLE MAINTENANCE	600 000.00	0.00	0.00
ROAD REH/UPGR- MORG/JOUB/OOSTH	8 000 000.00	0.00	0.00
PET DAM UPGRADE MSUKALIGWA	600 000.00	0.00	0.00
PHEZUKOMKHONO	1 000 000.00	1 000 000.00	1 000 000.00
POTHOLE REPAIR	1 400 000.00	1 400 000.00	1 400 000.00
TOTAL GRANTS TRANSFER	15 150 000	2 400 000	2 400 000

7.8. FINAL SECTOR PROJECTS 2016/2017

Department of water and sanitation

Municipality	Project/Programme Name /Description	Project Beneficiary/Ward/ Location	Targeted completion date	2016/17 Budget Allocation (Annual) R '000	Total project cost R.
Chief Albert Luthuli	Refurbishment of water infrastructure and drilling of boreholes within chief Albert Luthuli LM(WSIG)	Chief Albert Luthuli	30 June 2017	15 500 000	15 500 000
	Lushushwane bulk water scheme	Lushushwane	June 2018	25 389 000	90 159 000
	Amsterdam bulk water scheme IRS studies (RBIG)	Amsterdam and Kwa Thandeka	June 2018	12 300 000	31 577 878, 78
Dipaleseng	Balf/Siyat/GreyI, Willem/Nthorwane Bulk Water supply (RBIG)	Ward 1-ward 6	March 2021	36 605 000	590 709 271, 56
	Upgrade of Balfour waste water treatment plant	Ward 1-ward 3	March 2018	22 970 000	62 427 4999,00

Department of Culture Sports and Recreation

Municipality	Project/ Programme Name	Project/ Programme Description	Project Beneficiary/Ward/ Location	2016/17 Budget Allocation (Annual) R '000
1. Msukaligwa	Thusiville dual purpose library	New libraries built	Learners, educators and the community	R3 180
2. Dipaleseng	Balfour	New libraries built	Learners, educators and the community	R10 180
3. Lekwa	Standerton Regional Library	Existing library facility upgraded for public library purposes	Learners, educators and the community	R1 255

Department of Agriculture Rural Development, Land and Environmental Affairs.

Municipality	Project/Programme Name	Project Beneficiary/Ward/ Location	2016/17 Target	2016/17 Budget Allocation (Annual) R '000	Total project cost R.
Chief Albert Luthuli	Apple programme	Carolina	Development of the integrated apple development programme	R1,287	R3,000
	Mills	Dundonald	Silo repairs, Weigh bridge, Lab equipment, Water treatment plant, Building renovation	R1, 000	R1,000
	Nkalane drifter	Manzana	Construction of seasonal bridge	R1, 000	R1,000
Dipaleseng	Land care	Balfour-Tweefontein	Rehabilitation of the land to improve agricultural production	R0,087	R6,208
	Nompumelelo/Sqobile Mushroom	Greylingstad	Fencing	R1,800	R1,800
	Air Quality monitoring station	Balfour	Maintenance	R0,300	R1,500
Dr Pixley Ka Isaka Seme	Fortune 40	Vlaakplaats	Construction of animal handling facilities	R1,350	R80,00
	Fortune 40	Perdekraal	Construction of broiler houses	R3,000	R80,00

Municipality	Project/Programme Name	Project Beneficiary/Ward/ Location	2016/17Target	2016/17 Budget Allocation (Annual) R '000	Total project cost R.
Dr Pixley Ka Isaka Seme	Apple programme	Amersfoort	Development of integrated Apple development Programme	R0,429	R3,000
	Mills	Daggakraal	Weigh bridge repairs, silo repairs, water treatment, lab equipment	R1,379	R6,000
Lekwa	Air quality monitoring station	Standerton	Maintenance	R0,300	R1,500
Mkhondo	One stop centre	Site to be identified	Planning, feasibility study, design and development of specifications	R0,900	R3,500
	Fortune 40	Sinethemba	Renovation of existing broiler houses and of completion of 2X25000 broiler houses	R3,500	R80,000
Msukaligwa	Apple programme	Holland	Development of apple development programme	R0,429	R3,000
	Apple Programme	Ermelo	Development of Integrated apple development programme	R0,429	R3,000
	Apple Programme	Breyten	Development of Integrated apple development programme	R0,429	R3,000
	Research facilities	Ermelo(Nooitgedatcht)	Upgrading research facilities	R10,000	R10,000

Department of Environmental affairs

Project name	Municipality	Focus area	Budget
Rehabilitation of Lekwa old landfill site	Lekwa	Working on waste	7 000 000
Nooitgedacht Dam Nature Reserve	Chief Albert Luthuli	People and parks	R15 000 000
Songimvelo Conservation Education Resource and Recreation Facility	Chief Albert Luthuli	People and Parks	R 30 000 000
Youth Jobs on waste	All LMs	Working on waste	

Department of Public works, roads and transport

GERT SIBANDE DISTRICT				
Project/programme name/ description	Project beneficiary/ward/ location	2016/17 target	2016/17 budget allocation (annual) R'000	Total project cost R'000
Govan Mbeki				
2 New Bridges on Coal Haul Road D622 (Eskom designed)	Govan Mbeki	100% completion	20 000	89 700
Rehabilitation of P109/1 between P30/2 (R38) and the R35 (4 km)	Bethal	90% completion	52 167	54 625
Mkhondo				
Light Rehabilitation of D2486 from N2 to Klipwal (to KZN Boundary - part of Provincial joint plans) (18 km)	Klipwal	5% completion	16 116	84 375
Msukaligwa				
Rehabilitation of Coal Haul Road P26/4 from N17 near Ermelo to Breyten (19.5km)	Ermelo to Breyten	89% completion	130 193	280 865
Lekwa				
Rehabilitation of Coal Haul Road P30/3 between Tutuka Power Station and Standerton (16.1km)	Standerton	90% completion	34 333	200 033
Dipaliseng				
Design: Selective Rehabilitation and Reseal of Road P36/2 (R548) from Delmas to Gauteng Border (towards Devon & Balfour) (20 km)	Devon & Balfour	Final design	5 500	5 500
Rehabilitation of Coal Haul Road P36/2 from Delmas to Gauteng boundary (towards Devon & Balfour) (13 km)	Devon & Balfour	5% completion	21 355	201 250
Rehabilitation of Coal Haul Road P53/2 (R50) Leandra to Standerton (40 km) (Phase 2)	Leandra to Standerton	45% completion	104 595	230 000
Chief Albert Luthuli				
Rehabilitation of Road D481 between Embuleni Hospital towards Ekulindeni (Phase 1 - 12km)	Ekulindeni	100% completion	24 903	140 449
Construction of Avontuur footbridge	Avontuur	100% completion	8 000	8 000

Department of Health

Project Name	Municipality	Period	Total Cost	Budget 2016/17	Progress (if it is an ongoing project)
Dirkiesdorp Clinic: Construction of New Clinic and Accommodation Unit	Mkhondo	06-Aug-16 07-Aug-17	R35,000	R0,000	Identified(planning)
Stan West Clinic: Construction of New Clinic and Accommodation Unit		07-Aug-16 08-Aug-17	R35,000	R0,000	Identified(planning)
Thandukukhanya CHC: Construction of new CHC and accommodation units	Mkhondo	01-Aug-16 02-Aug-17	79,500	3500	Design stage
Msukaligwa CHC: Construction of New CHC and Accommodation Units	Msukaligwa	01-Aug-16 02-Aug-17	R79,500	R3,500	Design stage
Gert Sibande District Office: Repairs rehabilitation and refurbishment	Msukaligwa	01-Aug-16 02-Aug-17	79,500	3500	25%-50% construction

Project Name	Municipality	Period	Total Cost	Budget 2016/17	Progress (IF it is an ongoing project)
Nhlazatshe 6 Clinic: Construction of New Clinic and Accommodation Units	Albert Luthuli	01-Aug-16 02-Aug-17	R35,000	R2,200	Design stage
Vukuzakhe Clinic: Construction of New Clinic and Accommodation Units	Pixley Ka Seme	01-Aug-16 02-Aug-17	R35,000	R2,200	Design stage
Maintenance for BIG 5: Ermelo	Msukaligwa	01-apri-16 31-mar-17	R4,797	R1120	Ongoing (day to day maintenance)
Balfour Mini Hospital: Construction of Mini Hospital and Accommodation Units	Dipaleseng	01-Aug-16 02-Aug-17	R79,500	R5,500	Design stage
Provision of coal	All municipalities	01-apr-16 31-mar-16		R22 434	On going

Project Name	Municipality	Period	Total Cost	Budget 2016/17	Progress (if it is an ongoing project)
BETHAL HOSPITAL: Demolition of asbestos and major upgrade of hospital, construction of rehabilitation and stepdown	Govan Mbeki	01-Jul-16 1-Jul-19	R900,000	R90 128	On tender stage (adjudication)
Evander Hospital: Expanded Public Works Programme	Govan Mbeki	14-Dec-15 04-Mar-16	R5,000	R4,210	Construction)25%-50%)
Maintanae of various facilities	All municipalities	01-Apr-16 31-Mar-16	R14 626	R1962	Ongoing (day to day maintenance)

7.9 Projects By other Stakeholders

SASOL

No	Project	Municipality	Town /Location	Amount (Rm)	Timeline	Jobs created / anticipated	Beneficiaries
3	Upgrading of wastewater treatment plant	Dipaleseng	Nthoroane	15	2015-2017	10	30000
1	Electricity transformer	Lekwa	Standerton	17,3	2015 – 2017	10	
12	Upgrade sewer network in Bethal	Govan Mbeki	eMzinoni	6	2016-2017	30	15000
13	Upgrade Kinross recreational park	Govan Mbeki	Kinross	4	2017–2018	15	5000

Anglo American 2015-2019 projects

PROJECT	BUDGET
Maths and Science Incubator Programme	R5.9m
Upgrade of Bethal Dam	R3.5m
Sewer Network in Lebogang Phase 2	R5m
Upgrade Electricity Network Embalenhle / Storm water channel and Roads	R11m
Integrated Waste Management	R5m
Upgrade Water Treatment Plant	R1.8m
Upgrade Storm Water System	R2m
Learner and teacher Development Program – Maths and Science	R 2.9m
Community Scholarship Scheme	R2m
Agro- Processing	R9m