

Foreword by the Executive Mayor

It gives me great pleasure to present this Integrated Development Plan for the 2010/11 Financial Year, which is the third year of our Current Term of Office. In reviewing our 2009/10 IDP and subsequently drafting our IDP and Budget respectively for 2010/11 and beyond, we have consulted quite extensively with our communities in all our constituent Local Municipalities through their varying groupings using our annual IDP/Budget Mayoral Outreaches, IDP Representative Forum and other IGR structures institutionalised within our Municipality.

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

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

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

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

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

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

This 2010/11 IDP therefore embodies our collective blueprint for the desired future of our District. It is a living document that is reviewed on an annual basis. To this extent we invite you to comment in writing to us and let us know how best we can improve in this and any of our plans, implementation, monitoring and evaluation thereof.

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

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

May the 2010/11 Financial Year bring the best memories and leave a lasting legacy of our Partnership in building a truly developmental District Municipality, where social; economic and material prosperity of the citizens is the order of the day.

Yours in Good Governance & Excellent in Service Delivery

Clr A M GAMEDE
EXECUTIVE MAYOR

Overview by the Municipal Manager

Our 2010/11 Revised Integrated Development Plan (IDP) serves as a barometer both for Gert Sibande District Municipality (GSDM) and its citizens towards the realization of the District's developmental vision of :

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

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

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

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

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

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

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

It is against this backdrop we remain adamant that, in defining GSDM's developmental trajectory required are both focus and decisiveness on our part, the will to weigh trade-offs and make choices, as well as strategies to inspire all stakeholders to proceed along a new

trail. If decisive action is taken on a number of focused areas, the confluence of possibilities is such that the District would enter a road of faster economic growth and job-creation, faster and more efficient provision of quality services, increased social cohesion and reduction of the paradigm of exclusion prevalent among sections of society.

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

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

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

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

This is a continuation of the GSDM renaissance-“A total commitment is paramount to reaching the ultimate performance “– Tom Flora

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

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

Yours Sincerely

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

ACRONYMS

ABET	Adult Based Education and Training
AIDS	Acquired Immune Deficiency Syndrome
CBO's	Community Based Organisations
CETA	Construction Education and Training Authority
CHBC	Community Home Base Care
CMIP	Consolidated Municipal Infrastructure Programme
CPTR	Current Public Transport Record
DACE	Department of Agriculture, Conservation and Environment
DBSA	Development Bank of South Africa
DEAT	Department of Environmental Affairs and Tourism
DAC	District AIDS Council
DALA	Department of Agriculture and Land Administration
DLA	Department of Rural Development and Land Reform
DCOGTA	Department of Corporate Government and Traditional Affairs
DoH	Department of Human Settlements
DTI	Department of Trade and Industry
DM	District Municipality
DMA	District Management Area
DoM	Department of Minerals
DoE	Department of Energy
DPW	Department of Public Works
DWAF	Department of Water Affairs and Forestry
ECA	Environmental Conservation Act
EIA	Environmental Impact Assessment
EIP	Environmental Implementation Plan
EHS	Environmental Health Services
EMP	Environmental Management Plan
EMS	Environmental Management System
EPWP	Expanded Public Works Programme
FBS	Free basic Services
FBE	Free Basic Electricity
FPA	Fire Protection Association
GIS	Geographic Information System
GSDM	Gert Sibande District Municipality
GSDC	Gert Sibande District Council
HDI	Human Development Index
HOD	Head of Department
IDP	Integrated Development Planning
IGR	Intergovernmental Relations
IEM	Integrated Environmental Management
IMEP	Integrated Municipal Environmental Programme
IWMP	Integrated Waste Management Plan
INEPBPU	Integrated National Electrification Programme Business Planning Unit
IS	Information System
IT	Information Technology
ITP	Integrated Transport Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
LDO	Land Development Objective
LED	Local Economic Development
LM	Local Municipality
LRAD	Land Redistribution for Agricultural Development

LTO	Local Tourism Organisation
LUMS	Land Use Management System
MAM	Multi Agency Mechanism
MEC	Member of Executive Committee
MFMA	Municipal Finance Management Act
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MPCC	Multi Purpose Community Centres
MSIG	Municipal Systems Improvement Grant
MSP	Master Systems Plan
NEMA	National Environmental Management Act
NEPAD	New Partnership for Africa's Development
NER	National Electricity Regulator
NGO	Non Governmental Organization
NSDP	National Spatial Development Perspective
NWMS	National Waste Management Strategy
OLS	Operating Licence Strategy
PGDS	Provincial Growth and Development Strategy
PHC	Primary Health Care
PMS	Performance Management System
PPP	Public Performance Areas
REDS	Regional Electricity Distribution System
RSC	Regional Service Council
RTO	Regional Tourism Organisation
SABS	South Africa Bureau of Standards
SACOB	South Africa Chamber of Business
SALGA	South Africa Local Government and Administration
SANAC	South African National AIDS Council
SANCO	South Africa National Civic Organization
SAPS	South African Police Service
SETA	Sector Education Training Authority
SDF	Spatial Development Framework
SLA	Service Level Agreement
SOER	State of the Environment Report
TSC	Thusong Services Centres
TBVC	Transvaal Bophuthatswana Venda and Ciskei
WSA	Water Services Authorities
IWSDP	Integrated Water Services Development Plan

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GERT SIBANDE DISTRICT MUNICIPALITY IDP

1 PART ONE: INTRODUCTION AND CURRENT SITUATION

1.1 Introduction

The objectives of Local Government are based on a co-operative government framework that encourages participation of other 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 the objectives and carry out the developmental duties assigned to local Government. The Municipal Councils therefore takes on the following principal responsibilities:

- To provide 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 the causes and remedial measures of all the financial and Administrative challenges.
- To provide Services, facilities and financial capacity, within the Constitution and Legislative Authority.

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

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

This document therefore represents the Revised Integrated Development Plan as prepared by the Gert Sibande District Municipality (GSDM) as part of its 2010/11 IDP Review process.

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

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

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

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

The District is made of Seven (7) constituent Local Municipalities, their names, spatial size and main Administration Offices of these Municipalities are depicted in table 1 below.

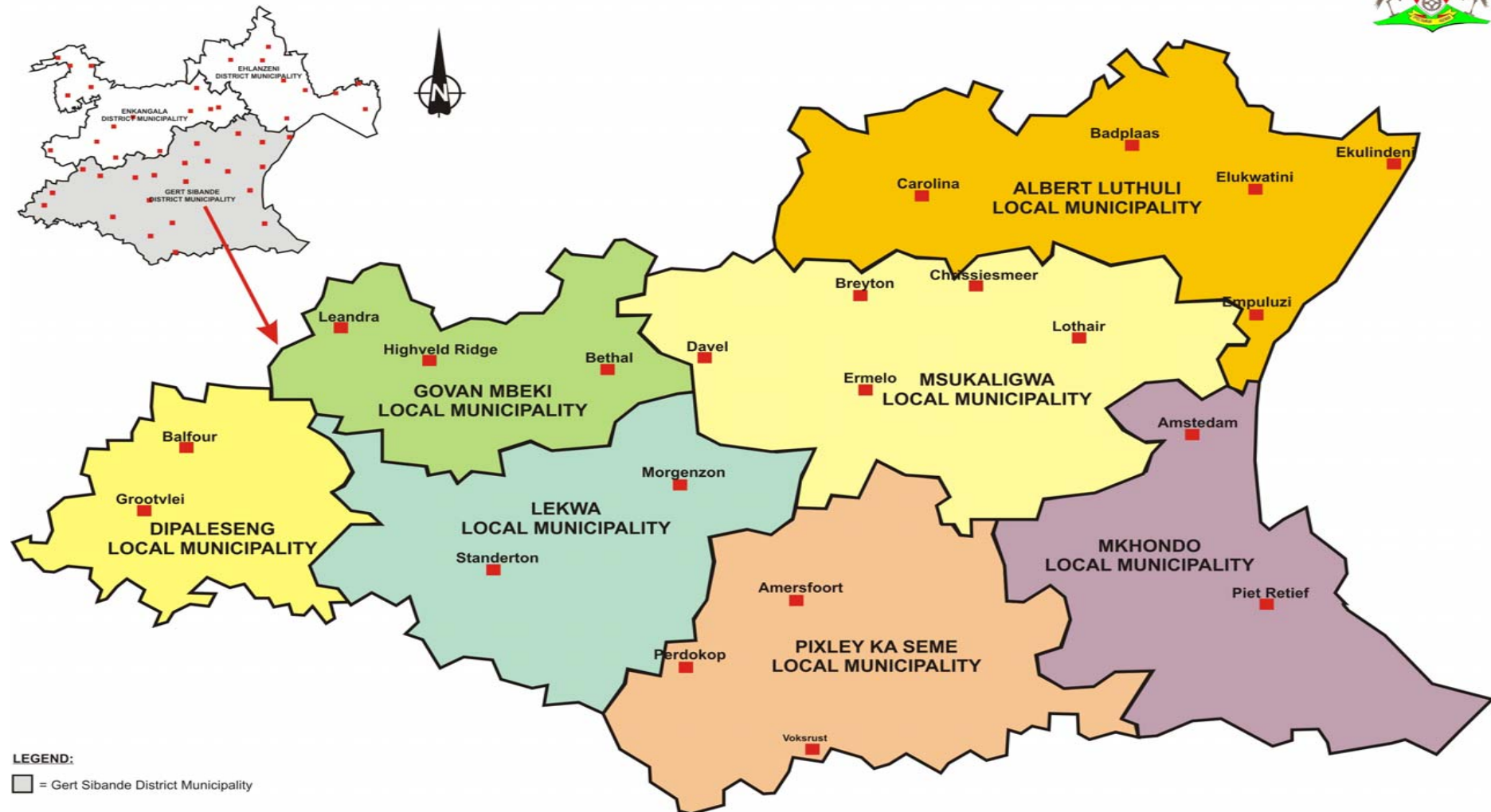
Table 1: Local Municipalities Main Administration Offices

Local Municipality	Main Admin Location	Central Place Index	Area (km)	Average Density (Persons/km ²)
Albert Luthuli	Carolina	1.03	5 572,79	33.62
Dipaleseng	Balfour	1.20	6 016, 51	20.74
Lekwa	Standerton	2.98	4 868, 15	29.35
Msukaligwa	Ermelo	3.60	5.227.98	15.44
Mkhondo	Piet Retief	2.15	4 586, 19	22.51
Pixley Ka Seme	Volkstrust	1.29	2 515, 28	14.77
Govan Mbeki	Secunda	3.08	2 958, 97	79.94
TOTAL			31 845, 87	28.26

From the above table it is evident that Msukaligwa is the central of all the 7 Constituent Local Municipalities.

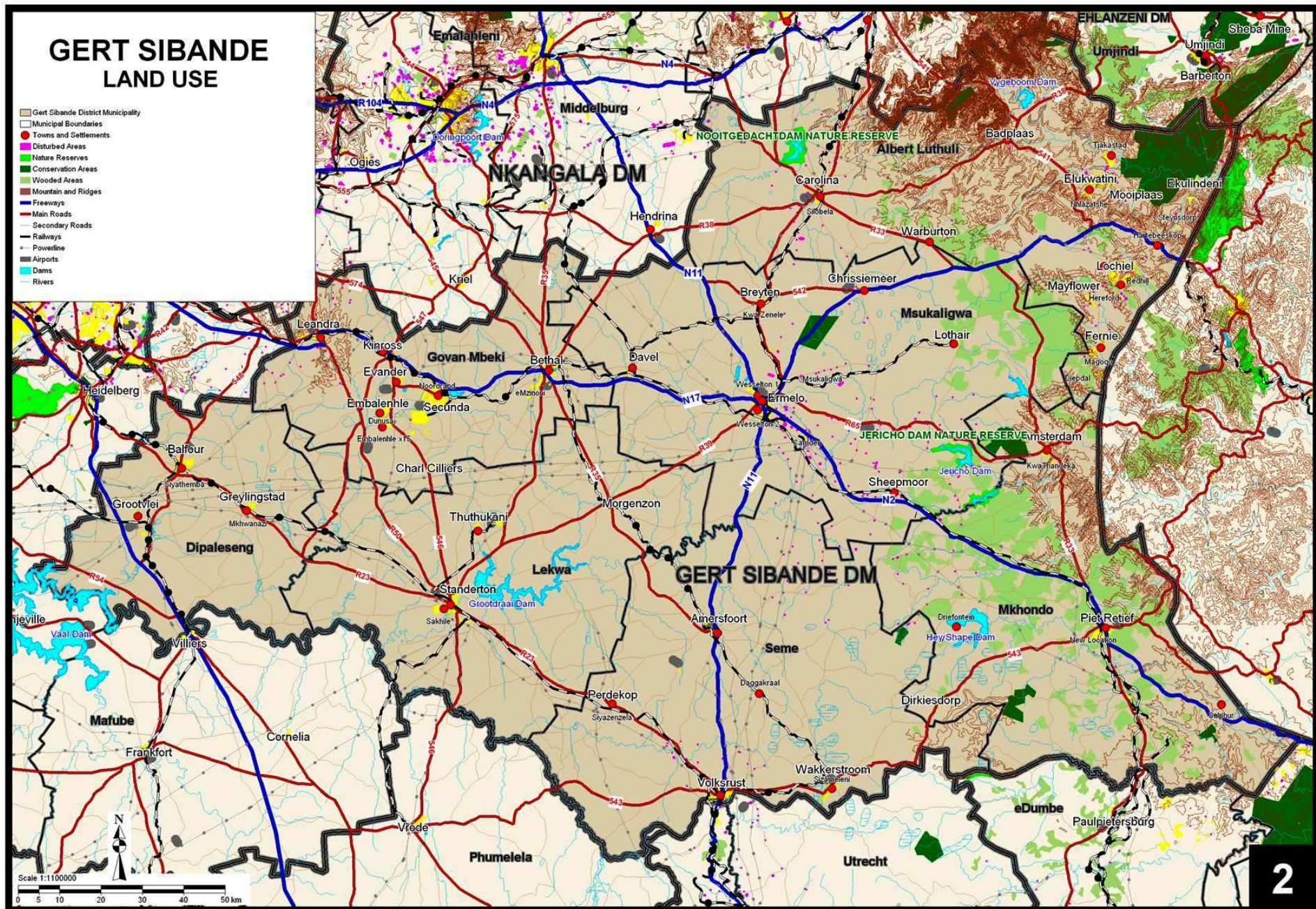
The following are the ten development principles to be achieved as highlighted in the Spatial Development Framework for the Gert Sibande District Municipality:

1. To actively protect, enhance and manage the natural environmental resources of the District, in order to ensure a sustainable equilibrium between biodiversity conservation, mining, manufacturing and industrial activities, agriculture, forestry, and tourism related activities within the District.
2. To optimally capitalize 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.
3. To utilise the existing natural environmental, cultural-historic and man-made activity areas within the District as Tourism Anchors and Nodes; and to develop and promote the eastern parts of the District (around route R33) as a Primary Tourism Corridor linking the Louwveld Tourism Precinct to the north (in Ehlanzeni), to the St Lucia Tourism Precinct located to the south of the District.
4. To promote forestry within and along the identified Primary Tourism Corridor.
5. To promote intensive and extensive commercial farming activities throughout the District, and to facilitate and concentrate subsistence farming activities within certain rural communities.
6. To unlock the development potential of existing towns through developing industry specific Special Economic Zones / Economic Clusters throughout the District, in line with the MPISF and the provincial LED Strategy.
7. To ensure that all communities have access to at least the minimum levels of service as enshrined in the Constitution.
8. To establish a functional hierarchy of towns and settlements in the District, and to ensure equitable access to social infrastructure and the promotion of local economic development by way of Multi Purpose Community Centres (MPCCs).
9. To facilitate and accommodate mining in the District in a sustainable manner in order to support local electricity generation and industrial development.
10. To consolidate the urban structure of the District around the highest order centres by way of infill development and densification in Strategic Development Areas (SDAs).



MPUMALANGA PROVINCIAL GOVERNMENT
DEPARTMENT OF ROADS AND TRANSPORT

Municipal Areas in Gert Sibande



1.2 Policy and Legislative Context

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

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

Section 34 of the Act deals with the Review and Amendment of the IDP and states that:

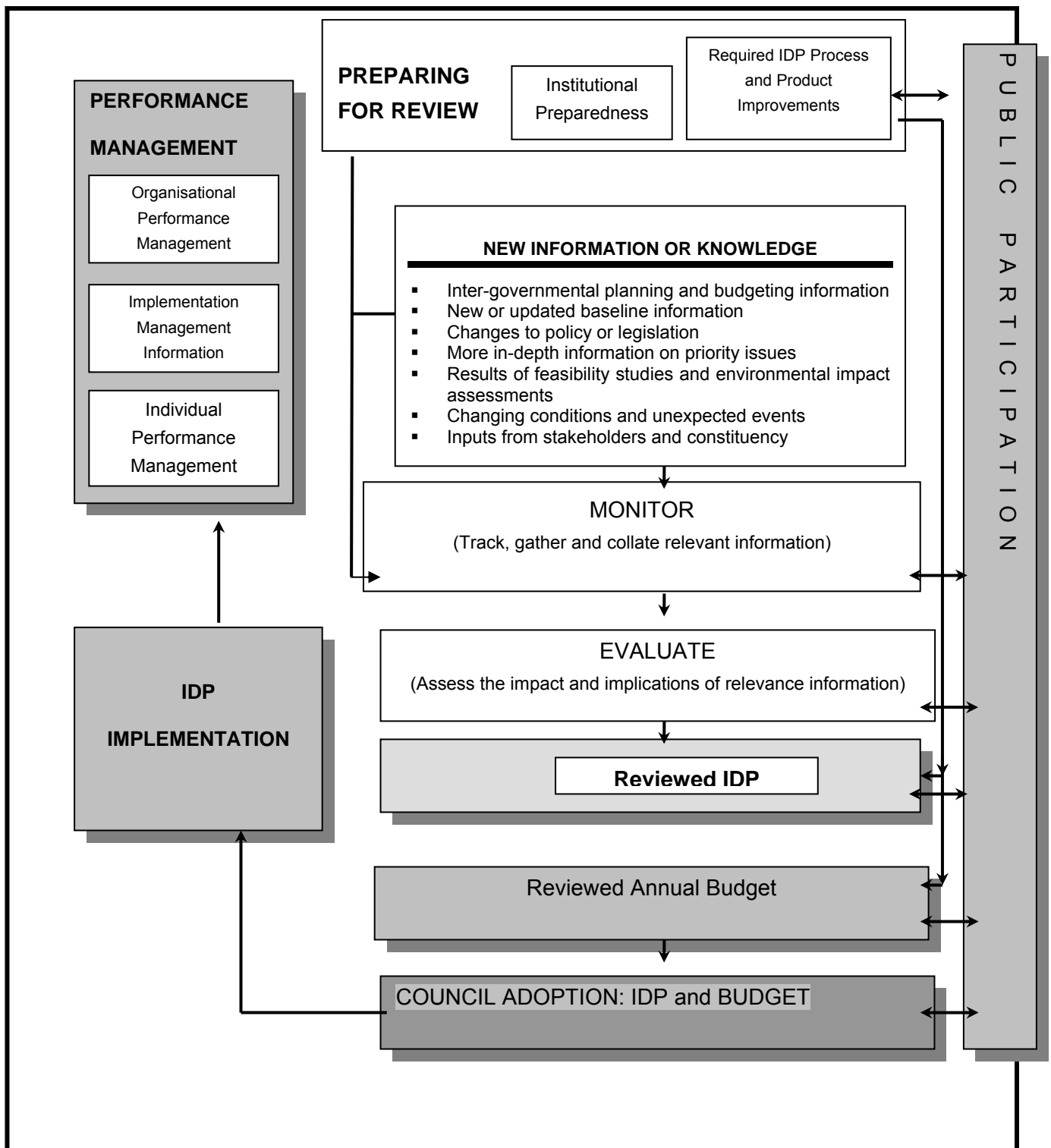
“The Municipal Council:

- a) Must review its Integrated Development Plan
 - 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 to Chapter 4 of the MSA (2000).

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

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

Figure 1: IDP REVIEW PROCESS

Document Outline

This document comprises three main components:

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

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

- KPA1: Municipal Transformation and Organisation Development
- KPA2: Municipal Financial Viability and Management
- KPA3: Local Economic Development
- KPA4: Infrastructure Development and Service Delivery
- KPA5: Intergovernmental Relations, Good Governance and Public Participation
- KPA6: Spatial Development Analysis and Rationale

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

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

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

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

1.3 IDP Planning Process

1.3.1 The IDP Process

During August 2009, Gert Sibande District Municipality adopted a Framework Plan for the 2010/11 IDP review throughout its area of jurisdiction, followed by Process Plans for the seven (7) constituent Local Municipalities for their IDP Reviews respectively. These plans were adopted in accordance with Sections 27 of 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; and
- Improving the IDP process and content;
- Mainstreaming of HIV and Aids, Poverty and Gender, Disability programmes

Particular attention was paid to Institutional Issues, the IDP-Budget-PMS link and issues raised at the Budget-IDP outreach during the month of January to March which relating to developmental goals of the GSDM citizens. These issues were utilised in informing and updating the list of Projects.

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

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

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

- District Framework Plan

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

The GSDM Framework/Process Plan which was formulated and adopted by Council further outlines the way in which the GSDM embarked on its own IDP Review Process from its commencement in August 2009 to its completion during the month of May 2010.

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

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

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

Organizational Arrangements for Organised Public Participation

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
1.	Municipal Council	<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 Process Plan for IDP Review • Responsible for overall management, co-ordination and monitoring of the review process, and may assign responsibilities to the Municipal Manager • Submit reviewed IDP framework and draft IDP to Council • Develop terms and criteria for Representative Forum. • Give political direction
3.	Municipal Manager with delegated powers to the Senior Director IDP	<p>The Municipal Manager is responsible for the management and co-ordination of the preparation of the IDP process which include but not limited to the following:</p> <ul style="list-style-type: none"> • Responsible for the day to day management of the planning process plan and ensuring that timeframes are being adhere to and resources are and managed effectively and efficiently; • Co-ordinate the involvement of all different role players; • Ensuring the horizontal and vertical alignment in the planning process, including Sectors;

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
		<ul style="list-style-type: none"> • Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained; • Ensuring compliance with National and Provincial requirements and legislations; • Ensure appropriate participation of all the relevant Stakeholders; • Ensure proper documentation of outcomes; • Chairing the Steering Committee, Technical Committee; and • Management of Service Providers
4.	IDP Steering Committee	<ul style="list-style-type: none"> • Framework/Process Plan management structure; • Allocation of duties and monitoring; • Overall management including the appointment of technical consultants; • Decision on roles and responsibilities; • Commission research studies and recommend appointment of service providers; • Decide on matters to be referred to Technical Committee for alignment and integration purposes.
5.	IDP Representative Forum	<ul style="list-style-type: none"> • The Executive Mayor or Representative chairs the forum meetings. • Constituted of the all the Executive Mayors/IDP managers/coordinators/CBO's/NGO's/Business Forums/Community Forums/Youth /Woman/ Disabled Org./ Political parties /Traditional Leadership, GSDM GIS Specialist • This Forum consist of community participation structure/stakeholders in their respective organised formations, to represent the interests of all stakeholders and ensure proper communication to guarantee representative and collaborative participation during the review process; • Will provide an organizational mechanisms for discussion, negotiations and decision making between the stakeholders including municipalities and government departments during the Municipal process; • Monitor the performance of the planning and implementation process. • Make recommendations to the council on planning and development priorities.
6.	IDP Sectoral Forums <ul style="list-style-type: none"> • CFOs Forum • Corporate Services/HR Forum • Infrastructure & Technical Services Managers Forum • District 	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: <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);

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
	Communications Forum • HIV/AIDS Council • Disaster Management Forum • Transport Forum • Environmental Health Practitioners Forum • Pollution & Waste Forum	<ul style="list-style-type: none"> - processes, summarizes and document outputs; - consider and report on department outputs; - makes content recommendations, - prepare, facilitate and document meetings - Provide sectional IDP progress report on quarterly basis. - Discuss challenges encountered and recommend possible solutions within their respective line functions - ensure alignment regarding relational matters, and agree on the programme of action to be pursuit towards achieving goals as articulated in the respective Municipal IDPs - Use the 5 LGSA as the basis of their discussions and information assimilation and dissemination tool - Provide technical guidelines on environment and Municipal health issues , provide assessment of district state in terms of compliance and pollution matters
7.	IDP Technical Committee	<ul style="list-style-type: none"> • Will be chaired by the District Municipal Manager or a designated Official. Consists of all Municipal Managers and Heads of Departments as well as representatives from sector departments. • Will deal with matters relevant and relating to District wide issues; • Consider District wide programs and integration to PGDS; • Consider and advise the IDP Representative Forum on the evaluation of sector plans; • Attend to the alignment of the LMs' IDP's to that of the GSDM • Deliberate on inter-sectoral programmes and recommends to the Representative Forum; • Give advise to municipalities and foster sectoral alignment; and • Will timeously report on progress which will then be forwarded to the Steering Committee
8.	IDP Management Committee	Will be responsible for among others the following functions: <ul style="list-style-type: none"> • Chaired by the GSDM IDP Director and consisting of all the IDP Directors/Managers from the seven (7) Local Municipalities • Harness shared understanding of development between the Local and District Municipalities during the IDP implementation and review as well as other planning processes; • Support the planning and implementation management process of local municipalities and District municipality; • Establish and maintain close links with public and private service providers for proper programme alignment in municipal planning; • Provide information to municipalities on relevant national and provincial policy and legislative frameworks; • Organize/conduct relevant training events for municipalities to build their planning and implementation management capacity; • Liaise with donors and other state agencies for funding the municipalities.

1.3.2 Summary of Community Stakeholder Input

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

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

1.4 National and Provincial Planning Frameworks affecting GSDM

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

In addition to existing legislation, a range of National, Provincial and Local development policies and plans exist to further guide and direct development in South Africa. Three of these, namely the National Spatial Development Perspective (NSDP), the Mpumalanga Provincial Growth and Development Strategy (MPGDS), and the Mpumalanga Rural Development Programme (MRDP) are of particular importance in developing a Development Framework for the Gert Sibande District Municipality. The following section briefly deals with each, and highlights the most salient aspects emanating from the aforementioned plans.

1.4.1 National Spatial Development Perspective (NSDP)

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

The rationale behind the guidelines is rooted in the argument of rather than investing in physical infrastructure to improve the quality of life of people living in low productivity areas, government should rather invest in people. The logic of the latter argument is that investing in people is a more efficient use of government resources. Investing in people potentially results in increased opportunity and choice to relocate to high growth areas. Investing in places can leave people trapped in low growth areas without any guarantee that this will attract new investment into the area.

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

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

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

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 2: 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 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 Seme LM

Table 3: Business Function Index in the Gert Sibande Area

Characteristic	Human Settlements
Human Settlements with a Business Function Index of more than 1: High Levels of Formal Local Economic Activity; High Dependence on surrounding Area for resource inputs; Constitutes the first & second order/primary & secondary economic activity nodes	Ermelo, Secunda, Bethal Standerton, Piet Retief Evander, Carolina, Volksrust
Human Settlements with a Business Function Index of less than 1: Low Levels of Formal Local Economic Activity; High Dependence on higher order Settlements for specialised goods and services; High Levels of Public Sector Investment	Amersfoort, Elukwathini Wakkerstroom, Amsterdam Badplaas, Leslie Greylingstad, Mpuluzi Langkrans' Breyten Morgenzon, Moolman Dundonald, Lothair Crissiesmeer, Oshoek Jericho, Davel Sheepmoor, Val

1.4.2 Overview of Mpumalanga PGDS

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

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

A PGDS is a “strategic and integrated provincial development plan that provides direction and scope for province-wide development programmes and projects, within the context of a long-term perspective and taking into consideration resources available and constraints.” Furthermore, a PGDS provides “a spatially referenced framework for both public and private sector investment, indicating areas of opportunity and development priorities and enabling intergovernmental alignment.” In essence then, the Provincial Growth and Development Strategies are aimed at providing strategic directives to District and Local Municipalities in formulating their more detailed Integrated Development Plans (IDPs), and Spatial Development Frameworks (SDF). It is thus essential that the issues and directives emanating from PGDSs’ be compatible with the vision, priority areas, and guidelines of SDFs of local and District municipalities.

Mpumalanga PGDS was revised and adopted in 2008, and embraces the following salient aspects

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

- Economic Development (i.e. investment, job creation, business and tourism development and SMME development);
- Infrastructure Development (i.e. urban/rural infrastructure, housing and land reform);
- Human Resource Development (i.e. adequate education opportunities for all);
- Social Infrastructure (i.e. access to full social infrastructure);
- Environmental Development (i.e. protection of the environment and sustainable development); and
- Good Governance (i.e. effective and efficient public sector management and service delivery).

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

- Internationally, the United Nation’s Millennium Development Goals (MDGs); and
- Medium term Strategic Framework (MTSF) and the National Spatial Development Perspective (NSDP) of South Africa (as discussed in section 1.5.1).

Table 3: The UN Millennium Development Goals

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

1.4.3 Accelerated and Shared Growth Initiative for South Africa (ASGISA) & Medium Term Strategic Framework

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

1.4.4 Mpumalanga Rural Development Programme (MRDP)

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

The key concepts of the programme include:

- Self reliance/empowerment: strengthen the self-help capabilities of the communities and emphasise development planning;

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

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

1.5 State of Development in GSDM and Analytical Overview of Municipal Services

1.5.1. District Population Dynamics

According to the 2008 estimates Gert Sibande is home to 989,926 people and accounts for 26.7% of the Mpumalanga population. As depicted in the table below, Gert Sibande population has grown by almost 19% since 1996 at an average annual rate of 1.7% compared to the Mpumalanga and National rates of 1.4% and 1.2% respectively. In the same period, Mkhondo grew at an annual average rate of 3.2% making it the fastest growing municipal population followed by Pixley ka Seme (2.3%), Msukaligwa (2.3%), Lekwa (2.1%) and Govan Mbeki (1.7%) while the Dipaleseng (0.2%) and Albert Luthuli (0.3%) rates were the only municipalities below the provincial average.

Table4: Gert Sibande Population and Growth Rate

Total population 1996 to 2008					Population Growth rate (%)			
	1996	2001	2007	2008	2001	2007	2008	1996-2008
National Total	41,780,470	45,145,618	47,963,626	48,289,602	1.4%	0.7%	0.7%	1.2%
Mpumalanga	3,143,918	3,442,199	3,680,733	3,709,771	1.5%	0.8%	0.8%	1.4%
Gert Sibande	806,079	926,540	983,343	989,926	2.5%	0.7%	0.7%	1.7%
Albert Luthuli LM	183,982	189,276	191,035	191,281	0.2%	0.1%	0.1%	0.3%
Msukaligwa LM	108,643	129,086	140,634	142,025	3.2%	1.1%	1.0%	2.3%
Mkhondo LM	101,484	145,560	148,538	148,938	6.5%	0.2%	0.3%	3.2%
Pixley Ka Seme LM	70,342	82,696	91,216	92,210	2.9%	1.2%	1.1%	2.3%
Lekwa LM	92,196	107,163	116,698	117,833	2.7%	1.0%	1.0%	2.1%
Dipaleseng LM	39,108	39,722	39,829	39,871	-0.1%	0.1%	0.1%	0.2%
Govan Mbeki LM	210,324	233,037	255,393	257,768	1.7%	1.0%	0.9%	1.7%

GSDM IDP Directorate (Global Insight South Africa: Regional Explorer 421 (2.2j), 2009)

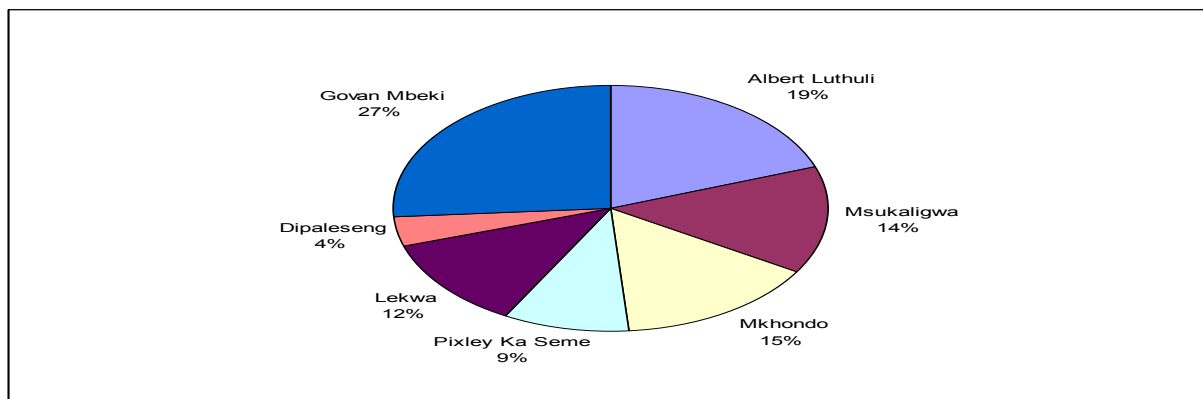
Table5: Municipal Population and Households Contribution

	Municipal Population Contribution (%)				Number of households				% Household 2008
	1996	2001	2007	2008	1996	2001	2007	2008	
Gert Sibande	1	1	1	1	176,774	225,468	257,198	260,755	1
Albert Luthuli	0.228	0.204	0.194	0.193	36,154	42,142	45,927	46,319	0.18
Msukaligwa	0.135	0.139	0.143	0.143	25,862	33,865	39,451	40,106	0.15
Mkhondo	0.126	0.157	0.151	0.150	19,124	30,490	33,454	33,774	0.13
Pixley Ka Seme	0.087	0.089	0.093	0.093	14,729	19,115	22,505	22,895	0.09
Lekwa	0.114	0.116	0.119	0.119	21,177	27,260	31,722	32,241	0.12
Dipaleseng	0.049	0.043	0.041	0.040	9,584	10,829	11,616	11,706	0.04
Govan Mbeki	0.261	0.252	0.260	0.260	50,144	61,767	72,524	73,714	0.28

GSDM IDP Directorate (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2j), 2009

The population contribution per municipality has not changed much in the last fourteen years where Govan Mbeki LM has been contributing over 26% to the District's population followed by Albert Luthuli LM. There has been a switch between the Mkhondo and Msukaligwa LMs where Msukaligwa LM was initially taking the third position in 1996 and since 2001 Mkhondo LM took the third position in terms of population contribution. Lekwa LM has always been in the fifth position with Pixley Ka Seme LM in the sixth and Dipaleseng LM in the 7th position. In 2008 Gert Sibande DM was estimated to being a home to 260 755 households which represent a 68% growth since 1996. Using 2008 estimates in Table 1 and 2 above there are about 3.8 people per household in Gert Sibande. Govan Mbeki has 28% of the households followed by Albert Luthuli at 18%, Msukaligwa at 15%, Mkhondo at 13% then Lekwa, Pixley ka Seme and Dipaleseng at 12%, 9% and 0.04% respectively.

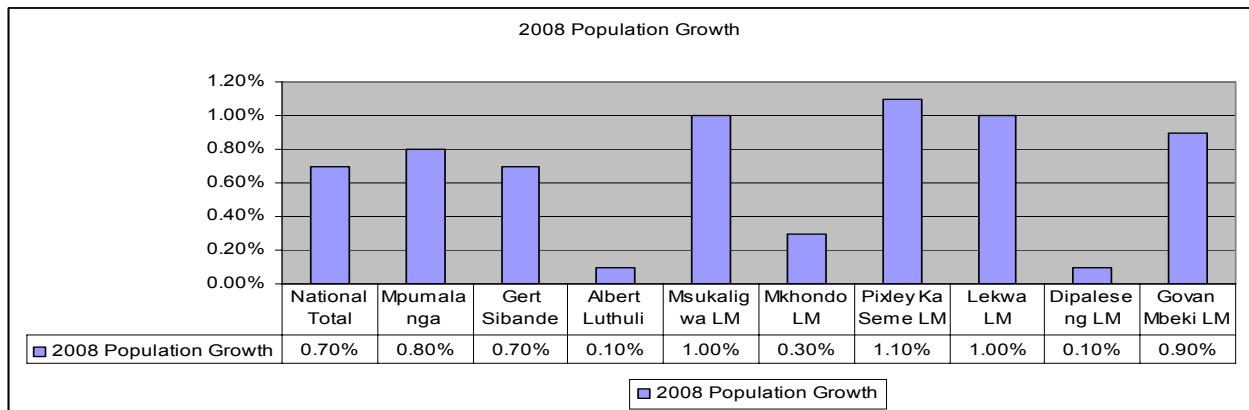
With 257,768 people chart 1 below show that the Govan Mbeki municipality accounts for the largest share (27%) of the Gert Sibande population followed respectively by Albert Luthuli (19%), Msukaligwa (14%), Mkhondo (15%) then Lekwa and Pixley ka Seme at 12% and 9% respectively. Dipaleseng on the other hand is the least populated municipality within the Gert Sibande, accounting for 39 901 people (4%) of the population.

CHART 1: Population Contribution (%) by Municipality 2008

GSDM IDP Directorate (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2j), 2009

Chart 2 below shows that by 2008, Pixley Ka Seme experienced the highest (11%) population growth followed respectively by Lekwa (10%); Msukaligwa (10%); Govan Mbeki (0.9%), Mkhondo (0.3%) and Albert Luthuli and Dipaleseng both at (0.1%). Gert Sibande's population growth rate was in 2008 lower than the national figure of (0.8%) but higher than that of Mpumalanga (0.7%).

CHART 2: % POPULATION GROWTH



GSDM IDP Directorate (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2j), 2009)

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

Table 6 below, depicts that in 2008 blacks accounted for the overwhelming majority (90.7%) of the Gert Sibande population while Whites, Coloureds and Asians comprised 8.2%; 0.5% and 0.7% respectively. This variable is consistent with both the provincial and national population characteristics. In case of the constituent local municipalities Albert Luthuli which is a more rural municipality has the highest number of blacks contributing 97, 8% while Govan Mbeki LM has the lowest number of black population in the entire GSDM area. In contrast to all the municipalities Govan Mbeki and Lekwa have over 10% of their population being white 0.15% and 0.11% respectively while Albert Luthuli has the lowest number of the white population. The trend throughout GSDM is that there are more blacks followed by whites, coloureds, then the population of the Asian origin with the exception of Lekwa where there are more coloureds than white.

The trend is that there are more females than males in all the municipalities with the exception of Lekwa and Govan Mbeki where there are more males than females. The reasons particularly in Govan Mbeki may be due economic opportunities at the industries, which largely employs more as per dictate of the nature of work that must be done.

Table 6: Population Groups and Gender Distribution

	DEMOGRAPHIC BY GENDER						
	Black	White	Coloured	Asian	Male	Female	Total
Mpumalanga	3,441,678	232,073	22,406	13,614	1,830,956	1,878,814	3,709,771
Gert Sibande	893,770	83,167	6,039	6,950	487,955	501,970	989,926
Albert Luthuli	187,128	3,543	293	317	90,828	100,453	191,281
Msukaligwa	128,444	12,182	373	1,026	70,226	71,799	142,025
Mkhondo	141,880	5,504	582	972	73,297	75,641	148,938
Pixley Ka Seme	85,249	5,990	405	566	44,306	47,904	92,210
Lekwa	101,561	13,126	1,952	1,194	59,655	58,178	117,833
Dipaleseng	36,200	3,255	65	350	19,776	20,095	39,871
Govan Mbeki	213,308	39,566	2,369	2,525	129,868	127,900	257,768

GSDM IDP DIRECTORATE (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2j), 2009

TABLE 7: % Contribution per Population Group, Sex Proportion and Sex Ratios

Area	% Contribution per Population Group				Proportions		Sex Ratio
	Blacks	Whites	Coloured	Asian	Males	Females	
Mpumalanga	0.928	0.063	0.006	0.004	0.494	0.506	97.45
Gert Sibande	0.903	0.084	0.006	0.007	0.493	0.507	97.21
Albert Luthuli	0.978	0.019	0.002	0.002	0.475	0.525	90.42
Msukaligwa	0.904	0.086	0.003	0.007	0.494	0.506	97.81
Mkhondo	0.953	0.037	0.004	0.007	0.492	0.508	96.90
Pixley Ka Seme	0.925	0.065	0.004	0.006	0.480	0.520	92.49
Lekwa	0.862	0.111	0.017	0.010	0.506	0.494	102.54
Dipaleseng	0.908	0.082	0.002	0.009	0.496	0.504	98.41
Govan Mbeki	0.828	0.153	0.009	0.010	0.504	0.496	101.54

GSDM IDP DIRECTORATE (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2j), 2009

All the municipalities with the exception of Govan Mbeki and Lekwa have the women outnumbering the number of males and the sex ratios range between 90 and 98 while Govan Mbeki and Lekwa have their sex ratio at 102.54 and 101 respectively. The District and 4 other local municipalities are below the provincial sex ratio of 97.45 with the lowest being Albert Luthuli which is 90.42. Dipaleseng has the sex ratio above the provincial average but does not have the number of males outnumbering females.

From Table 4 above it can be deduced that, whilst development initiatives within the District must continue to be inclusive and be based on the spirit of building a non-racial and non-sexist society,

the plight of Africans as the culmination of the apartheid policies and lasting impacts thereof must be accordingly addressed towards ensuring a transformed and an integrated society.

TABLE 8: Number of households and (% of people living in urban areas) by population group

2008	Demographic					Development				
	Number of households by population group					Urbanization rate (% of people living in urban areas)				
	Black	White	Coloured	Asian	Total	Black	White	Coloured	Asian	Total
Mpumalanga	895,851	77,255	5,939	3,425	982,469	34.1%	87.7%	75.6%	91.7%	38.0%
Gert Sibande	229,796	27,582	1,615	1,762	260,755	53.6%	87.8%	82.7%	95.5%	57.0%

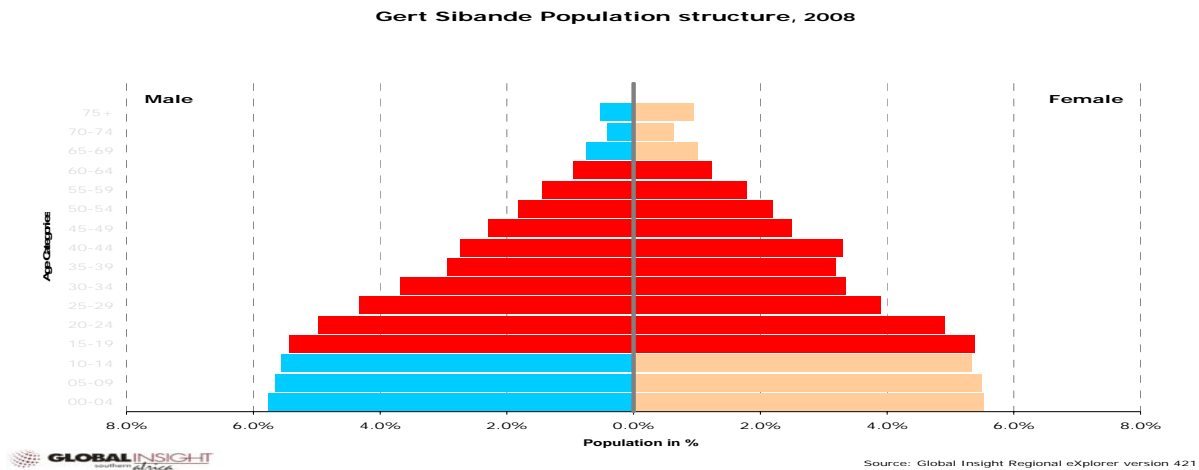
GSDM IDP DIRECTORATE (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2j), 2009)

Throughout the Gert Sibande District more than half of the population (57, 0%) reside in urban areas with only 53.6 of the entire black population being urbanised. It is only 12, 2% of the white population who reside in the non-urban areas, while it is only 17% for the coloured and 4.5% for the Asian communities.

In 2008, women made up the majority (50.7%) of the Gert Sibande DM population. During the same period the population below the age of 14 was estimated at 330148 or 33.0% of the GSDM population while those aged 65 and above were estimated at 42362 (6.2%) of the population. The youth (aged between 15 and 34 years) which is economically active is 355 974 constituting 36 % of the entire population while the economically active population (ages of between 15 and 64 years indicated in red in the pyramid) accounts for 62.4% (617415) of the total population. Another important observation is that the economically active population is 57.7% youth (aged 15 -34).

Another indicator of population dynamics is the age dependency ratio which is defined as the ratio of the combined child population (0-14 years) and the aged population (65 years and over) or persons in the dependent ages, to every 100 people of the intermediate age population (15-65 years). In terms of the 2008 population estimates Gert Sibande DM has a child dependency ratio of 53.5% while the adult dependency is 7% bringing the combined dependency ratio to 60.5%.

CHART 3: Gert Sibande Population by Age and Gender 2008



Source: **GSDM IDP UNIT (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2j), 2009**

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 age 14 means that health, education and sports & Recreation must be given a priority status in development initiatives;
- The concentration of the economically active population below age 35 implies that employment and economic opportunities must reflect a bias towards youth which may include intensive skills development, on the job training etc;
- The youth, in particular young women are considered to be more vulnerable leading to social and economic deficits and most often at risk of contracting HIV.
- The future size and quality of the economically active population will depend in large part on the ability of Gert Sibande DM to develop and advocate for the appropriate and requisite skills and most importantly, to retain these skills within the District municipality where practically possible.

1.6 Municipal Transformation and Organization Development

1.6.1 Municipal Powers and Functions

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

challenges impeding effective Municipal Planning, whilst brewing unnecessary conflicts among the Spheres of Government at the same time.

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

Hence to allow for the functions depicted therein to be fulfilled, office space in the current GSDM building presents the District with some challenges as the current facility is not in the position to harness the optimal effectiveness of the District and it is not fully customer focused in relation to the service rendered to the public at large. Amongst other key aspects that contribute to the District Municipality to not optimally perform all its Powers and Functions are the following:

- Predominant rural nature of the District enhance inequality between the rural and urban
- IGR Structures; Provincial and Municipal not fully utilised thereby operating in silos of
- Inability to acquire and retain skilled workers
- Beauracracic processes and delayed turn around time in the re-allocation of functions coupled with relational financial resources.

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

Table 9: Powers, Duties and Functions

Constitutional Mandate, Powers and Functions	GSDM	ALBERT LUTHULI	DIPALESENG	GOVAN MBEKI	LEKWA	MKHOND O	MSUKALIG WA	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) accept planning of the MSA	✓	✓	✓	✓	✓	✓	✓	✓
Waste Management in terms of schedule 4 & part (b) of the constitution	✓	✓	✓	✓	✓	✓	✓	✓

Constitutional Mandate, Powers and Functions	GSDM	ALBERT LUTHULI	DIPALESENG	GOVAN MBEKI	LEKWA	MKHOND O	MSUKALIG WA	PIXLEY KA SEME
Housing in terms of providing land and bulk services	✓	✓	✓	✓	✓	✓	✓	✓
FBS – targeted indigent register available	x	✓	✓	✓	✓	✓	✓	✓
Greening programme in terms of Schedule 4 & part (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	MSA S84(1)(k)	✓	✓	✓	✓	✓	✓	✓

Constitutional Mandate, Powers and Functions	GSDM	ALBERT LUTHULI	DIPALESENG	GOVAN MBEKI	LEKWA	MKHOND O	MSUKALIG WA	PIXLEY KA SEME
Constitution[planning])							
Local Amenities / Sports facilities / Parks & Recreation in terms of Schedule 5 & part (b) of the constitution	x	✓	✓	✓	✓	✓	✓	✓
Billboards in terms of Schedule 5 & part (b) of the constitution	x	✓	✓	✓	✓	✓	✓	✓
Public Places in terms of Schedule 5 & part (b) of the Constitution	✓	✓	✓	✓	✓	✓	✓	✓
General comments on capacity in terms of	<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 its function</p> <p>The municipalities are having a challenge to recruit and retain special skills and managers due to its rural nature and condition of services / 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	That there should be service level agreements were DWAF or other providers are still performing water services on behalf of the locals							
	That all locals must ring fence its budgets per service rendered independently							
	That municipalities should improve on the performance of their functions [service delivery mechanisms]							

TABLE 10: Within the District, these Powers & Functions are distributed to the Departments therein as follows:

	Responsible Dept	Description of Function Performed	Staffing in 2009	Who's Function	Addressed in the Organogram Y/N		
					2009	2010	2011
Air Pollution	IGR	Policy (By-Law) Development & review	8	Shared	2		
MHS	IGR	Environment & MHS	3	DM	11		
Electricity Reticulation	I & TS	Coordination	1	DM	1		
Municipal Public Transport	I & TS	Coordinate and Develop ITP	1	Shared	1		
Cemeteries, funeral Parlours and Crematoria	I & TS	Maintenance of the Regional Cemeteries	1	Shared	1		
Municipal Roads	I & TS			Shared			
Fire Fighting	IGR	As per S84 (j) MSA	2	Shared	1		
Local Tourism	IGR	Policy Development & Capacity Building	1	Shared	1		
Municipal Planning	MM and I & TS	Regional IDP and Planning support	3	Shared	5	5	
Water (Portable)	I & TS	Bulk Meter Reading, Billing, Debt Collection & Infrastructure Procurement Services	1	DM	6	7	9
Sanitation	I & TS	Bulk Meter Reading, Billing, Debt Collection & Infrastructure Procurement Services	1	DM	8	10	12
Markets	IGR	Policy Development & Marketing	0	DM	1		
Municipal Abattoirs	IGR	Policy Development & Monitoring	0	Shared			
Refuse Removal, Refuse dumps & Solid Waste Disposal	I & TS		1	Shared			

Source: **GSDM IDP DIRECORATE**

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

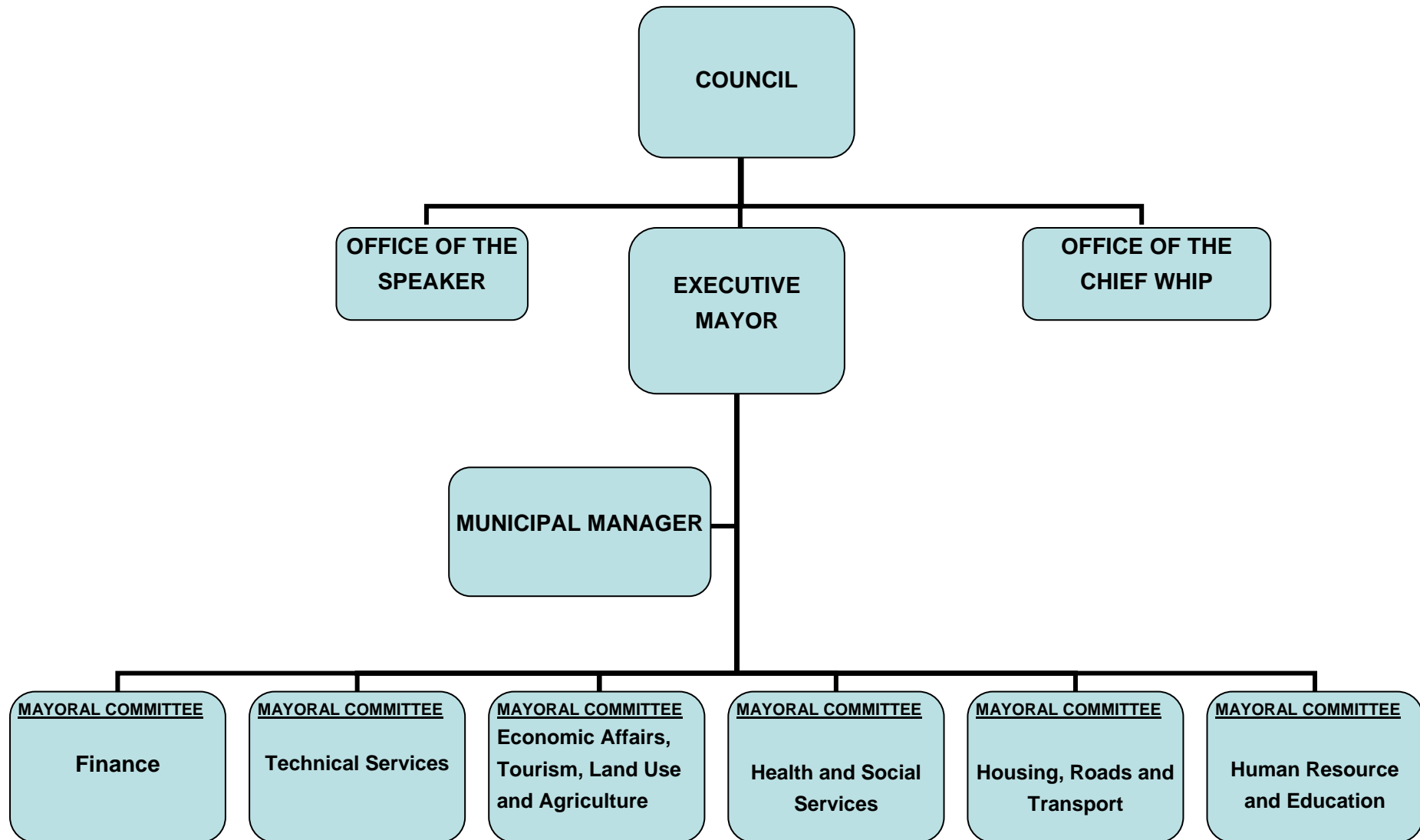
- Need to undertake an audit of all the powers and functions currently performed by varying stakeholders in the District
- Need to continually engage within the intergovernmental relation Framework and mechanisms in improving the manner in which we perform our functions.
- Need to continually improve 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.

1.6.2 Organizational Design

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

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

FIGURE 2: GERT SIBANDE DISTRICT MUNICIPALITY: MACRO ORGANISATIONAL STRUCTURE



**FIGURE 3: OFFICE OF MUNICIPAL
MANAGER**

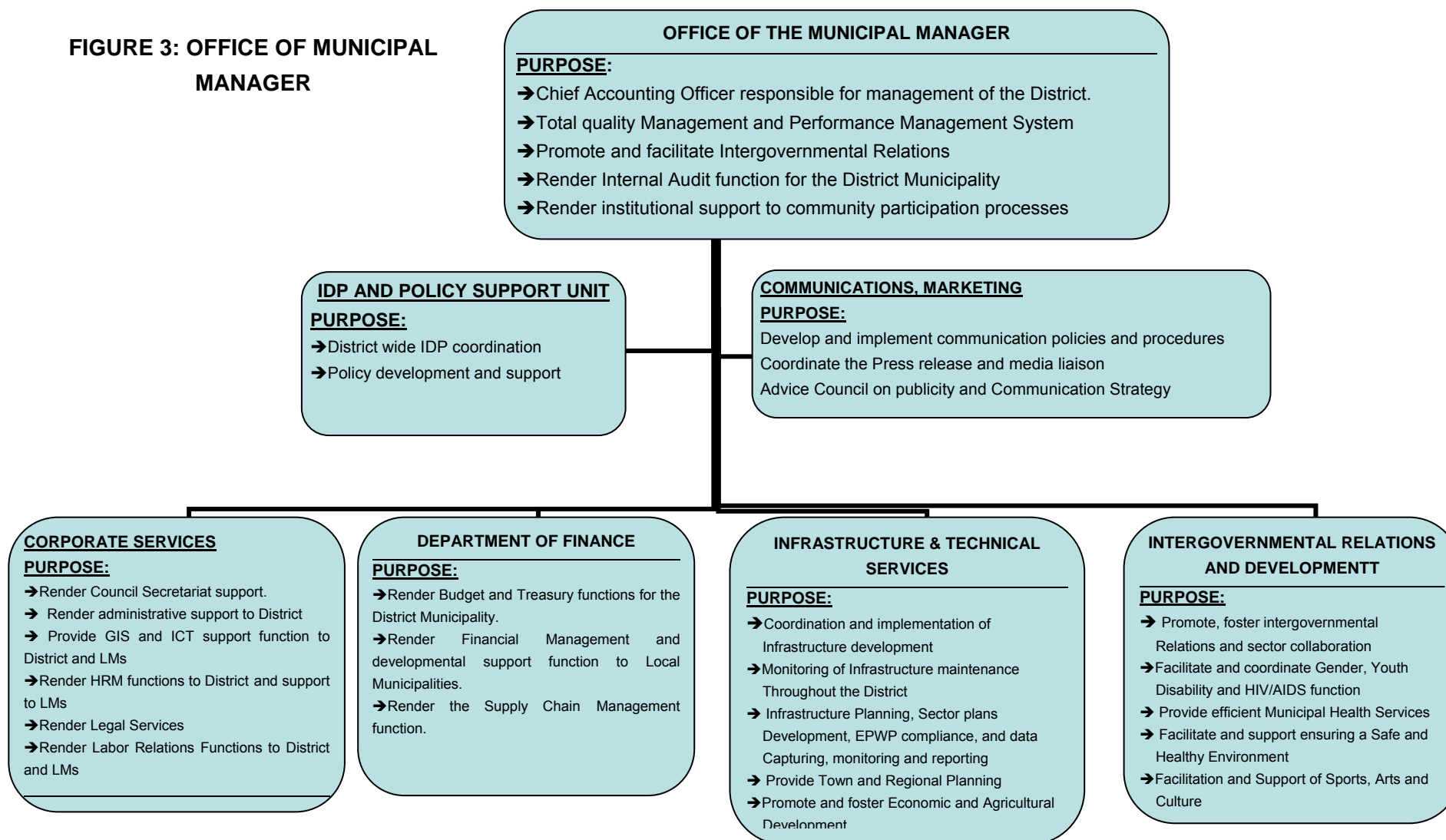


FIGURE 4: CORPORATE SERVICES

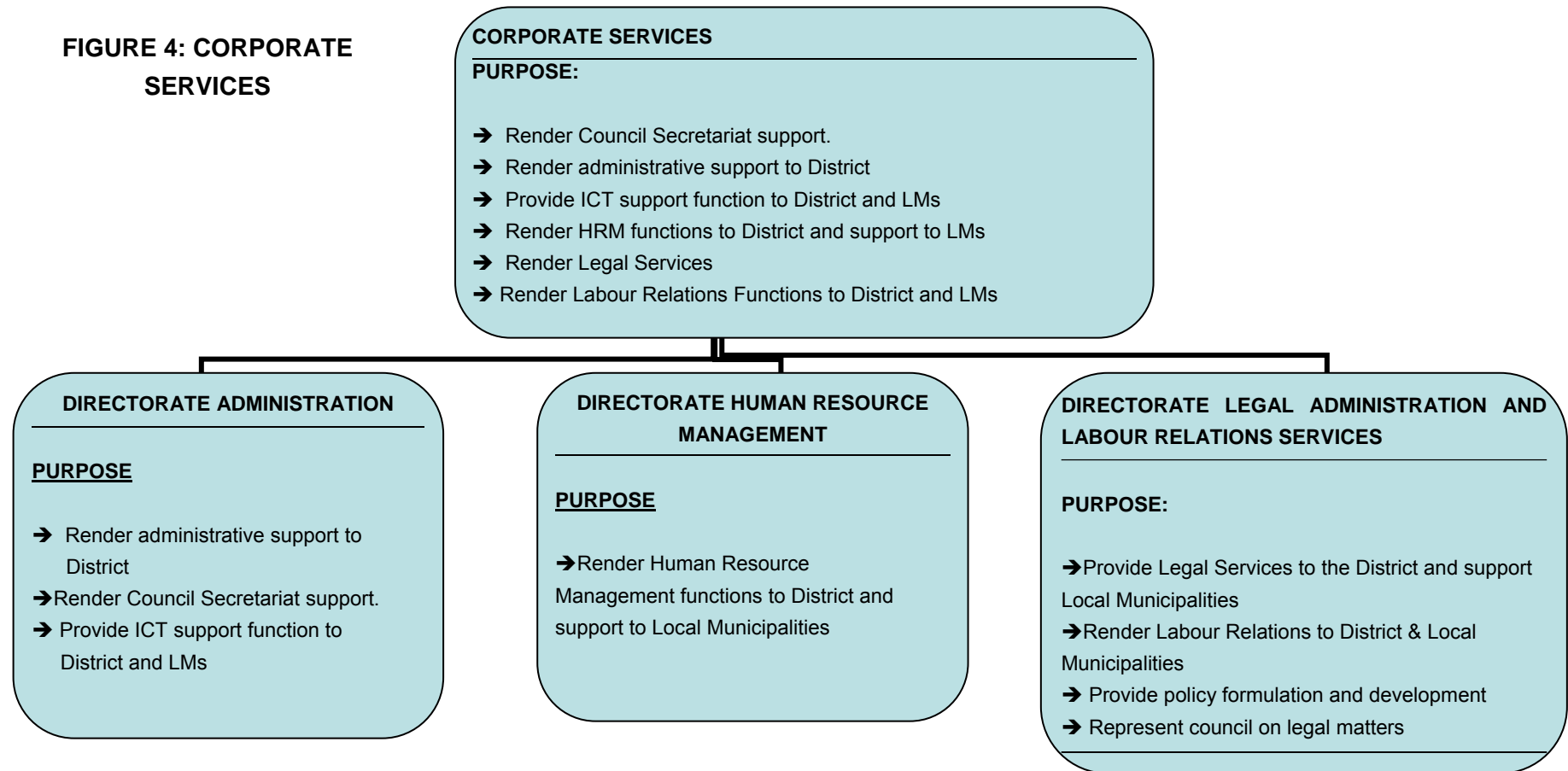


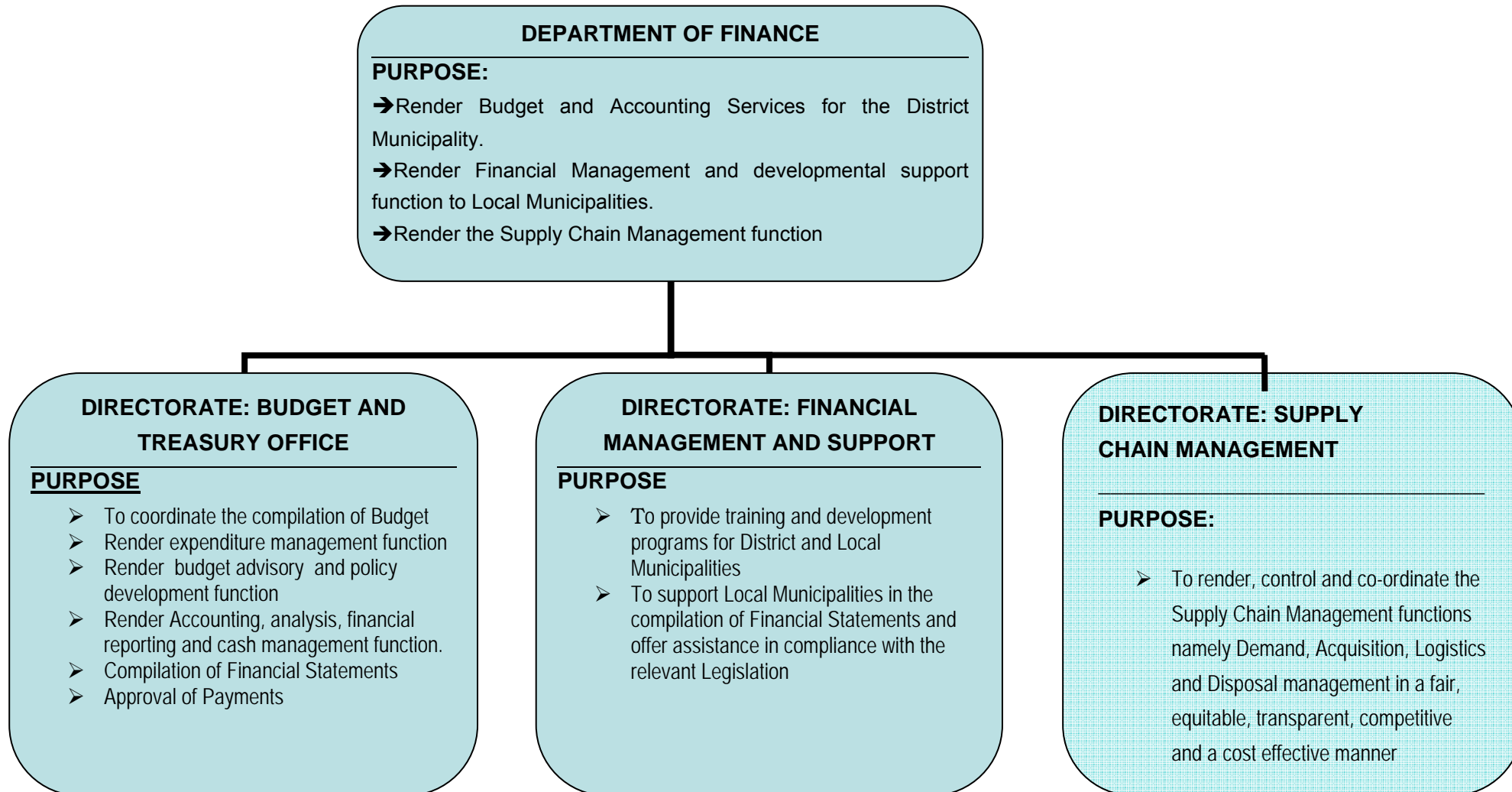
FIGURE 5: FINANCE

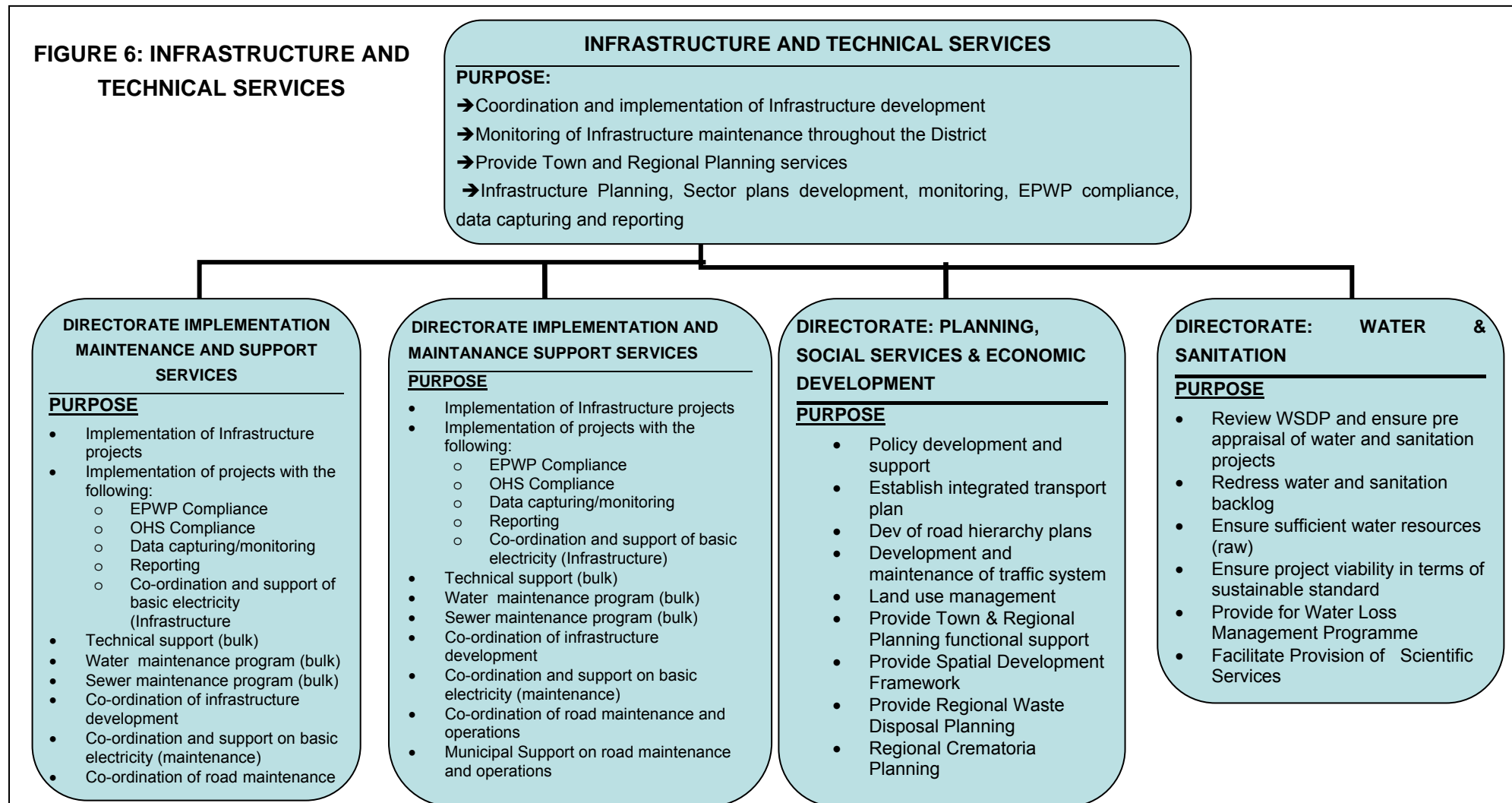
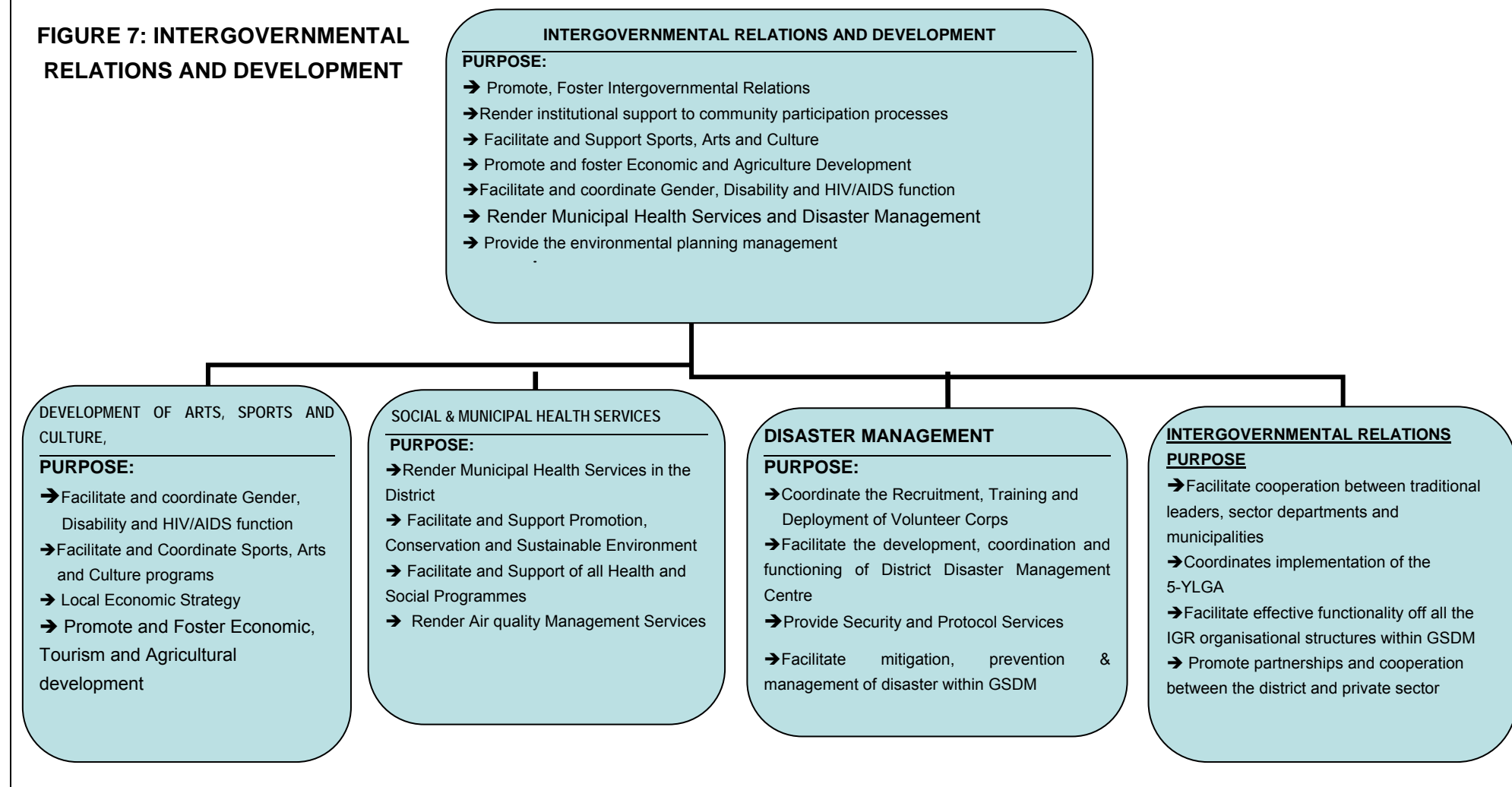
FIGURE 6: INFRASTRUCTURE AND TECHNICAL SERVICES

FIGURE 7: INTERGOVERNMENTAL RELATIONS AND DEVELOPMENT



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

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

1.6.3 Institutional Capacity

In an endeavour to be adequately responsive to the Developmental mandate bestowed upon municipalities, Gert Sibande District Municipality and all the Local Municipalities within its jurisdictional area have accordingly approved their respective staff complements. (Refer to Table 11 below for the Gert Sibande Administrative Capacity).

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

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

Councillors' oversight role and accountability in terms of the MFMA

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

Table 11: Gert Sibande Administrative Capacity

DEPARTMENT/OFFICE	POSITION	LEVEL	STATUS	GENDER	RACE
Executive Mayor	Executive Director	Sec 57	Filled	M	BA
	Economic Advisor	0	Vacant	n/a	n/a
	Community Participation Coordinator	2	Vacant	n/a	n/a
	Community Participation Coordinator	2	Vacant	n/a	n/a
Speaker/Chief Whip	Administrative Manager	2	Filled	M	BA
Municipal Manager	Municipal Manager	Sec 57	Filled	M	BA
	Strategic Executive Director	Sec 57	Vacant	n/a	n/a
	Director Communication	1	Filled	F	BA
	Chief Internal Auditor	2	Filled	M	Ind
	Senior IDP Manager	1	Filled	M	BA
Corporate Services	Executive Director	Sec 57	Filled	M	BA
	Director Administration	Contract	Filled	M	W
	Director Human Resources & Legal	1	Filled	M	BA
	IT Manager	2	Vacant	n/a	n/a
	Labour Relations Spec.	2	Filled	M	BA
	GIS Manager	Contract	Filled	M	W
Finance	Chief Financial Officer	Sec 57	Filled	M	Ind
	Deputy CFO	Contract	Filled	M	W
	Director Finance	1	Filled	M	W
	Deputy Director	2	Vacant	n/a	n/a
	Budget Specialist	1	Filled	F	W
	Director: Supply Chain Management	1	Vacant		n/a
Infrastructure & Technical Services	Executive Director	Sec 57	Filled	M	W
	Director: Project Implementation	Contract	Filled	F	W
	Director: Project Implementation	1	Filled	M	BA
	Director: Planning & Econ Dev	1	Filled	M	BA
	Director: Water & Sanitation	1	Filled	M	W
	Deputy Director: Maintenance & TS	2	Filled	M	BA
	Deputy Director: Project Implementation	2	Vacant	n/a	n/a
	Town & Regional Planner	2	Vacant	n/a	n/a
Intergovernmental Relations	Executive Director	Sec 57	Filled	F	BA
	Director: Municipal Health Services	1	Filled	M	BA
	Senior Manager Sports	Contract	Filled	M	BA
	Senior Administration Officer	Contract	Vacant	n/a	n/a

Source: **GSDM IDP DIRECTORATE (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2)), 2009**

Councillors provide the critical link between the municipality and the community. Councillors have important policy setting and oversight roles, particularly in relation to budgets, IDPs, budget-related policies, tariff setting for services, indigent policies, credit control policies and long-term borrowing policies. Councillors also set the parameters to guide municipal

services, set strategic objectives and priorities, stating what outcomes and outputs are to be achieved, and monitor the implementation of the policies and priorities.

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

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

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

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

Councillors' critical responsibilities include providing oversight and direction to the municipality's operations, overseeing the preparation of budgets and the achievement of financial and non-financial objectives expressed in the budget and IDP. Delegation consistent with the provisions of the act can work to ensure that the municipality operates efficiently and effectively. However, delegation does not divest ultimate responsibility and accountability concerning the delegated duty.

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

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

Table 12 below provides a summary of the status of Institutional Plans and Policies per municipality within Gert Sibande District Municipality.

Key Issues regarding Institutional Capacity are as follows:

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

Table 12: Institutional Capacity / Institutional Plans

ISSUES	GERT SIBANDE	ALBERT LUTHULI	DIPALESENG	GOVAN MBEKI	LEKWA	MKHONDO	MSUKALIGWA	PIXLEY KA SEME
Organizational Structure	Approved	Approved	Approved and under review	Approved	Approved for 2008/09	Under review	Approved	Approved
Total Staff Composition	159	319	195	1431	581	423	605	339
Filled Positions	88	319	195	1587 (115 temp)	556	424 being reviewed	605	339
Job Evaluation	Awaiting for SALGBC's approval	In Planning Phase	Not yet done	Not Finalized,	JDs Submitted to JE Manager 50% complete	In progress	In Progress busy with Job descriptions	Finalized & awaiting for SALGBC
Information Management System	In Progress	In Progress	One person and supported by the District	IT Dept in place & functioning	In Planning Phase	In Planning Phase	Outsourced	Registry unit established
Delegations	Approved	Approved	Approved	Approved	Approved	Approved	Approved	Approved
PMS	Finalised and Phase of developing a system in progress	In Progress	To be implemented	Approved.	In Planning Phase	Partly Completed	Policy adopted but not yet implemented	Adopted by Council: CRA61/2009
Skills Development Plan	Approved	Approved	2007/2008 Plan in Place	Approved	Submitted & approved	Approved & in Place	In Progress	Approved

ISSUES	GERT SIBANDE	ALBERT LUTHULI	DIPALESENG	GOVAN MBEKI	LEKWA	MKHONDO	MSUKALIGWA	PIXLEY KA SEME
Employment Equity plan	Approved	Approved	2007/2008 Plan in Place	Approved	Plan Approved	Approved	In Progress	Approved
Gender Equity Plan	Approved	In Progress	2007/2008 Plan in Place	Approved & in Place	Not in place	Approved & in Place	In Planning Phase	Approved
Employment Assistance Plan	No	In progress	Not in Place	Approved	Not in place	Available	In Planning Phase	Adopted
Disaster Management Plan	In the process of developing DMP	Draft	None	None	Draft	None	Adopted	Approved
Integrated Environmental Management Framework/ Plan	In process of development	In process of development	In process of development	In process of development	In process of development	In process of development	In process of development	In process of development
Air Quality Management Plan	In process of development	No	In process of development	In process of development	In process of development	No	In process of development	In process of development
Municipal Health Plan	No	No	No	No	No	No	No	No

Source: **GSDM IDP DIRECTORATE** (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2)), 2009

1.6.4 Committee Service

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

Coupled with capacity and late submission of items, the District is confronted with a challenge of effectively rendering a proper committee service in timeously delivering agendas to 47 councillors due to its spatial vastness, and many other relational factors.

Whilst success has been attained in improving the standard of reports that are presented to Committees of Council and to Council, itself there are still areas that need continuous strengthening so as to optimize the excellence, functionality and decision-making capability of Council in all its seatings.

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

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

1.6.5 ICT Services

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

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

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

1.6.6 Skills Development and Capacity Building

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

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

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

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

Whilst the challenges above remained, the District and majority of its constituent Local Municipalities have continued to gradually and successfully confront the developmental

challenges therein, and lives of people have been enhanced through number of interventions that seeks to ensure better lives for citizens in the District.

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

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

1.7 Municipal Financial Viability and Management

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

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

To date the District still has a huge backlog in terms of addressing the basic needs of its community. Much Financial resources have been invested towards accelerating the provisions of free basic services and other major infrastructural projects and more people are enjoying the benefits of democracy and access to basic services. Yet much still needs to be done as we progressively move towards attainments of MDGs and ultimately improving the lives of all our communities. Hence access to additional funding from the Treasury Departments is of paramount importance. Currently the District has a fairly strong balance sheet and would be able to attract capital from the respective Government Departments. The factors influencing this years budget preparation were the Government priorities which includes the following:

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

1.7.1 Credit Control and Debt Collection Strategy for Local Municipalities

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

The project is currently engaged with the field capture at the Albert Luthuli Local Municipality. The financial data is proving to be a concern, as the downloads are not taking place as speedily as expected, mainly due to the availability of trained staff. A problem with the live cycle of

properties from being surveyed, to registration in the deeds office is being compounded here specifically due to the informal nature of mainly township establishment in the former TBVC states, which did not adhere to the conventional approach in the rest of the country. This is not seen as insurmountable as the layouts were done, but needs to be taken-up in the existing data. The employment of interns will greatly assist in this process, but due to the training required to bring the interns to the required skills level, it may take some time for the unit to reach its full potential.

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

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

1.7.2 Local Municipal Support

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

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

In terms of the ongoing support that the Gert Sibande District Municipality provides to its constituent Local Municipalities clearly one of the mandates is to provide support, financial or otherwise to municipalities to implement the MPRA and to ensure implementation within the legal framework. It must also be noted that the critical source of revenue for municipalities will

assist the municipalities to achieve their constitutional objectives especially in areas that have been overlooked in the past. Gert Sibande District Municipality needs to assist the municipalities in fulfilling their respective responsibilities especially in the following areas:

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

A survey tabled at a SALGA meeting held on 24 February 2009 pertaining to the implementation of the MPRA was undertaken by Provincial Treasury and the results are highlighted on table 13 below.

Table 13: Progress Report on Implementation of the Property Rates Act, Act No 6 of 2004 as at 1 January 2009.

Municipalities	Draft Rates Policy	Tabled to Council for Approval	Advertised for public comments	Comments Received	Final Approval of rates policy	Draft By-Laws
Pixley Ka Seme	Yes	Yes	Yes	Yes	Yes	Yes
Albert Luthuli	Yes	Yes	Yes	Yes	Yes	No
Lekwa	Yes	Yes	Yes	No	No	No
Dipaleseng	Yes	Yes	Yes	No	No	No
Mkhondo	Yes	Yes	Yes	No	No	No
Govan Mbeki	Yes	Yes	Yes	Yes	Yes	Yes
Msukaligwa	Yes	Yes	Yes	Yes	Yes	Yes

From table 13 it may be deduced that Msukaligwa, Govan Mbeki and Pixley Ka Seme Local Municipalities have successfully implemented the Property Rates Act. With regard to the remaining Local Municipalities it may be observed that the implementation date would commence on the 1st July 2009 in compliance with the Property Rates Act legislation.

In terms of the Local Government Municipal Structures Act 1998, Section 83(3), the District Municipality should build the capacity of local municipalities in its area of jurisdiction to enable them to perform their functions and carry out their respective powers where such capacity is lacking. In order for GSDM to meet these obligations, the following programmes are anticipated and currently service level agreements are being negotiated with respective Local Municipalities in terms of Section 88(2) (a) of the Municipal Structures Act.

- For the provision of bulk water services, water quality testing and the co-ordination of water services operations generally throughout the GSDM area of jurisdiction;

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

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

Table 14: Revenue Breakdown per Municipality 2009/10 Financial Year

Municipalities	Revenue								OWN REVENUE
	Equitable Share	NDP	LGFMG	MSIG	MIG	NEP	WSOS	SCTCR	
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	
GSDM									
2008/09	171,638		500	1,000	0	0	0	0	66,456
2009/10	227,431	0	750	735	0	0	0	0	8,339
Pixley Ka Seme									
2008/09	32,319	0	250	734	9,908	416	0	750	69,823
2009/10	49,468	0	750	735	19,056	0	0	902	114,016
Albert Luthuli									
2008/09	57,774	0	500	1,448	28,782	3,119	20,111	1,572	37,011
2009/10	88,310	0	2750	735	45,133	14290	12434	1890	57,750
Lekwa									
2008/09	29,494	0	500	734	14,390	1,235	0	965	147,198
2009/10	46,846	8,756	750	735	25,594	2,566	0	1,160	152,423
Dipaleseng									
2008/09	17,235	0	500	734	5,718	2,162	0	477	38,705
2009/10	26,363	0	1,000	735	12,944	0	0	567	52,660
Mkhondo									
2008/09	35,689	0	500	734	20,571	0	0	1,072	86,754
2009/10	54,595	0	1,000	735	34,612	15,929	0	1,289	105,170
Govan Mbeki									

Municipalities	Revenue								OWN REVENUE
	Equitable Share	NDP	LGFMG	MSIG	MIG	NEP	WSOS	SCTCR	
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	
2008/09	77,275	0	500	734	33,583	0	0	0	572,734
2009/10	120,456	0	750	735	53,629	7,583	0	0	645,171
Msukaligwa									
2008/09	40,381	0	500	734	13,141	1,152	0	1,143	169,528
2009/10	61,954	0	1,000	735	23,772	17,216	0	1,375	241,891
Total	461,805	0	3,750	6,852	126,093	8,084	20,111	5,979	1,188,209
2009/10	675,423	8,756	8,750	5,880	214,739	19,104	12,434	7,182	1,377,420

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

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

Table 15: Municipal Infrastructure Expenditure per Municipality

Municipalities	OWN FUNDING		MSIG		MIG	
	Capital Budget (R'000)	Capital Expenditure (R'000)	Budget (R'000)	Expenditure (R'000)	Capital Budget (R'000)	Capital Expenditure (R'000)
GSDM						
2006/07	2,419	2,314	1,605	501	27,636	25,179
2007/08	23,250	23,217	1,000	2,064	4,731	3,987
Pixley Ka Seme						
2006/07	21,097	66,978	36,545	10,561	30,130	9,793
GSDM Portion	-	9 142	-	11 314	-	7 806
2007/08	19,460	13,504	7,34	101	9,908	8,607
GSDM Portion	11,448	10,262	-	-	-	-
Albert Luthuli						
2006/07	-	13,592	77,118	57,279	56,937	36,612
GSDM Portion	-	12, 845	-	22, 597	-	13, 946
2007/08	75,312	56,328	1,484	1,484	40,755	40,930
GSDM Portion	16,845	11,065	-	-	-	-
Lekwa						
2006/07	32,171	29,347	38,124	40,948	35,968	35,968

Municipalities	OWN FUNDING		MSIG		MIG	
	Capital Budget (R'000)	Capital Expenditure (R'000)	Budget (R'000)	Expenditure (R'000)	Capital Budget (R'000)	Capital Expenditure (R'000)
GSDM Portion	-	28,293	-	7,200	-	16,081
2007/08	44,805	20,359	750	464	28,874	9,296
GSDM Portion	11,872	11,063	-	-	-	-
Dipaleseng						
2006/07	12,000	31,278	16,925	6,258	15,007	472
GSDM Portion	-	6,048	-	12 108	-	5,109
2007/08	23,582	10,896	734	292	6,859	4,649
GSDM Portion	7,670	6,942	-	-	-	-
Mkhondo						
2006/07	25,798	24,888	7,000	7,960	22,538	27,240
GSDM Portion	-	8,697	-	14,261	-	11162
2007/08	66,753	66,750	734	350	32,000	31,682
GSDM Portion	20,871	18,945	-	-	-	-
Govan Mbeki						
2006/07	44,885	53,552	95,021	95,293	71,581	70,706
GSDM Portion	-	17,091	-	24,705	-	13,800
2007/08	81,555	25,567	1,031	1,031	35,583	9,827
GSDM Portion	8,836	7,653	-	-	-	-
Msukaligwa						
2006/07	24,161	28,498	17,171	19,839	47,236	33,423
GSDM Portion	-	12,816	-	9,566	-	13,515
2007/08	33,656	26,706	734	734	13,411	5,624
GSDM Portion	19,482	16,112	-	-	-	-
Total 2006/07	162,530	219,200	289,509	238,639	307,033	239,393
GSDM Portion	-	94,932	-	101,751	-	81,419
Total 2007/08	368,373	243,327	7,201	6,520	172,121	114,602
GSDM Portion	97,091	82,042	-	-	-	-

Source Local Municipalities 2008

From the Table above it is evident that in the last 2 Financial Years 4 Local Municipalities managed to spend more than 75% of their Capital Budgets, whilst 1 Municipalities managed to spend less than 60% of their Capital Budgets.

Municipalities that improved expenditure over years are 5 these are among the factors that lead to these improvements

Table 16: Capital Expenditure versus Operating Expenditure Ratios 2008/09

Municipalities	BUDGETED AMOUNTS			
	Capital	Operating	Total	Capital Exp vs
	Expenditure	Expenditure	Budget	Total Budget
	(R'000)	(R'000)	(R'000)	%
GSDM				
2007/08	129,1	109,9	239,0	54,02
2008/09	174,5	110,3	284,8	61,27
Pixley Ka Seme				
2007/08	30,1	94,0	124,1	24,25
GSDM Portion	12,5	-	-	-
2008/09	17,8	144,4	162,2	10,95
GSDM Portion	17,1	-	-	-
Albert Luthuli				
2007/08	47,2	86,8	134,0	35,22
GSDM Portion	19,5	-	-	-
2008/09	74,5	150,3	224,8	33,12
GSDM Portion	16,1	-	-	-
Lekwa				
2007/08	45,3	173,8	219,1	20,68
GSDM Portion	11,8	-	-	-
2008/09	80,5	216,6	297,1	27,1
GSDM Portion	13,8	-	-	-
Dipaleseng				
2007/08	2,0	5,9	7,9	25,32
GSDM Portion	8,4	-	-	-
2008/09	25,7	68,7	94,4	27,23
GSDM Portion	12,2	-	-	-
Mkhondo				
2007/08	78,7	123,7	202,4	38,88
GSDM Portion	21,5	-	-	-
2008/09	12,6	154,0	166,6	7,59
GSDM Portion	12,6	-	-	-
Govan Mbeki				
2007/08	81,5	604,8	686,3	11,88
GSDM Portion	11,4	-	-	-
2008/09	89,5	804,3	893,8	10,02

	BUDGETED AMOUNTS			
Municipalities	Capital	Operating	Total	Capital Exp vs
	Expenditure	Expenditure	Budget	Total Budget
	(R'000)	(R'000)	(R'000)	%
GSDM Portion	19,8	-	-	-
Msukaligwa				
2007/08	25,0	183,7	208,7	11,98
GSDM Portion	20,7	-	-	-
2008/09	61,3	265,0	326,3	18,80
GSDM portion	11,2	-	-	-
Total 2007/08	438,90	1 382,60	1 821,5	17,89
GSDM Portion	105,8	-	-	-
Total 2008/09	536,4	1 913,6	2 450,0	21,89
GSDM Portion	102,8	-	-	-

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

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

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

1.7.3. Supply Chain Management

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

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

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

GSDM has thus adopted an SCM Policy and is still to appoint the SCM Director and gradually working towards establishing a fully fledged SCM Unit. This will enable GSDM to effectively and efficiently execute all its procurement processes within the spirit of the Law, and ensure excellent performance of all its Powers and Functions.

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

- Successful implementation of the Property Rates Act No 6 of 2004 for Local Municipalities
- Standardisation of financial aspects throughout the District 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 prescribes.
- 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.

1.8 Local Economic Development and Environmental Management Overview

1.8.1. Regional Economic Growth

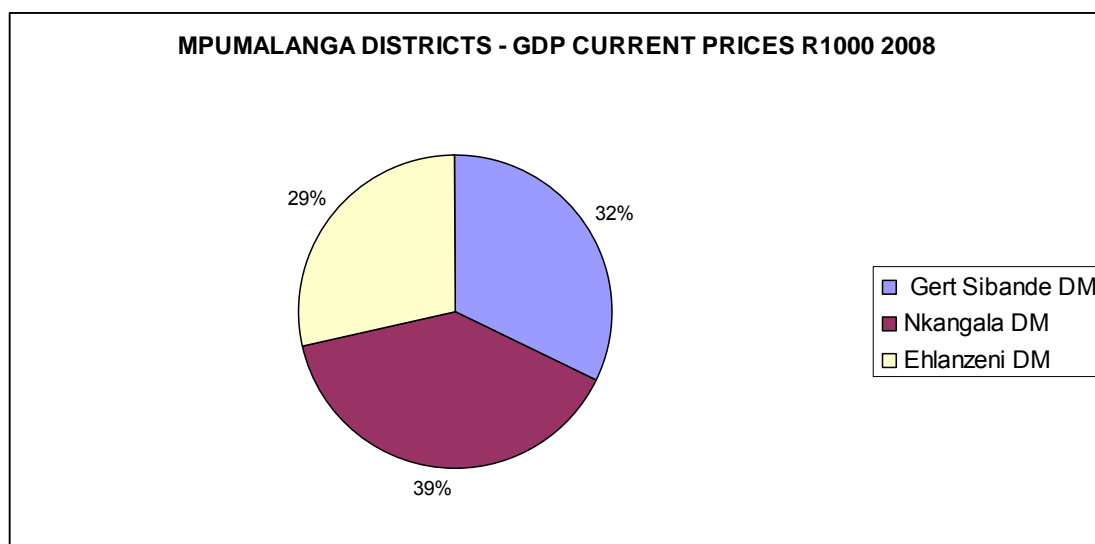
GSDM has a strong economy within the region which is predominantly mining (The coal belt starts from Govan Mbeki, Msukaligwa & Pixley Ka Seme, and gold from Govan Mbeki to Dipaleseng LMs. The District's forestry stretches from Mkhondo, Pixley Ka Seme & Albert Luthuli where most agricultural activities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

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

- Manufacturing
- Mining
- Energy Generation and Supply;
- Agriculture

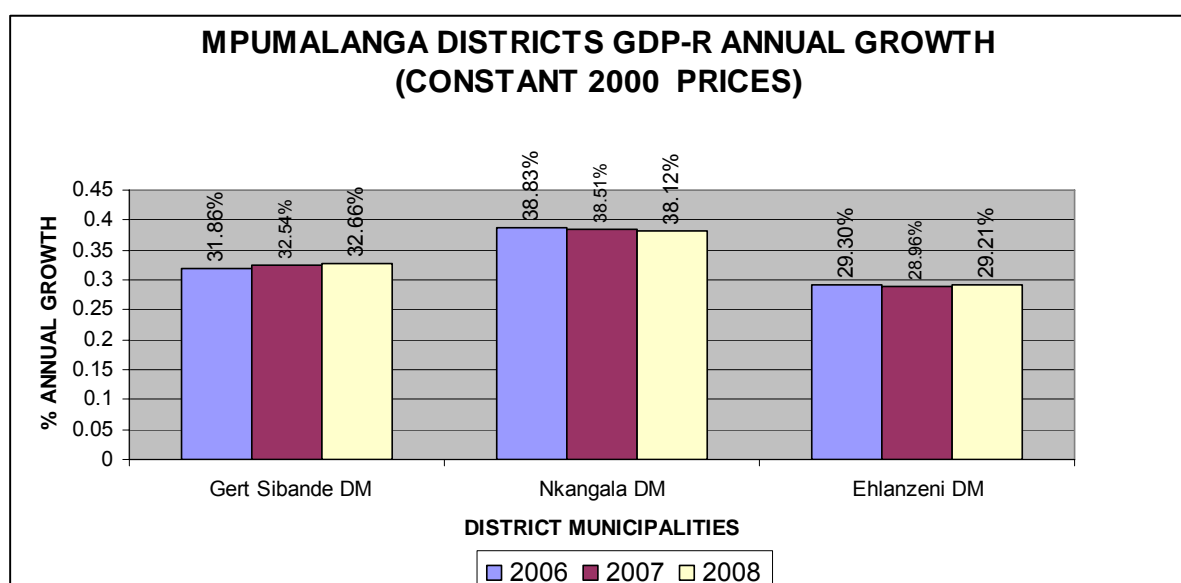
The District contributed 34% to the Province's total Gross Added Value in 2007 and that went down to 32% in 2008 while Nkangala gained 2% and Ehlanzeni 2007 value. This is clearly depicted in the graph below, where the trends are displayed over 3 years between the 3 District Municipalities in the Province.

Chart4: Mpumalanga Districts GDP



Source: **GSDM IDP DIRECTORATE (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2j), 2009**

Chart 5

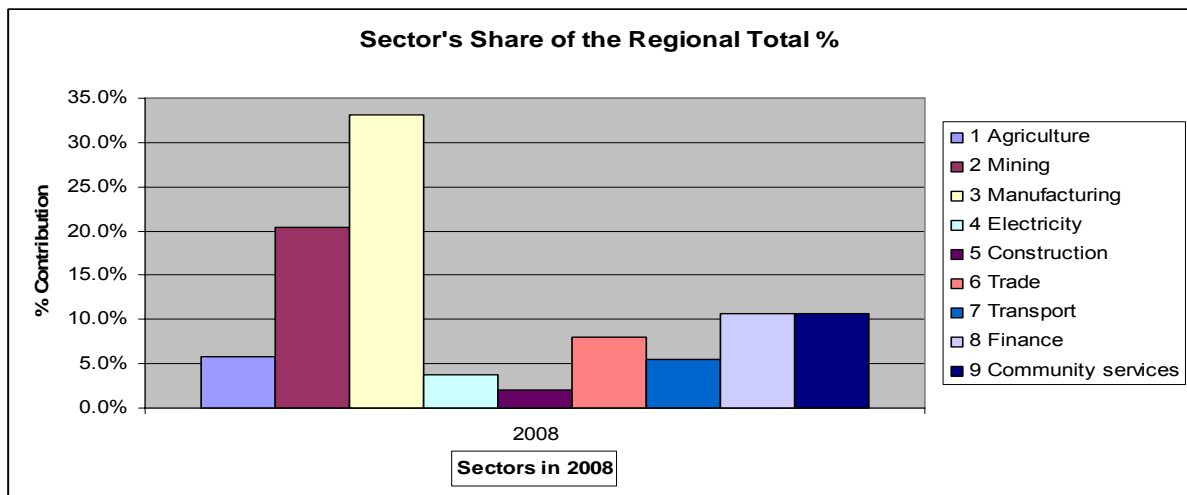


Source: **GSDM IDP DIRECTORATE (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2)), 2009**

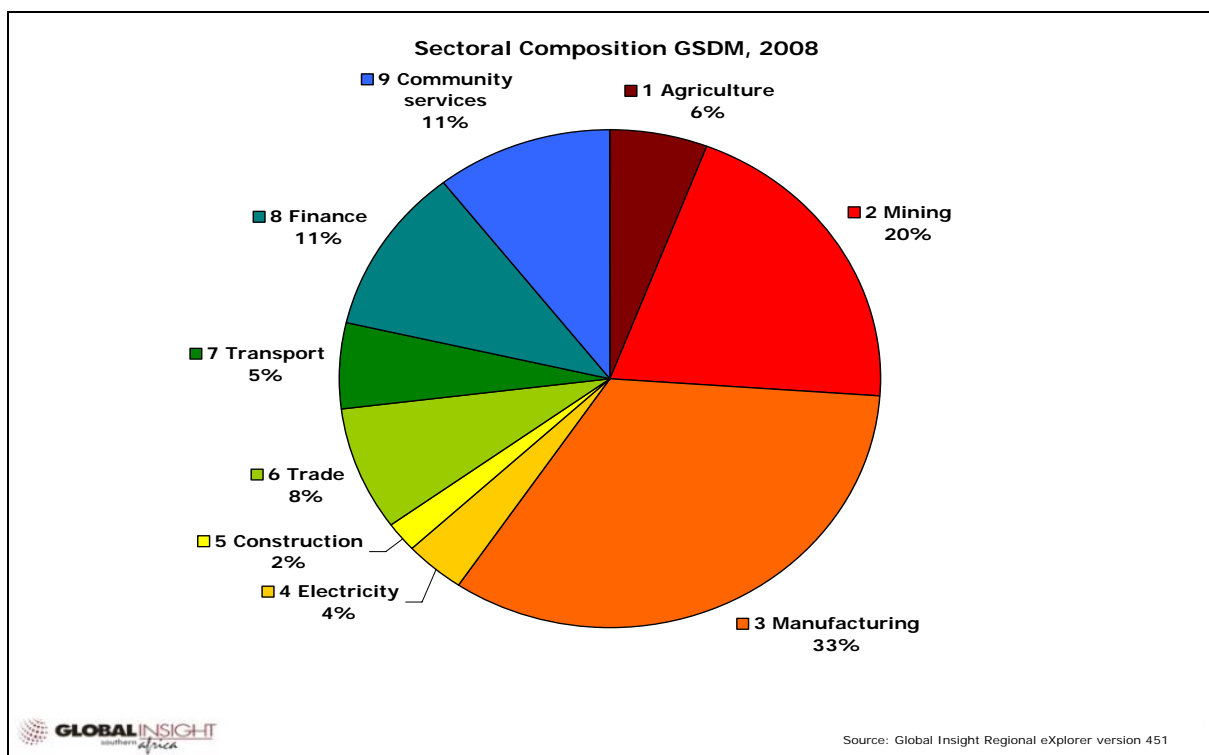
Increasingly, the Manufacturing and Mining sectors are becoming more dominant as an important economic sector whereby manufacturing is by far the greatest contributor to Gert Sibande's economy (33%) followed by mining (20%). The mining activities are mainly tied to coal mining which acts as input material into the petro-chemicals industry in Govan Mbeki Municipality as well as input into electricity generation in the various power stations. Gold mining in both Govan Mbeki and Dipaleseng LMs also contribute to the mining output in the District.

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

Sectors like trade and agriculture though they each contribute less than 10% to the economy of the District they each actually employs 20% and 15% of the economically active population. The other sectors that employ more people are community services 15%, manufacturing 14%, mining 12% and households 8%. The rest is from finance, transport, electricity as indicated in the two graphs underneath.

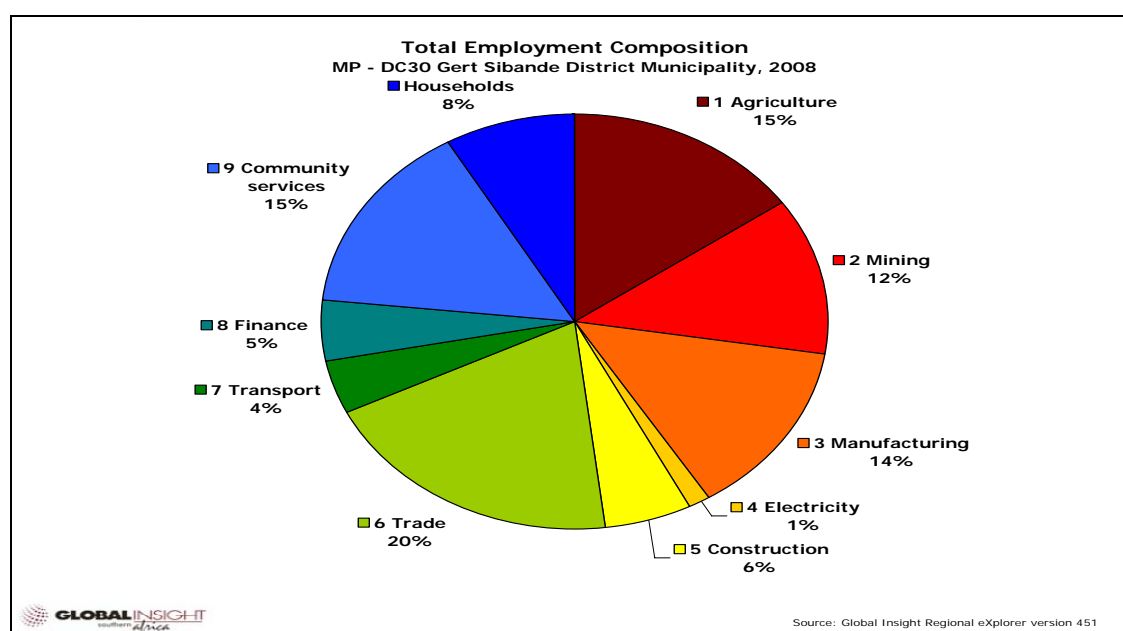
Chart 6: Sectoral Contribution to the Regional Economy

Source: **GSDM IDP DIRIECTORATE (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2j), 2009**

Chart7: GSDM Sectoral Employment Composition, 2008

Source: **GSDM IDP DIRECTORATE (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2j), 2009**

Chart 8: GSDM Total Employment Composition



Source: **GSDM IDP DIRECTORATE (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2)), 2009**

The table underneath is how much each sector is employing where mining which is concentrated mainly in Govan Mbeki and is the leading employer followed by agriculture which is across the District then fuel petroleum chemical and rubber products also in Govan Mbeki as displayed in the table below. From the table below one can depict that there is a concentration of sectors in Govan Mbeki LM and it in some way goes with the fact why the LM has the lowest percentage (29) of people living in poverty. Govan Mbeki LM has the lowest unemployment rates in the District.

Albert Luthuli has agriculture and hunting and education sectors employing more people than other sectors and the municipality has the least economically active population (24%) in the District but the second highest % of people living in poverty which attest to the highest unemployment rate (36.9%). On the other hand Pixley Ka Seme has agriculture and hunting and education employing from its 24% economically active population with only 16% of the population employed and unemployment rate at 22.8% leaving 51% of the population in poverty.

Msukaligwa also has agriculture and hunting then forestry and logging, mining, land and water transport, education, public administration and defence services, health and social work services. The municipality has 34.4% economically active population with 29% of its population employed though the unemployment is at 21.1%. The population that is subjected to poverty is 45.5%

The Mkhondo has the following sectors as the main employment provider is agriculture and hunting, forestry and logging, mining, wood and its products then public administration, defence services and education. The economically active population is 28.8% with the unemployment rate at 26.1% and almost half the population (45.4%) in poverty.

Lekwa depends mainly in agriculture and hunting followed by mining, then food, beverages and tobacco production and as the other municipalities public administration, defence services and education plays a major role. The municipality has 45% economically active population and 34% of its population is employed though the 40% of the population in poverty is still a major concern.

The situation in Dipaleseng is a bit different in that it has the highest % of poverty (72%) in the District. The municipality relies mainly on agriculture and hunting as the main sector of employment and only a third of the population is economically active and 27, 9% is unemployed and only 19% of the population is employed. this is the municipality that has almost 10% of the population as the elderly and 12.5% as under 15 years meaning the % dependents is much higher than the population employed which attest to the 72% of the population in poverty.

Table 17: Gert Sibande Economically Active Population and unemployment rates

	Gert Sibande	Albert Luthuli	Msukaligwa	Mkhondo	Pixley Ka Seme	Lekwa	Dipaleseng	Govan Mbeki
Labour	Economically Active Population (EAP)			EAP as % of total population, official definition				
2007								
Male	39.3%	26.5%	38.4%	31.6%	27.6%	48.2%	39.8%	53.0%
Female	29.0%	20.9%	28.8%	24.9%	20.0%	39.3%	25.5%	37.0%
Total	34.1%	23.6%	33.6%	28.2%	23.6%	43.8%	32.6%	45.1%
2008								
Male	40.8%	27.4%	39.8%	32.7%	28.5%	50.1%	41.1%	55.0%
Female	29.3%	21.0%	29.1%	25.1%	20.1%	39.7%	25.7%	37.6%
Total	34.9%	24.0%	34.4%	28.8%	24.2%	45.0%	33.4%	46.4%
Unemployment	Unemployment rate, official definition (%)							
2007								
Male	18.9%	31.7%	15.9%	22.1%	19.7%	18.2%	21.9%	14.4%
Female	31.7%	45.5%	29.8%	32.9%	28.3%	29.0%	39.1%	27.1%
Total	24.4%	38.1%	22.0%	26.9%	23.5%	23.0%	28.7%	19.5%
2008								
Male	18.2%	30.5%	15.4%	21.4%	19.1%	17.6%	21.3%	13.8%
Female	30.6%	44.4%	28.8%	32.1%	27.7%	28.2%	38.3%	25.7%
Total	23.5%	36.9%	21.1%	26.1%	22.8%	22.2%	27.9%	18.6%

Source: GSDM IDP DIRECTORATE (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2j), 2009

Table18: Gert Sibande Employment Status

	Gert Sibande	Albert Luthuli	Msukaligwa	Mkhondo	Pixley Ka Seme	Lekwa	Dipaleseng	Govan Mbeki
Demographic								
Total population								
2008	989,926	191,281	142,025	148,938	92,210	117,833	39,871	257,768
Number Employed								
2008	259,207	21,781	41,109	31,740	14,933	39,885	7,483	102,275
% Employed								
2008	0.26	0.11	0.29	0.21	0.16	0.34	0.19	0.40

Source: **GSDM IDP DIRECTORATE (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2j),**

2009

The table 19: Number of people formally employed in each sector

Number of Formally employed people 2008	Gert Sibande	Albert Luthuli	Msukaligwa	Mkhondo	Pixley Ka Seme	Lekwa	Dipaleseng	Govan Mbeki
11 Agriculture & hunting	28,428	3,032	6,223	3,831	2,849	7,391	2,252	2,851
12 Forestry & logging	10,818	1,117	2,927	6,159	192	328	14	83
13 Fishing, operation of fish farms	0	0	0	0	0	0	0	0
21 Mining of coal & lignite	19,551	484	2,456	1,155	161	6,665	260	8,370
23 Mining of gold & uranium ore	7,753	166	165	132	104	583	23	6,582
24 Mining of metal ores	1,201	22	221	84	1	137	5	732
25-29 Other mining & quarrying (incl 22)	3,791	681	361	482	35	318	12	1,902
30 Food, beverages & tobacco products	3,111	40	346	155	83	1,099	86	1,302
31 Textiles, clothing & leather goods	972	9	86	42	37	474	27	297
32 Wood & wood products	2,293	270	274	1,368	53	120	2	207
33 Fuel, petroleum, chemical & rubber products	17,865	92	214	56	72	202	19	17,208
34 Other non-metallic mineral products	310	1	58	49	0	113	2	85
35 Metal products, machinery & household appliances	1,848	7	126	58	109	282	71	1,196
36 Electrical machinery & apparatus	112	0	0	0	0	23	6	83
37 Electronic, sound/vision, medical & other appliances	168	33	1	27	0	0	0	107
38 Transport equipment	361	2	113	65	1	74	1	105
39 Furniture & other items NEC and recycling	418	0	1	50	0	48	15	303
41 Electricity, gas, steam & hot water supply	3,313	82	324	186	645	1,231	226	618
42 Collection, purification and distribution of water	140	22	31	23	25	14	0	25
50 Construction	8,458	412	906	589	1,025	910	186	4,430
61 Wholesale & commission trade	5,141	253	723	552	260	760	103	2,490
62 Retail trade & repairs of goods	6,955	273	1,211	609	550	934	283	3,097
63 Sale & repairs of motor vehicles, sale of fuel	5,555	116	804	518	317	449	175	3,176
64 Hotels & restaurants	2,567	286	355	137	65	374	71	1,278
71-72 Land & Water transport	5,585	509	1,346	530	334	484	82	2,300

Number of Formally employed people 2008	Gert Sibande	Albert Luthuli	Msukaligwa	Mkhondo	Pixley Ka Seme	Lekwa	Dipaleseng	Govan Mbeki
73-74 Air transport and transport supporting activities	289	25	36	14	30	34	6	145
75 Post & telecommunication	1,389	6	306	76	51	242	12	695
81-83 Finance & Insurance	3,233	164	771	282	138	444	50	1,384
84 Real estate activities	305	2	91	26	3	5	42	135
85-88 Other business activities	7,056	446	1,186	609	431	820	85	3,478
91 Public administration & defence activities	9,582	739	2,498	1,472	702	1,789	350	2,031
92 Education	11,456	2,705	1,898	1,434	624	1,889	546	2,360
93 Health & social work	6,462	727	1,355	831	377	994	79	2,100
94-99 Other service activities	3,032	214	530	460	97	500	109	1,122
Households	21,728	1,544	3,930	2,934	1,632	3,759	832	7,097

Source: **GSDM IDP DIRECORATE (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2)), 2009**

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

1.8.1.1 GSDM's Economic Indicators

Human Development Index (HDI) is a reliable indicator of development, which is measured by life expectancy; literacy and income. The HDI for the District Municipality at the beginning of the current financial year has dropped from 0.53 to 0.52, which is still above 0.50 indicating a moderate level of development within the District. There are however 4 local municipalities who are still below the 50 mark with no signs indicating more effort is still needed to ensure that those communities enjoy the fruits of democracy.

The challenge for the GSDM will be to sustain the growth in the HDI whilst gradually reducing the growth in income disparities especially within the previously disadvantaged communities and between males and females of the same ethnic origin. Although free market policies tend to promote these disparities to a certain level, Government together with its social partners, needs to progressively come up with ways of dealing with this potentially damaging trend. The Table below shows that, at (0.63) the HDI for Govan Mbeki is higher than both the Mpumalanga (0.53) and the national one (0.60). Also that, in addition to Govan Mbeki, only Msukaligwa (0.53) and Lekwa (0.55) are have HDI's equal to or above that of Mpumalanga. Of concern is that the indices for Mkhondo, Pixley ka Seme and Lekwa have not changed in past 7 years while that of Msukaligwa has decreased. Similarly, where improvements were observed, they were found to have been slower compared to the national levels. The improvements in HDI suggest that the various development interventions have had some impact albeit marginal over the past 11 years.

GINI Coefficient: Is used as a measure of the distribution of income across a group of people. The number can range between 0 and 1 where "0" represents a perfectly equitable distribution

and “1” a completely inequitable distribution. The GINI Coefficient of GSDM is 0.68, which is equal to the National and Provincial figures and varies to that of Ehlanzeni (0.65) and Nkangala (0.62) District Municipalities respectively. The net effect is that the gap between the higher income earners and the lower income earners has grown and this exhibits characteristics of an emerging market driven economy. The inequitable distribution of income is the same with all the local municipalities of GSDM wherein they are above 0.62. In terms of Table below, most Gert Sibande local municipalities have relatively high Gini coefficient or high levels of income inequality. While the levels of inequality are broadly characteristic of the broader South Africa, the fact that they have continued to increase since 1996 and remain above the national level is a cause for great concern.

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

Table 20: Gert Sibande State of HDI, Gini Coefficient and Poverty Rates

Development					Poverty indicators		
	Human Development Index (HDI)		Gini coefficient		% of people in poverty		Percentage of people living with less than \$1 per day
	2007	2008	2007	2008	2007	2008	2008
Gert Sibande	0.52	0.52	0.68	0.67	46.9%	45.4%	1.6%
Albert Luthuli	0.45	0.44	0.62	0.62	67.5%	64.7%	1.7%
Msukaligwa	0.52	0.52	0.67	0.67	44.4%	42.8%	1.3%
Mkhondo	0.42	0.41	0.65	0.65	46.5%	45.4%	3.6%
Pixley Ka Seme	0.47	0.46	0.67	0.67	53.0%	51.8%	1.7%
Lekwa	0.54	0.53	0.64	0.65	40.7%	39.3%	1.3%
Dipaleseng	0.48	0.47	0.63	0.63	73.2%	72.1%	1.6%
Govan Mbeki	0.62	0.62	0.65	0.65	29.7%	29.0%	0.8%

Source: GSDM IDP DIRECTORATE (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2)),

As indicated earlier Mpumalanga Province and in particular GSDM enjoys a Comparative Advantage in four major Sectors, viz: Agriculture; Mining; Manufacturing and Electricity Generation.

1.8.2 Agricultural Development and Land Reform

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

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

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

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

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

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

1.8.2.1 Establishment of the GSDM Development Agency

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

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

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

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

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

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

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

- Finalization and implementation of the District LED Strategy

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

1.8.3 Regional Fresh Produce Market

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

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

1.8.4 Potential Economic Strips

The Development Principle number 2 of the GDSM SDF mentions that the District needs “To optimally capitalize 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 space-economy. It is therefore important that the District area be properly linked to surrounding districts and even bordering countries (like Swaziland) in order to ensure an efficient flow of goods and services in all directions within the space-economy.

An analysis of the Gert Sibande and regional space-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 N17/N2 Corridor** which is effectively the link between the Gauteng Province and the Trichardt-Evander-Kinross-Secunda (TEKS Area) industrial node, from where it runs in an easterly direction through Bethal up to Ermelo. From Ermelo, the N17 corridor splits in a northerly alignment which runs towards the Oshoek border post into Swaziland and up to Mbabane; and a southerly leg which extends as the N2 national route linking the District to the St Lucia tourism complex. From the St Lucia complex the road runs in a southerly direction past Durban/eThekweni, East London, Port Elizabeth, and Mossel Bay, up to Cape Town.
- **The R23 Corridor** represents the old route between the Gauteng Province and Durban/eThekweni in KwaZulu-Natal, linking prominent towns and settlements such as Balfour, Standerton and Volksrust to one another. This route virtually runs parallel and to the north of the N3 freeway, which is the main link between Gauteng and KwaZulu-Natal.
- **The N11 National Corridor** extends from the Limpopo Province in the vicinity of Mookgophong, southwards past Middelburg/Steve Tshwete, and through the Gert Sibande District where it links Ermelo to Volksrust before extending further southwards into KwaZulu-Natal. This 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 (specifically the towns of Standerton and Bethal) to Middelburg/Steve Tshwete, and further northwards where it converges with the N11 corridor extending into the Limpopo Province. To the south it links to the national N3 Corridor between Gauteng and KwaZulu-Natal.
- **The R33 Corridor** which extends along the eastern border of the study area where it runs parallel to the border with Swaziland, and where it links the towns of Carolina, Warburton, Amsterdam and Piet Retief to one another.

It also gives access to a number of border posts with Swaziland, including Oshoek, Sicunusa, Gege and Mahamba.

Viewed spatially, the above mentioned five corridors form a grid-like network throughout the entire Gert Sibande District, linking all the major activity areas and nodes to one another, and provides for efficient and equal access to all parts of the district. Consequently, these corridors should form the base of a strategic road network for the District, and should therefore be maintained as a top priority (see **Figure 39**). Notably, the N11 and R35 corridors have been identified as First Priority Corridors for upgrading and maintenance by the DITP (2008), in order to cater for coal haulage (see Figures 16b and 16c).

Adding to the importance of the above mentioned corridors in (re)structuring the space-economy of the District is the general presence of rail infrastructure (freight and passengers) along the corridors (with the exception of the R35 Corridor and the Ermelo – Volksrust stretch of the N11 Corridor). Essentially, the presence of rail infrastructure facilitates modal choice opportunities, and is conducive to greater integrated land use and transportation planning along the identified corridors. Whilst the R33 Corridor already hosts the Shosholoza Main Line passenger service, the SARCC is investigating the possibility of providing passenger services along the N17/N2 Corridor. Furthermore, ESKOM is in process of constructing a new 68km heavy haul rail line from Ermelo to the Majuba Power Station. Once commissioned, the rail line will replace the road-trucking of coal to Majuba. The line is due for completion in 2011 (see Figure 16d).

In addition to the above mentioned transportation infrastructure, the District is characterised by numerous Transnet operated gas and refined products pipelines. Apart from the existing pipelines, Transnet is planning the construction of the New Multi-Products Pipeline (NMPP), and Sasol the Pande-Sasolburg gas pipeline (see Figure 14e). Importantly, the physical locations of the pipelines traversing the District should be noted, as they present certain development implications.

Implications / Actions:

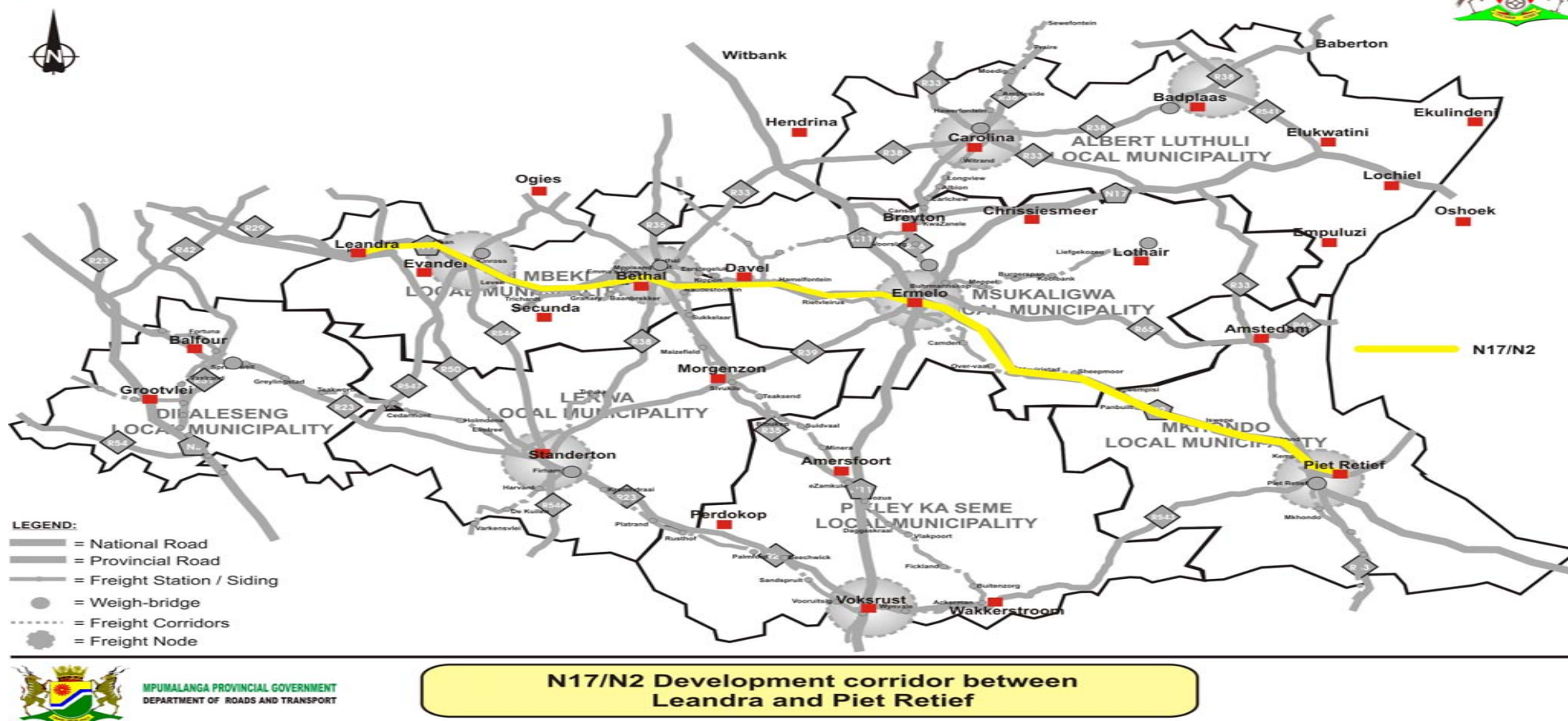
- The thorough maintenance and upgrading of the national and provincial road network constituting the five main transportation corridors in the Gert Sibande District.
- The efficient “branding” of the five corridors through appropriate signage in order to attract more tourist traffic through the area (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.
- Formalisation of the provincial road link between Badplaas and Barberton as a short-cut route 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 study 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 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 amongst other aspects translate into improved revenues for the local municipalities which will assist them to provide more and improved services.



1.8.5 Strategic Development Master Plans

1.8.5.1 Heyshope Dam Development Master Plan and cultural Village

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

1.8.5.2 District Industrial Development Strategy (DIDS)

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

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

1.8.5.3 Mining Beneficiation Master Plan

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

1.8.6 SMME/Co-operatives development & support

Co-operatives from across the District are to benefit from Sectors like Manufacturing and Mining e.g. Gold at Govan Mbeki and Dipaleseng and Coal across the District.

In an endeavour to harness the prospects of SMMEs within the District, the following aspects amongst others must be addressed:

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

1.8.7 Tourism Development, Promotion and Support

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

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

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

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

1.8.8 NEW GSDM DEVELOPMENT INITIATIVES

(a) New Regional Library 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 that will cater for the primary school, high school and tertiary students and the community at large.

Tourism is rated highly in Mpumalanga Provincial Economic Growth Strategy and Gert Sibande DM 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 made known.

(b) 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 6 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 (1000) job opportunities can be created within 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.

To take the project forward, the following recommendations were accordingly made:

- That a detailed Feasibility Study that will lead to a Bankable Business Plan be conducted.
- That a Public-Private Partnership (PPP) be used 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 the Traditional Leaders be involved in the design of the grain farming enterprise ownership and management models;
- That the detail feasibility Study included 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 prospective financing partners be involved to dictate 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 optimize 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 pledge their optimal support.

(c) The Regional Disaster & Emergency Service Centre

The District is susceptible to disasters such as floods; veld fires; road accidents; accidental spillage or explosions of toxic substances and civilian unrests. Whilst there are Disaster sub-centres in all the seven constituent Local Municipalities, which are used to promptly respond to any emergency calls made, the District has identified the need for the Regional Disaster Centre.

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

(d) Bulk Water and Sanitations regional Provision

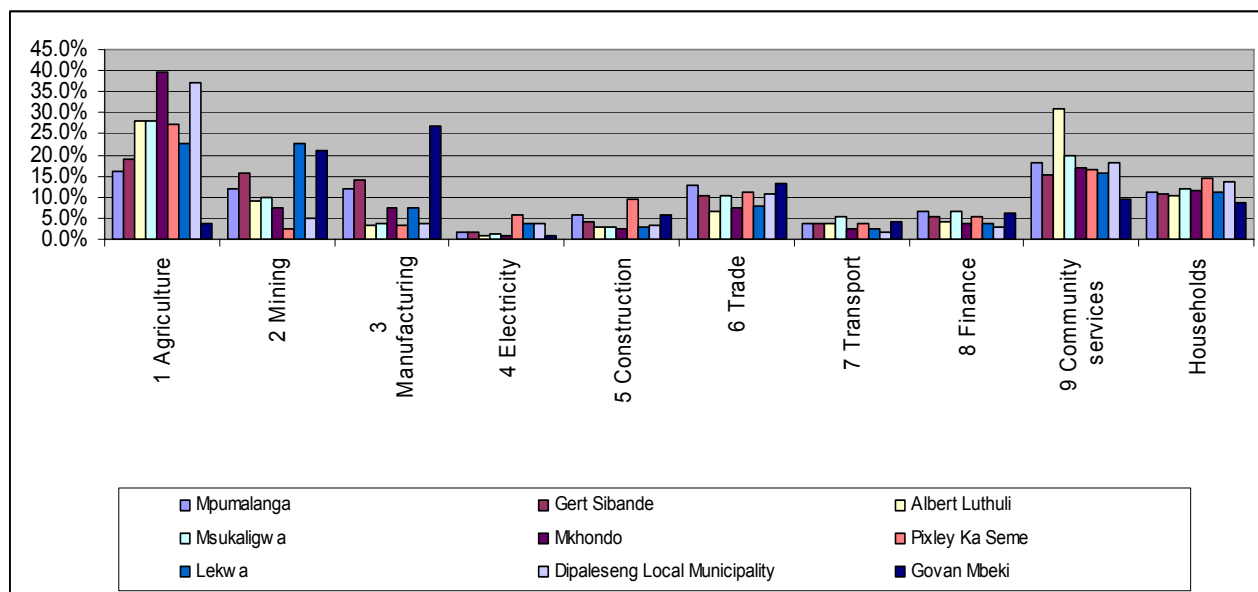
The district supports its local municipalities in improving water and sanitation service delivery. Much work has already been performed regarding the establishment of the current status of water services infrastructure, water services development planning and the reconciliation of water resources within 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 has begun the process of producing a regional bulk planning document 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. This project forms part of the district's turn around strategy and will be the culmination of all the water services studies and planning that the district has embarked on over the past 3 years.

1.8.9 Job Creation

Chart 9:% of formally employed people per sector 2008



Source: **GSDM IDP DIRECTORATE (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2))**,

Above is the graph showing how the economic sectors are distributed within the District where we see Albert Luthuli, Pixley Ka Seme and Msukaligwa's economies being driven by agriculture and community services, Govan manufacturing, mining and trade, Dipaleseng is more agricultural based. Lekwa is more prominent on agriculture followed by mining and some community services. Mkhondo is more into agriculture, community services and household and trade.

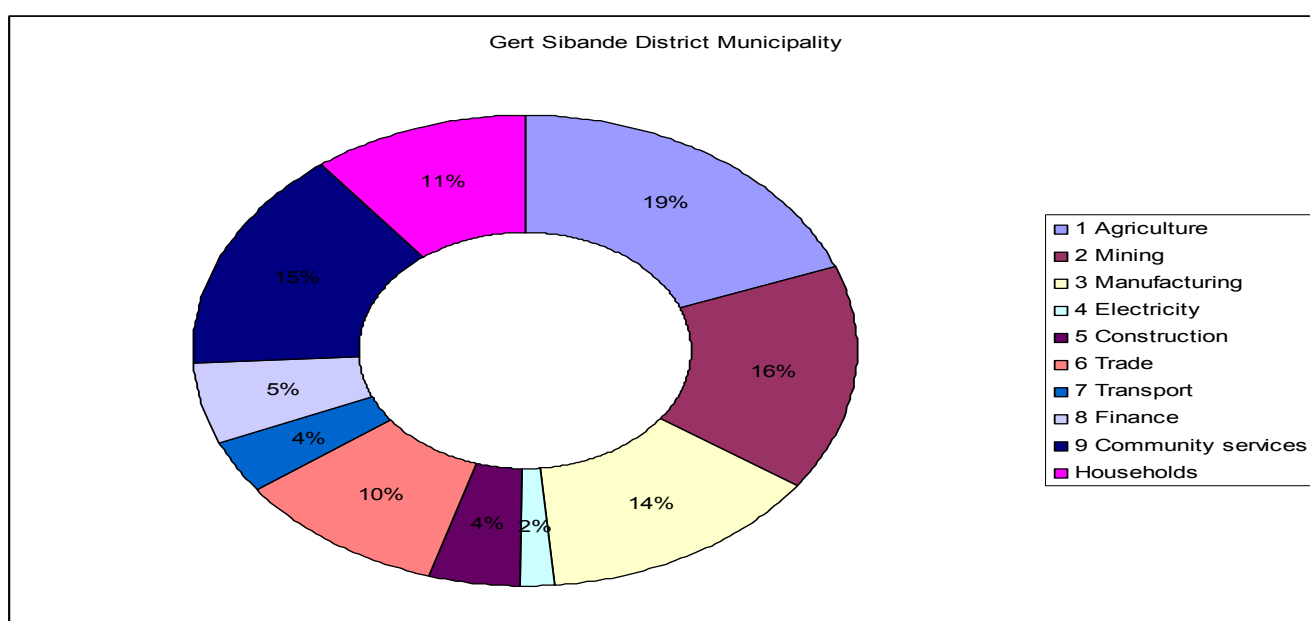
As indicated earlier in the document the highest number of people living in poverty are in Dipaliseng(72.1%) followed by Albert Luthuli at 64.7% then Pixley Ka Seme at 51.8% then Mkhondo at 45.4%, Msukaligwa at 42.8%, Lekwa at 39.3% and Govan Mbeki being the lowest at 29%. These figures attest to the labour market status as seen on the table below where Govan Mbeki and Lekwa have the highest percentage of the employed population at 40% and 34% respectively. The Local Municipalities with the lowest levels of employment are Albert Luthuli at 11%, Mkhondo 16% and Dipaleseng at 19% which are more or less the same areas featuring the most people living in absolute poverty within the District.

This clearly demonstrates the huge challenge the District is faced where a huge percentage of its populace 23.5% is unemployed, due to the demand of skilled labour in our economic industry, the District main economic activities cannot absorb most of the semi and unskilled labour force in the District thus high unemployment rate.

Table 21: labour Market Status (Economically Active Population)

Municipalities	Total Population	0-14 year olds	15-64 year olds	65+ year olds	Economically Active Population	Economically Active Population%	# of Unemployed	Unemployment rates	# Empl
Gert Sibande	989,926	330,149	595748.26	64029	345870	34.9%	81249	23.5%	259,2
Albert Luthuli	191,281	72,401	104763	14,117	45977	24.0%	16953	36.9%	21,78
Msukaligwa	142,025	47,491	85547	8,987	48849	34.4%	10320	21.1%	41,10
Mkhondo	148,938	54,850	85270	8,818	42944	28.8%	11229	26.1%	31,74
Pixley Ka Seme	92,210	34,892	50214	7,104	22278	24.2%	5081	22.8%	14,93
Lekwa	117,833	35,354	74430	8,050	53011	45.0%	11773	22.2%	39,88
Dipaleseng	39,871	12,569	23671	3,631	13304	33.4%	3716	27.9%	7,483
Govan Mbeki	257,768	72,592	171853	13,323	119507	46.4%	22178	18.6%	102,2

CHART10: SECTOR CONTRIBUTION TO EMPLOYMENT



Source: GSDM IDP Directorate (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2)),

From the graph above it is clear that Agriculture (19%), Mining (16%), Manufacturing and community services are the leading sectors when it comes to formal employment in Gert Sibande. The Trade sector is a leading sector in informal employment at 10%, followed by manufacturing at 14% and the Community Services at 15%. Due to huge influx of migrant labour into our region, the District is faced with a huge challenge of unskilled and semi skilled labour which comes mostly for short term contract work in the petro-chemical industry and energy industry (shutdown and maintenance of plants) however majority remains within our municipalities and increase our unemployment rate. The major challenge is for all key stakeholders to form partnerships to create sustainable jobs and develop and support entrepreneurs and SMME's.

1.8.10 Poverty Alleviation

Poverty is often defined as deprivation of those things that determine the quality of life, including food, clothing, shelter and safe drinking water, as well as "intangibles" such as the opportunity to learn and to enjoy the respect of fellow citizens. One of the important indicators of poverty in a region is the number of households with an income below the Minimum Living Level (MLL). The

MLL is annually determined by the Bureau of Market Research (UNISA). It is calculated for different regions, racial groups, household sizes, and reflects the minimum amount a household needs to earn to meet its basic needs.

Table 22: Gert Sibande State of HDI, Gini Coefficient and Poverty Rates

	Development								Poverty indicators			
	Human Development Index (HDI)				Gini coefficient				% of people in below MML			
	1996	2001	2007	2008	1996	2001	2007	2008	1996	2001	2007	2008
Mpumalanga	0.50	0.52	0.52	0.51	0.61	0.66	0.67	0.66	46.0	53.1	47.4	46.5
Gert Sibande	0.51	0.52	0.52	0.52	0.61	0.66	0.68	0.67	44.	53.8	48.1	47.6
Albert Luthuli	0.40	0.44	0.44	0.44	0.57	0.61	0.62	0.62	65.	64.0	55.1	53.6
Msukaligwa	0.54	0.53	0.52	0.51	0.57	0.64	0.67	0.67	34.1	49.0	47.2	46.8
Mkhondo	0.44	0.42	0.41	0.41	0.58	0.64	0.65	0.65	51.8	77.5	70.1	68.3
Pixley Ka Seme	0.45	0.47	0.47	0.46	0.61	0.66	0.67	0.67	52.1	59.3	53.0	51.5
Lekwa	0.53	0.54	0.53	0.53	0.57	0.62	0.64	0.65	30.0	45.0	45.1	44.5
Dipaleseng	0.48	0.48	0.47	0.47	0.56	0.60	0.63	0.63	42.2	59.0	53.6	52.4
Govan Mbeki	0.58	0.62	0.62	0.61	0.61	0.65	0.65	0.65	30.9	34.6	29.3	31.0

Source: GSDM IDP Directorate (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2j), 2009)

In terms of Table 19 above Mkhondo has the highest number (68.3%) of people living below the MLL while the number is lowest (31%) in Govan Mbeki. While it is encouraging that poverty rates have declined across all municipalities, except Govan Mbeki, within GSDM since 2001 most remain above the national rate of 46.5%. The decline has been widely attributed to the extension of the state's social security network.

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

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

Table 23: District Extent, Population, and People below Minimum Living Standard

	Demographic	Development : Poverty Indicators 2008			
		Number of people in poverty	Percentage of people in poverty	Percentage of people living with less than \$1 per day	Percentage of people living with less than \$2 per day
	Total population 2008				
Mpumalanga	3,709,771	1,724,551	46.5%	1.5%	7.3%
Gert Sibande	989,926	471,489	47.6%	1.7%	7.9%
Albert Luthuli	191,281	102,554	53.6%	1.7%	8.8%
Msukaligwa	142,025	66,476	46.8%	1.4%	6.4%
Mkhondo	148,938	101,694	68.3%	3.8%	15.7%
Pixley Ka Seme	92,210	47,525	51.5%	1.8%	8.7%
Lekwa	117,833	52,476	44.5%	1.3%	6.3%
Dipaleseng	39,871	20,885	52.4%	1.6%	7.1%
Govan Mbeki	257,768	79,879	31.0%	0.8%	4.0%

Source: **GSDM IDP Directorate (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2)), 2009**

Table 24: Annual Disposable Household Income

Annual total disposable income (R million, current prices) 1996 - 2008				
	1996	2001	2007	2008
Gert Sibande District Municipality	6,140	10,706	20,407	21,886
Albert Luthuli Local Municipality	711	1,294	2,513	2,794
Msukaligwa Local Municipality	924	1,520	2,760	3,033
Mkhondo Local Municipality	575	810	1,511	1,674
Pixley Ka Seme Local Municipality	439	795	1,571	1,771
Lekwa Local Municipality	851	1,331	2,411	2,668
Dipaleseng Local Municipality	253	342	615	684
Govan Mbeki Local Municipality	2,387	4,614	9,026	9,263

Source: **GSDM IDP Directorate (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2)), 2009**

Almost half the household income generated in the District comes from the Govan Mbeki Municipality with none of the other municipalities generating more than 13% of the total District Income. This has a great impact on the ability of the local municipalities to provide sustainable services with the community having very little ability to pay for services – see the high percentage of people (average 47.9%) living below the minimum living standard.

1.8.11 Environmental Management and Protection

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

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

- Bio-diversity
- Promotion and protection of indigenous plants and vegetation

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

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

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

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

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

1.9 Infrastructure Development and Service Delivery

1.9.1 Access to Services: Regional Distribution

The percentage of households served is highest around the major towns and settlements in each municipal area and it rapidly declines into the rural areas. Water and electricity are the two most extensive services provided in the District. Mkhondo Local Municipality has the most limited distribution of engineering services in the entire District Municipality.

1.9.2 Water Provision

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

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

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

1.9.2.1 Water Conservation and Demand Management. (Water Services)

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

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

- 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 plant.

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

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

1.9.2.2 Water Backlog

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

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.

There is a total of 12814 households which have inadequate access to water services while there is 23868 households which need either infrastructure upgrade, extension and operation and maintenance. About 5736 (0.022%) of the households who do have access to water and there is still a need for housing. The total number of households who have access to water is 239506 which is 92% of the Gert Sibande District households leaving about 8% of the households with no form of access to water. Albert Luthuli municipality has the biggest backlogs therefore remains 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.

Table25: 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
<i>Inadequate (No Service & Access Undetermined)</i>	1766	145	0	961	6976	1216	1750	12814
<i>Inadequate (Infra Needs Extension, Upgrade, O&M)</i>	15129	529	482	0	521	7207	0	23868
<i>Inadequate (Need Housing)</i>	2791	1080	0	0	1865	0	0	5736
1. None or inadequate (Incl. No service, Access Undetermined, Need Housing)	4556	1225	0	961	8841	1216	1750	18549
2. Communal water supply	17379	0	0	7674	521	3982	4946	34502
3. Controlled volume supply	0	0	0	0	869	0	0	869
4. Uncontrolled volume supply: yard tap or house connection	26080	10457	73714	23606	23541	34416	16201	204135
5. Total Served (2+3+4)	43459	10457	73714	31280	24931	38398	21147	239506
Service Interruption (Infra Extension, Upgrade, O&M) as % of Total Served	35%	5%	1%	0%	2%	19%	0%	17%
6. Total (1+5)	48015	11682	73714	32241	33772	39614	22897	260239

[Source Data: Backlogs - DWA- Dir. WS Macro Planning & Information System 2008 (Invirocon) & Individual Municipality WSDPs 2009]

Table26: Residential Consumer Units – Detailed Service Level Summary for Water

Municipality	Households	Water Adequate	Water No Service	Water Infra. Needs Extension	Water Infra. Needs Upgrading	Water Management & Operation	Water Inadequate Need Housing	Total
Albert Luthuli Total	48013	28329	1766	3944	5666	5519	2791	48015
Dipaleseng Total	11682	9928	145	529	0	0	1080	11682
Govan Mbeki Total	73714	73232	0	482	0	0	0	73714
Lekwa Total	32241	31280	961	0	0	0	0	32241
Mkhondo Total	33772	24410	6976	521	0	0	1865	33772
Msukaligwa Total	39775	31352	1216	3982	0	3225	0	39614
Pixley ka Seme Total	22897	21147	1750	0	0	0	0	22897
Gert Sibande DM Total	260239	219678	12814	9458	5666	8744	5736	260239

[Source Data: Backlogs - DWA- Dir. WS Macro Planning & Information System 2008 (Invirocon) & Individual Municipality WSDPs 2009 Table 2.1.1.2(b)]

1.9.2.1 Sanitation

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

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

Table27: 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>	2791	1080	0	0	2465	0	0	6336
<i>Below RDP: Pit (Including Undetermined)</i>	17074	0	2320	2523	2320	1008	2500	27745
<i>Below RDP: None</i>	5941	855	194	0	6914	1216	0	15120
1. None or inadequate: Below RDP, Undetermined	23015	855	2514	2523	9234	2224	2500	42865
2. None or Inadequate: Need Housing	2791	1080	0	0	2465	0	0	6336
3. Consumer installations: On Site dry or equivalent, including VIP toilets	6415	59	8475	400	5590	1089	7512	29540
4. Consumer installations: Wet (Septic tank, digester or tanker desludge or effluent discharge to an oxidation pond etc.)	0	611	0	65	866	1257	0	2799
5. Discharge to sewer treatment works (intermediate or full waterborne)	15792	9077	62725	29253	15617	35044	12885	180393
6. Total Served (3+4+5)	22207	9747	71200	29718	22073	37390	20397	212732
7. Total (1+2+6)	48013	11682	73714	32241	33772	39614	22897	260239

Table28: Residential Consumer Units - Service Level Detailed Summary for Sanitation

Municipality	Households 08	Sanitation Above RDP	Sanitati on None	Sanitation Below RDP	Sanitation Above Basic	Sanitation Inadequate Need Housing	Total
Albert Luthuli	48013	15792	5941	17074	6415	2791	48013
Dipaleseng	11682	9688	855	0	59	1080	11682
Govan Mbeki	73714	62725	194	2320	8475	0	73714
Lekwa	32241	29318	0	2523	400	0	32241
Mkhondo	33772	16483	6914	2320	5590	2465	33772
Msukaligwa	39775	36462	1216	1008	1089	0	39614
Pixley ka Seme	22897	12885	0	2500	7512	0	22897
Gert Sibande DM	260239	183353	15120	27745	29540	6336	260239

[Source Data: Backlogs - DWA- Dir. WS Macro Planning & Information System 2008 (Invirocon) & Individual Municipality WSDPs adapted to Global Insight Totals]

There are 81% of the households that are currently served with some form of toilet of which about 70% is either intermediate or full waterborne toilets. The rest are either using septic tanks and or vip toilets. From the tables above it is evident that Pixley ka Seme and Lekwa local municipalities have no households which are without sanitation though Pixley ka Seme has about 11% and Lekwa 0.08% of the sanitation below the RDP level while other local municipalities have the like Albert Luthuli are having 35% of the sanitation below the RDP level which is the highest in the District. The same municipality is also having the highest percentage (12%) of the households without sanitation. An the average the District has about 70% of the households with sanitation above the RDP level with 0.06 of the households having no access at all.

1.9.2.3 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.

The District has also through proactive work been appointed by the Department of Water Affairs and Forestry (DWAF) for the implementation of the water and sanitation to schools programme for all the schools within the GSDM area. The GSDM is progressing well with this programme however have a challenge of receiving authority to work on private property on which the schools have been located. This property ownership issue is currently been dealt with by DoE and DWAF. Should it not be dealt with speedily then the GSDM could experience some delays in the implementation programme.

1.9.2.4 Water Conservation and Water Demand Management

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

After inspection of all the Section 78 Assessments for the LM's within the GSDM it is noted that the LM's are not effectively providing water conservation and demand management. Most of the LM's do not have proper records of their reticulations and have no management of their networks. Most of the records of the infrastructure are within the institutional memory of the LM's and should the personnel be lost then the knowledge of the systems will be lost.

Most of the LM's have no way of determining whether the existing infrastructure can cope with new developments and there is very little Infrastructure replacement planning performed at this time.

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

Implementation Strategies (Water Balance)

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 extent 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 following as a phased approach:

Water Quality

The Gert Sibande District Municipality is in the process of establishing a water sampling strategy for the entire GSDM in collaboration with Mhlathuze Water – Amanzi. The Environmental Management division of the GSDM is also in the process of consolidating all sample points within the GSDM and is currently monitoring the water quality in key target areas. Apart from the GSDM actions, no other strategy is currently in place, or in process of development (other than the following high level points identified in table hereunder):

Identified Problem	Implementation Strategies (Water Quality)
Ground water may be polluted near solid waste disposal sites.	It is recommended that possible groundwater pollution in the vicinity of all solid waste disposal sites be monitored on a regular basis.
Ground water in dolomite areas in Matibidi/ Leroro/ Moremela schemes may be contaminated by infiltration from inadequate sanitation systems	Ground water should be constantly monitored in terms of quality. Future development should not be undertaken in ecological sensitive areas, where groundwater pollution may occur, unless full water borne sanitation systems can be provided.

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

- Progressively ensuring that rural communities enjoy the same rights and benefits as urban communities in terms of free basic services and provision of housing. Much has been done to provide water [boreholes] and sanitation [VIP toilets] on most farms. Continuous engagements will be used to resolve and address these challenges.
- The legacy of service provision in all the Local Municipalities needs attention with the challenges of low payment rates for services, small tax base, little investment or no significant economic activities.
- Sustainable use and conservation of Water (Water resources)

- The modelling of infrastructure through water conservation and demand management studies to reduce water losses in the reticulations.
- Performance of a bulk water master plan study for the entire District.
- Eradication of the remaining backlogs.
- Performance of status quo investigations of water services treatment plants to establish the refurbishment and O & M costs and other critical operations information.
- The refurbishment and proper operation of the Water & sewer treatment plants
- The proper allocation of funding to the operations and maintenance budgets for the water & sewage treatment plants and associated infrastructure
- The training of operators of the water & sewer treatment plants.
- The establishment of an accredited water quality testing laboratory within the GSDM.
- The establishment of systems for the proper monitoring and testing for water quality.
- The rationalisation of the operations reporting information systems into a District wide reporting system to improve efficiencies and customer service.
- The performance of an asset management study, for the consolidation of all information regarding the existing infrastructure assets within the GSDM that is currently belonging to the LM's and the GSDM.
- The performance of an infrastructure investment strategy for the entire GSDM, taking into account all the services that are provided within the GSDM.

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

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

1.9.3 Electricity Supply

The electricity supply backlog in GSDM is about 54 329 households which is 20% of the total households. Largest backlogs are in the Albert Luthuli and Mkhondo Local Municipalities respectively. Bulk supply of electricity, which includes for the purpose of such supply, the transmission, distribution and, where applicable, the generation of electricity is guided in accordance to the Municipal Structures Act: Section 84 (c).

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

Table 29: GSDM Electrification

Electrification Backlogs per LM	Number of Households	Backlogs in Numbers	Backlogs in %
Msukaligwa	142,025	3710	0.026
Pixley Ka Seme	92,210	7365	0.080
Albert Luthuli	191,281	18063	0.094
Lekwa	117,833	1000	0.008
Dipaleseng	39,871	2604	0.065
Govan Mbeki	257,768	5387	0.021
Mkhondo	148,938	16200	0.11
Gert Sibande Total Backlogs	989,926	54329	0.055

Source: DME, Provincial Office, February 2010

The table above indicate that four of the municipalities within Gert Sibande; namely Govan Mbeki (89.1%) Dipaleseng (80.9), Mkhondo (80,8) and Lekwa (88,2%) are above the District percentage of 80% and Msukaligwa and Pixley ka Seme are just over 70% electrified living Albert Luthuli at 69.6%.

Key issues pertaining to Electricity:

- Eradication of the remaining backlogs (19%) without connections throughout the District.

1.9.4 Human Settlement

Provision of housing remains the function of the Provincial 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.

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

Sibande which have a higher percentage of households with informal dwellings above the provincial average of 11,7%, with Dipaleseng local municipality(43,4%) having the highest percentages and Govan Mbeki (25,7%).

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

The housing backlog in GSDM as depicted in Table 31 below is estimated at about 98 500 units in the urban areas and about 27 707 units in the rural parts of the District. The biggest backlogs were recorded in the Albert Luthuli and Govan Mbeki Local Municipalities respectively, which is in some instances due to the influx of people seeking employment opportunities particularly in Govan Mbeki Local Municipality where the scenario of urban areas is concerned.

Table 30: Proclaimed areas with access to housing

Municipality	Unit Allocations (2000-2005)	Estimated backlog on housing units needed	Estimated Rural Backlog
Albert Luthuli	8 775	18 000	6 246
Msukaligwa	11 241	14 500	4 791
Mkhondo	7 330	11 000	5 251
Pixley Ka Seme	6 428	15 000	2 001
Lekwa	5 337	12 000	6 207
Dipaleseng	3 061	8 000	2 020
Govan Mbeki	11 044	20 000	1 191
GSDM Total		98 500	27 707

Source: DLG&H figures – April 2005

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

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

The private sector sufficiently caters for middle and high income groups. However, state subsidised housing and social housing need to be fast-tracked as the communities needing these types of houses has increased dramatically. The Mpumalanga Department of Local Housing, in

partnership with the local municipalities need to come up with a comprehensive Municipal Housing Development Plan to address the growing housing demand, including investigating the possibility of establishment of Agri-villages. Gert Sibande District Municipality's jurisdictional area has the different housing typologies: formal, informal and traditional.

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

Key issues relating to housing include amongst others the following:

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

1.9.5 District Spatial Development and Land Use

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

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

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

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

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

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

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

It is through this engagement that the shared spatial understanding across all stakeholders in the Region, have been harnessed. With the successful finalization and adoption of the modern District SDF, it is now possible to review and align all local SDF's in this regard.

All LMs are in the process of updating their SDFs in line with the District SDF and the successful conclusion of this exercise will lead to the initiation of the LUMS process, which is the 2nd component of the spatial reconstruction of the District.

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

- Inconclusive and less informative Spatial Development Frameworks; at local levels
- Fragmented Town Planning Schemes. Excluding rural and farm areas
- Inadequate knowledge of land ownership and uses of varying pockets of land across the District
- Addressing the problems related to using obsolete Town Planning Schemes that are reactive to development & control orientated rather than facilitative.
- Addressing the capacity related issues with regard to planning (Personnel & Funding).
- Lack of exclusive authority to create Townships and amend Municipal planning schemes. Developers may choose whether to lodge Land Use applications Municipalities or to the Provincial Development Tribunals, two Forums that use differing criteria to make decisions depending on whether they use the ordinance or the DFA.

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

1.9.6 Roads and Transportation

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

To this extent Gert Sibande District Municipality, together with its seven constituent Local Municipalities, subscribe to the national government's Local Government Strategic Agenda and its objective of implementing and monitoring the government Programme of Action, construction and Maintenance of Roads within Rural and Urban areas alike. National, provincial and municipal roads construction and maintenance is joint effort from three spheres of government, hence the significance of a joint alliance to be established towards addressing matters of common interest.

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

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

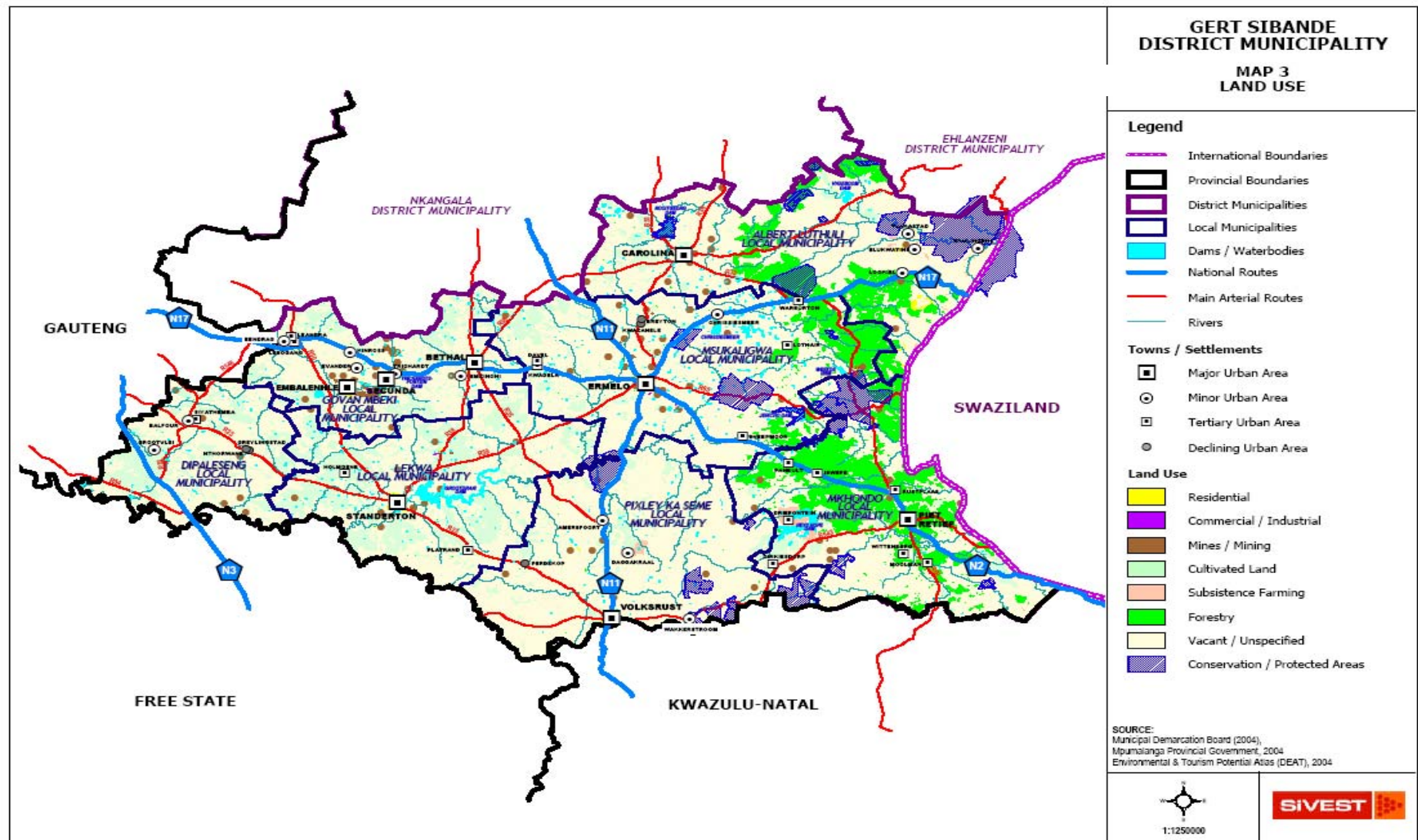
The District has purchased construction equipment and vehicles to address backlogs on rural roads, to be able to maintain the fleet a mechanical workshop has to be established for the District. The District is presently having a fleet of 28 construction equipment and vehicles, 7 Fire engines and Community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

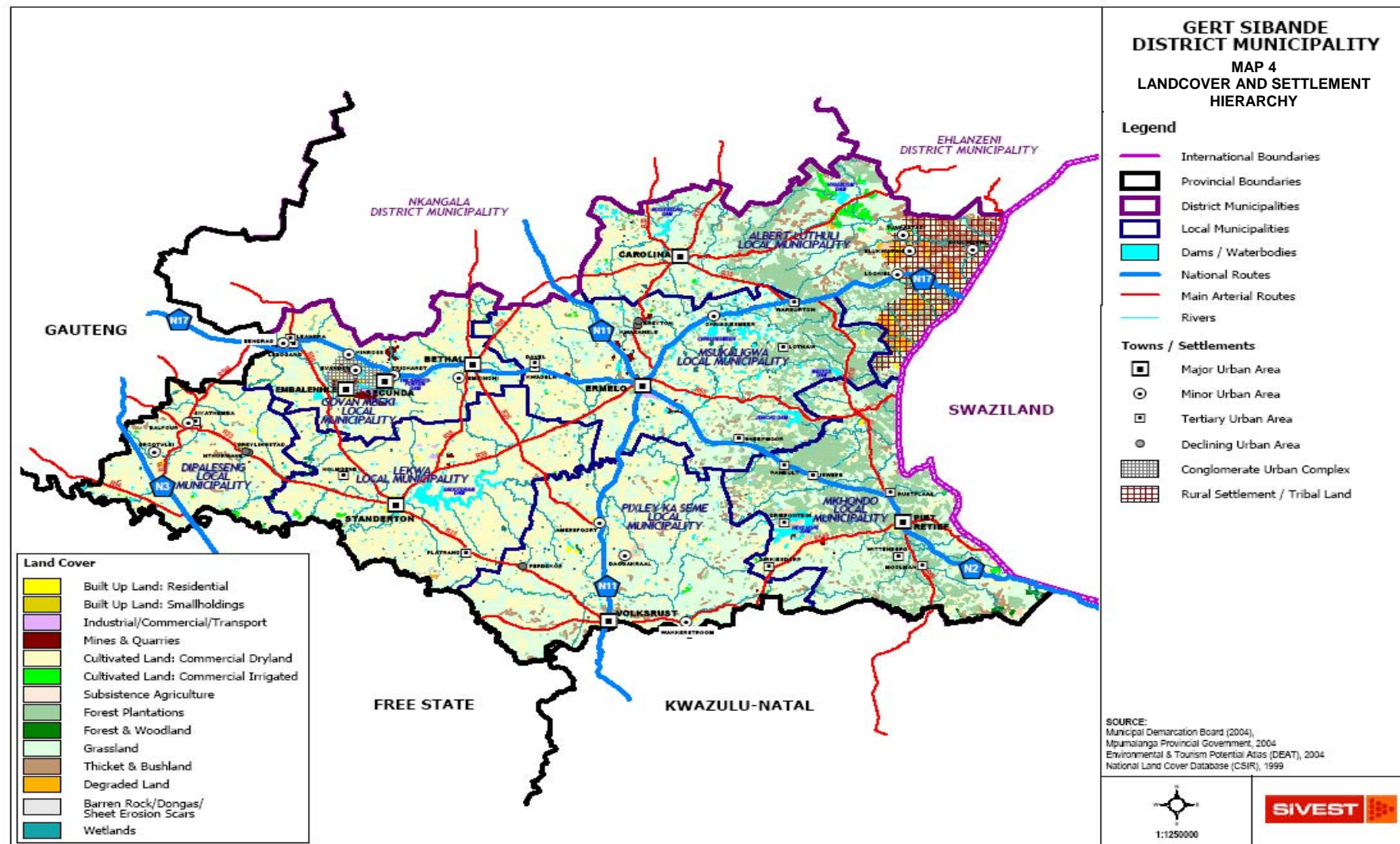
During 2008/09 Financial Year GSDM procured a fleet of seven water tankers and compaction roller that will be utilised by Local Municipalities as part of their equipment respectively to construct and maintain various rural road networks as response to the roads challenges confronting the District rural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

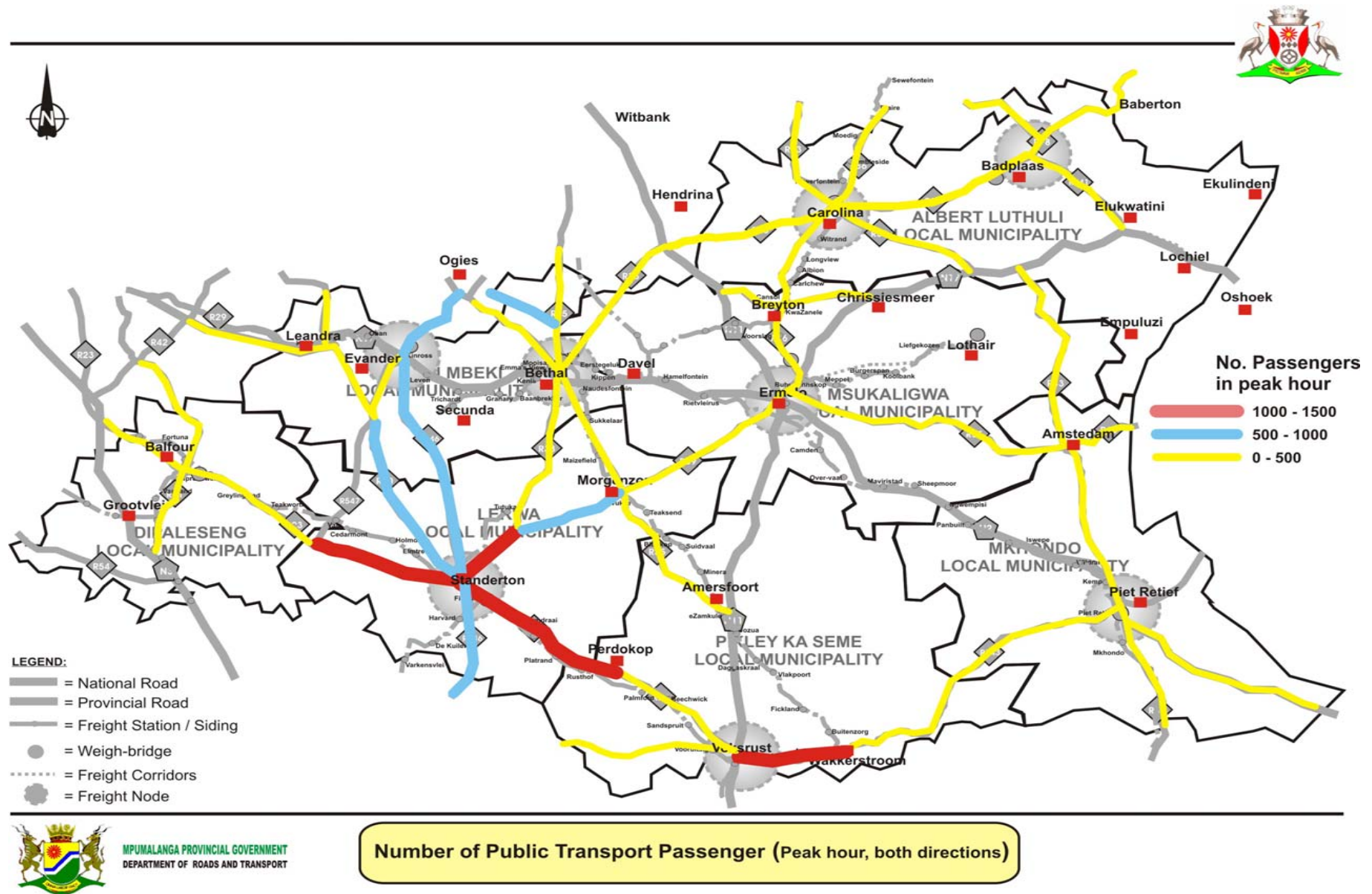
A Comprehensive Integrated Transport Plan covering both freight and passenger transport issues has also been completed during September 2008 for the District, and its implementation started in the second half of the 2008/09 financial year. The Plan was informed largely by the situation on the ground and will be utilized to implement projects intended to respond to previously identified problems. The plan is for medium to long term and will be up for review in the 2011/2012 financial years where in the impacts will be documented.

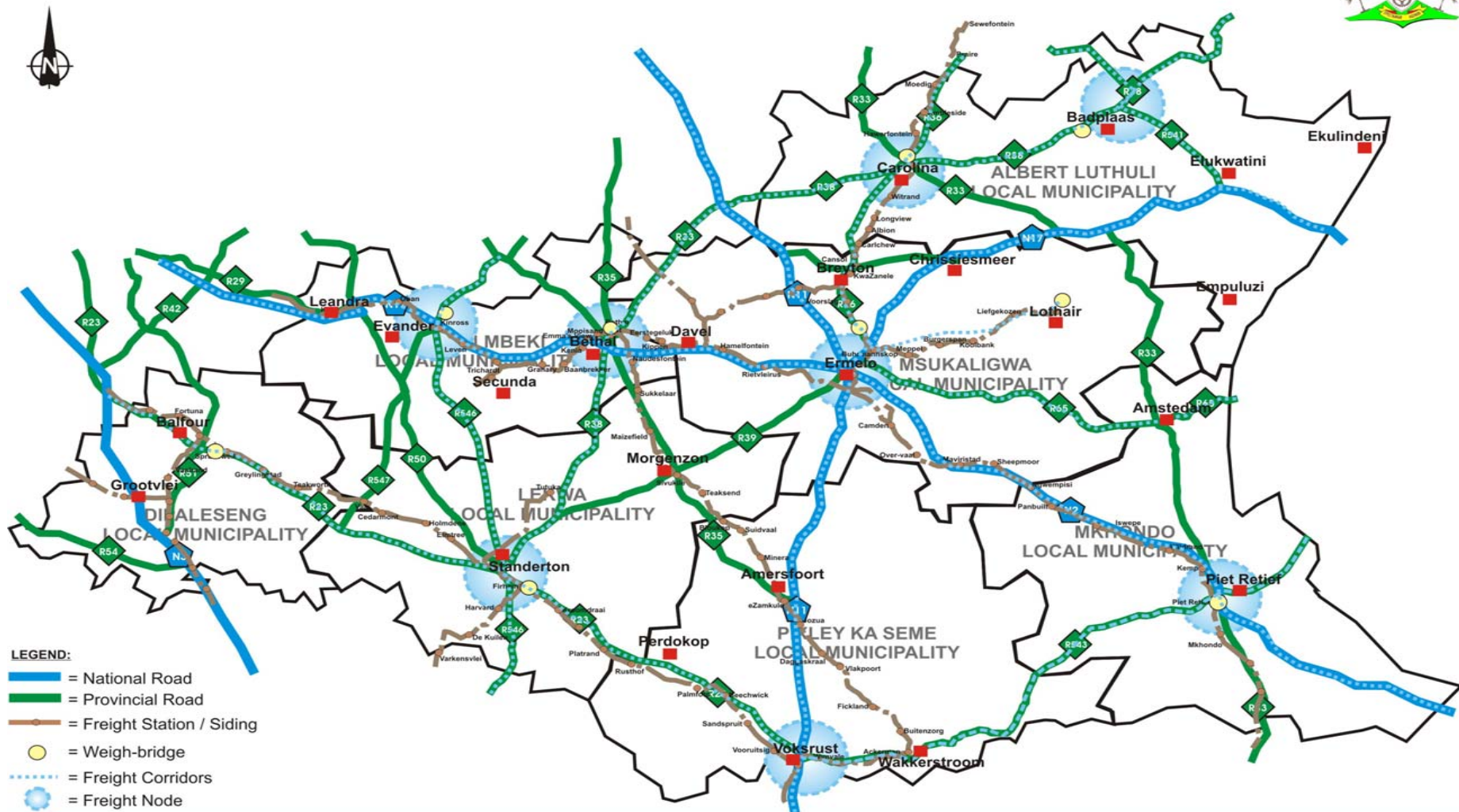
Key issues pertaining to Roads and Transportation includes among others the following

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









MPUMALANGA PROVINCIAL GOVERNMENT
DEPARTMENT OF ROADS AND TRANSPORT

Freight Transport Facilities

1.10 Social Development and Community Services

1.10.1 Community Facilities (Summary)

There is a wide range of community facilities and services available within GSDM. The focus of the District is not only on the number and spatial distribution of such facilities, but also on the nature and quality of services provided in such facilities to optimise their functionality, and thus accessibility of services by all the communities.

In addition to these facilities, the District also adopted the concept of a Thusong Services Centre formerly Multi Purpose Community Centre to provide a comprehensive range of services under one roof in an effort to provide all residents in the GSDM area one-stop access to services within their proximity (± 10 KM). The depiction in the table below is however not what should be as 5 Locals Municipalities only have 1TSCs, with only Msukaligwa and Dipaleseng having 4 each.

Table 31: Community Facilities

Status	Albert Luthuli	Msukaigwa	Mkhondo	Ka Pixley Seme	Lekwa	Dipaleseng	Govan Mbeki
Private Hospitals	0	1	0	0	1	0	2
Primary Health Clinics	19	6	5	7	5	4	10
Mobile Clinics	3	4	1	2	2	3	4
Government Hospitals	3	1	1	2	1	0	2
Private Doctors	2	20	12	10	17	5	36
Dentists	2	1	3	1	4	1	15
Gynaecologists	1	0	0	0	0	0	4
Internists	0	0	0	0	0	0	3
Ear specialists	0	0	0	0	0	0	3
Eye specialists	4	0	0	0	0	0	0
Social workers	17	12	10	3	2	3	12
Pension Pay-out Points	26	6	12	6	3	4	6
Places of care	0	20	0	0	0	0	0
Hospices	6	0	6	3	1	1	3
Inst. Disabled	1	0	0	0	0	1	4
Old Age home	3	0	1		1	1	5
Day care centres/ crèches	38	40	32	24	18	23	97
Police stations	7	5	5	3	4	4	9
MPCC	1	4	1	1	1	4	1
Post offices	4	5	1	4	2	3	6
Community halls	13	6	7	8	5	4	9

Source: Local Municipalities Data 2006

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

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

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

1.10.2 Municipal Health and Social Services

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

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

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

1.10.2.1 Health Surveillance of Premises

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

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

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

1.10.2.2 Health Surveillance and Prevention of Communicable Diseases, excluding immunizations

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

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

- Facilitate and improve collaboration with department of health and private service providers in reporting and tracing of all noticeable communicable diseases within the district
- Increase prevention and mitigation measures to deal with communicable and Vector borne diseases
- Improve communication and joint planning in mitigation and preventative measures

1.10.2.3 Food Control

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

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

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

1.10.2.4 Disposal of the dead (cemeteries)

The District is confronted with the challenges of ensuring a safer and healthy services in relation to disposal of the dead, these challenges are that of burial service providers' [mortuaries] non-

compliance to minimum standards, the uncontrolled or unregulated burial sites and the monitoring of the old cemeteries and traditional cemeteries, the district has completed the study of the capacity of available cemeteries and has provided all local municipalities with recommendation on the management of all existing cemeteries and future needs

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

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

1.10.2.5 Chemical Safety

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

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

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

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

1.10.2.6 Vector control

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

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

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

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

1.10.2.7 Water Quality

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

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

The Vision of the laboratory is:

"To be a laboratory of choice for Local Municipalities and other stakeholders within the district and beyond." And

The Mission.

"To facilitate the delivery of good quality water to communities within the Gert Sibande district area."

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

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

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

1.10.2.8 Waste Management

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

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

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

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

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

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

1.10.2.9 Air Quality Management

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

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

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

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

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

1.10.2.10 Environmental Pollution Control

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

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

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

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

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

1.10.2.11 Waste Management, excluding refuse disposal

The District has completed the process of assessing the capacity and the management of the landfill sites, the main challenge is ensuring that all landfill site must be permitted and the proper closure of all unused landfills, the District is also in partnership with its constituent local Municipalities looking at coordinating the review and development of integrated waste management plans, By- laws and operational plans , these process is still at its infancy stages, the comprehensive approach for waste management is the future approach for all involved including the generators .

Table 32: Waste quantities per category, per municipality as of 2005

Municipality	Domestic	Building Rubble	Garden	Hazardous	Industrial	Total Waste Produced	Total Waste Produced
	Tons per Month	Tons per Month	Tons per Month	Tons per Month	Tons per Month	Tons per Month	Tons per Annum
Albert	173	15	25	0*	0	213	2 556
Dipaleseng	33	10	6	0*	1	501	5941
Govan	15 611	1 463	2 342	0*	86	19 502	234 024
Lekwa	1 540	535	1 165	0*	0	3 240	38 880
Mkhondo	3 972	63	212	0*	141	4 388	52 656
Msukaligwa	799	330	151	4	0	1 280	15 360
Pixley ka	1 001	35	99	0*	5	1 140	13 680
Total	23 129	2 451	4 000	4	233	29 813	357 750

Source: GSDM IWMP figures – April 2005

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

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

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

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

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

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

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

In line with the adopted IWMF, the District embarked on the process of a feasibility study to establish a regional landfill site in Ermelo which was completed in 2008/2009 financial year. The process of procuring a contractor to construct the landfill site is being implemented in this 2009/2010 financial year when the 1st phase of the project is expected to commence during the 2009/2010 financial year.

Table 33: Number of Formal Households with Access to Waste Collection

Municipality	Level of service	No. of h/holds & Business sites	No. of h/holds serviced (formal)	No. of h/holds services (informal & Rural)	Challenges
Albert Luthuli	Household removal once a week using compactor, trucks and skip master-bins	44 237	23 190	2 667	Financial resources, inadequate equipment and unregistered land fill sites
Dipaleseng	Households removal once a week using one truck	10 472	5 457	3 876	Financial resources, inadequate equipment and unregistered land fill sites
Govan Mbeki	Household removal once a week using compactors, tractors with trailers and 45 X 6m skips	69 167	60 123	9 044	Financial resources, inadequate equipment and unregistered land fill sites
Lekwa	Household removal once a week using compactors and tractors with trailers	22 101	13 695	8 406	Financial resources, inadequate equipment and unregistered land fill sites
Mkhondo	Household removal once a week using compactors and tractors with trailers	12 801	10 737	2 064	Financial resources, inadequate equipment and unregistered land fill sites
Msukaligwa	Household removal once a week using tractors and trailers	23 445	19 428	4 017	Financial resources, inadequate equipment and unregistered land fill sites
Pixley Ka Seme	Removal once and twice a week to RDP standard and above.	12 597	10 518	2 061	Financial resources, inadequate equipment and unregistered land fill sites

Source: GSDM IWMP, 2007

Table 34: Estimated budget to eradicate waste management backlogs in GSDM

Municipality	Current cost of service (R million)		Estimated costs (R million)		Total Finances Needed (R million)	%
	Operating	Capital	Operating	Capital		
Govan Mbeki	131 495	100 332	91 912	139 916	231 827	26%
Msukaligwa	19 916	103 959	77 206	46 670	123 875	14%
Mkhondo	30 129	112 803	96 635	46 296	142 932	16%
Pixley Ka Seme	34 796	32 402	29 476	37 722	67 198	8%
Lekwa	82 170	49 560	73 956	57 774	131 730	15%
Dipaleseng	31 496	22 438	27 160	26 773	53 933	6%
Albert Luthuli	80 510	52 297	35 164	97 644	132 807	15%
GSDM	410 512	473 790	431 508	452 794	884 302	100%

Source: GSDM IWMP, 2007

Table 34 above reflects the funding requirements for this function as of May 2006 that the local municipalities and the District are faced with, which may have dramatically appreciated to date. The challenge therefore is to annually find resources to start the process of addressing the current backlogs as per the current economic growth if this is not mitigated as warranted, the current situation may be catastrophic. The District is therefore committed to pull and mobilise resources from other sector stakeholders to address these backlogs.

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

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

At Pixley ka Seme Local Municipality, an Integrated Waste Management Plan is in at the planning process and the following 4 landfill sites are not licensed:

Amersfoort / Ezamokuhle, Volksrust / Vukuzakhe, Wakkerstroom / Esizameleni and Perdekop / Siyazenzela. All urban areas have access to refuse removal except Daggakraal / Sinqobile.

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

Table 35: Summary of the status quo in each municipality with regard to this function:

District	No of Legal sites required	No of available sites	Backlog
Gert Sibande			
Albert Luthuli	0	5 (illegal)	5
Msukaligwa	6	1 (licensed)	5
Mkhondo	3	1 (licensed)	2
Pixley ka Seme	4	4 (illegal)	4
Lekwa		2 (Unlicensed)	2
Dipaleseng	3	1	3
Govan Mbeki	1	0	1

Source: GSDM –WSDP May 2006

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

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

1.10.3 Sports and Recreation Programmes and Projects

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

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

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

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

1.10.4 Disability Coordination and Support

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

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

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

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

1.10.5 Youth Development

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

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

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

- Inadequate or inappropriate strategies and programs for Youth development , including opportunities for employment for young people
- Minimum Youth Participation in Local Government matters
- Ineffectiveness of Youth developmental organisations [Youth Councils]
- Uncoordinated, unfocused Policy development to comprehensively deal with Youth matters by all stakeholders
- Lack of Youth viable strategic partnership with relevant stakeholders [private & public institutions]
- Lack of involvement of youth in Monitoring municipality compliance on policy matters
- Training of youth units
- Training the youth co-operatives
- Youth Summit and the adoption of the youth development policy and strategy
- Facilitate development of a comprehensive data base of youth or child headed households
- Strategic Youth training and development program that will respond to specific skills needs in the District
- Facilitation and support of specific economic interventions for the youth to actively participate in the district main economic streams or access the local markets

1.10.6 Gender

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

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

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

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

Key Issues pertaining to Gender includes among others the following:

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

1.10.7 Rights of Children

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

responding to some of these challenges our District is committed to mobilise all the relevant stakeholders within our communities to support all initiatives intended to ensure upbringing of children in a safer and healthy neighbourhoods, as they are being prepared to lead and inform decisions of future generations.

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

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

1.10.8 Thusong Services Centres (TSCs)

The following Thusong Service Centres were in existence since 2005:

- Mpuluzi Albert Luthuli Municipality
- Tholulwazi Govan Mbeki Municipality

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

- Mbangwane Thusanong Center
- Wonderfontein Thusanong Center
- Leandra Thusanong Center
- Breyten Thusanong Center
- Driefontein Thusanong Center
- Marapyane Thusanong Center
- Moremela Thusanong Center
- Louiseville Thusanong Center, and
- Siyathemba Thusanong Center

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

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

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

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

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

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

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

1.10.9 Harnessing Safer, Secured and Healthier Neighbourhoods

1.10.9.1 HIV/AIDS

Mpumalanga Province is among the three Provinces namely KwaZulu-Natal, Mpumalanga and Eastern Cape with high infection rates. Recent HIV and AIDS Stats from the 2008 National Antenatal Sentinel HIV & Syphilis Prevalence Survey where the province has shown increase in the prevalence. There is however a slight change with GSDM where we attest to a 0.01 decrease in the prevalence among the antenatal women after an increase between 2006 and 2007. The highest prevalence rate is amongst illiterate members of the society, the youth and young adults and lower income earning groups within the District.

The impact of HIV and AIDS is beginning to have a negative impact as there are now more Orphans and Vulnerable Children who are becoming a burden to the Community. Grand Parents are left with these children and have to take care of them when their parents die of HIV and AIDS related illnesses. Migration due to lack of job opportunities in home towns increase the risk as there is a possibility to exchange sex partners. The Economy of the District is affected as the most at risk is the same cohort which should be supplying the labour force. Municipalities are the closest link to the Communities and are faced with the responsibility of educating, empowering them and taking care of the Orphans and Vulnerable Children. Programs and Projects are Implemented beginning from Local Municipal Level up to the District Level to assist the Communities to generate money and feed their families.

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

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

Lack of permanent HIV and AIDS Coordinators has led to poor Implementation of Programs and Projects for HIV and AIDS. The District has been tasked with speeding up the process of appointing HIV and AIDS Coordinators as this is a pressing issue which cannot be put aside.

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

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

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

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

1.10.10 Safety and Security

Like any other municipality across the country, the District is challenged with crime related issues, in collaboration with the strategic partners and stakeholders the District is making a way forward in fighting crime.

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

Key Issues pertaining to Safety and Security

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

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

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

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

Disaster Management

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

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

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

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

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

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

Table 36: District Disaster Management Capacity

Gert Sibande	No. of Disaster staff	No. of Fire staff	No. of rescue vehicles	No. of Traffic Personnel	Disaster Plan
Albert Luthuli	1	2	3	5	Draft
Govan Mbeki	1	33	15	46	None
Msukaligwa	2	15	8	9	Adopted, Jan 2008
Dipaleseng	1	0	2	7	None
Lekwa	1	23	11	15	Draft
Mkhondo	1	4	2	8	None
Pixley ka Seme	1	0	7	11	Draft
Gert Sibande	2	0	1	0	Draft

Source: Local Municipalities Data 2007

INTERGRATED INSTITUTIONAL CAPACITY

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

During the current financial year, GSDM committed itself to the building of three (3) disaster sub centres in Dipaleseng, Mkhondo and Albert Luthuli LM's respectively. We are also in process of equipping the District centre with standard equipment for the effectively functioning of centre. The District has assisted Lekwa and Msukaligwa local municipalities to establish disaster management forum in their areas respectively.

DISASTER RISK ASSESSMENT

GSDM has trained the officials from LM's on how to conduct risk assessment that they can continuously update the risk profile. The risk assessment has been conducted in the urban areas of District and is still to be finalized in the rural areas and farms.

RISK REDUCTION

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

DISASTER RESPONSE AND RECOVERY

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

LACK OF TRAFFIC PERSONEL

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

LACK OF FIRE FIGHTERS

Furthermore the District has trained 24 volunteers in first-aid, fire fighters and hazmat awareness courses for them to be on the entry level of fire fighters and be given to LMs. During 2004/2005 financial year, the GSDM conducted risk assessment within its area of jurisdiction in order to ascertain all risks and potential hazards that are likely to happen and may constitute disaster if they are not considered, reduced, mitigated or prevented.

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

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

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

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

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

1.10.11 Education

1.10.11.1 Literacy and Education Levels

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

Table 37 below indicates that Govan Mbeki has the highest (74.3%) number of functionally literate people and Mkhondo has the least (50.1%). With the exception of Govan Mbeki, the literacy rates of all the Gert Sibande municipalities remains below the national average of 71.3%.

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

Table 37 below estimates that 16.7% of the Gert Sibande population aged 15 and above have no form of schooling; 23.3% have gone up to between grades 7 & 9 while only 18.4% have reached matric. Only 1.2% of the eligible population have a bachelor's degree. The observation from the

above educational statistics is that they are within the provincial and national ranges. With the youth forming the majority of the Gert Sibande population it is highly imperative that education and skills development is given priority attention in the allocation of resources by the various spheres of government.

Table 37: Highest Level of Education: Age 15+

	Gert Sibande	Albert Luthuli	Msukaligwa	Mkhondo	Pixley Ka Seme	Lekwa	Dipaleseng	Govan Mbeki
Highest level of education: age 15+ in 2007								
No schooling	103,186	24,278	15,231	19,042	12,399	9,513	4,718	18,004
Grade 0-2	14,684	2,126	1,652	2,676	1,546	2,687	1,031	2,966
Grade 3-6	86,101	13,544	11,649	14,384	8,537	12,871	4,302	20,813
Grade 7-9	152,978	27,313	22,097	21,723	13,364	20,776	6,433	41,272
Grade 10-11	134,666	25,617	19,991	17,768	9,747	15,931	5,421	40,192
Less than matric & certif/dip	3,766	507	524	394	309	484	170	1,377
Matric only	120,019	18,952	17,041	13,842	7,864	14,576	4,060	43,684
Matric & certificate / diploma	27,631	4,412	3,907	2,548	1,981	3,349	797	10,638
Matric & Bachelors degree	6,972	978	927	657	555	835	169	2,852
Matric & Postgrad degree	2,573	221	252	203	211	321	73	1,292
2008								
No schooling	97,495	22,863	14,465	18,055	11,853	8,991	4,444	16,825
Grade 0-2	15,000	2,155	1,693	2,736	1,596	2,751	1,052	3,015
Grade 3-6	83,363	13,122	11,339	14,001	8,348	12,480	4,163	19,910
Grade 7-9	154,117	27,402	22,333	21,937	13,614	21,003	6,464	41,365
Grade 10-11	142,580	27,127	21,199	18,916	10,438	16,922	5,722	42,255
Less than matric & certif/dip	4,239	605	593	452	356	530	197	1,506
Matric only	123,428	19,593	17,521	14,348	8,176	14,997	4,162	44,632
Matric & certificate / diploma	29,572	4,762	4,164	2,742	2,133	3,592	847	11,331
Matric & Bachelors degree	7,375	1,026	973	695	590	888	178	3,025
Matric & Postgrad degree	2,608	223	252	206	215	326	74	1,312
Functional literacy: age 20+, completed grade 7 or higher in 2007								
Illiterate	203,524	41,905	28,720	37,161	22,383	24,029	10,232	39,094
Literate	341,733	49,455	49,903	38,760	23,719	45,332	13,153	121,410
2008								
Illiterate	192,555	39,953	27,238	35,924	21,845	22,703	9,810	35,083
Literate	360,084	52,342	52,635	40,956	25,038	47,817	13,773	127,522

Source: GSDM IDP Directorate (Base Data: Global Insight South Africa: Regional Explorer 421 (2.2j),

1.10.11.2 Education Facilities

Table 38 above reflects the level of education infrastructure available within the District, and the spatial distribution thereof. The challenge is still to provide adequate and appropriate facilities to meet the needs of the community, especially the disabled and learners with special care needs.

Table 38: 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 data and Sector Departments

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

It is also clear that there is no institution of higher learning, university, within the District area. There are plans to establish Mpumalanga University which will have 3 campuses one in each district. As indicated that 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 will offer specialised training on Agriculture and Forestry to cater for the already thriving industries in the region. This will have a major contribution impact on skills development in the region while ensuring that the youth becomes a skilled and capable workforce which is the national priority.

Key Issues pertaining to Education includes among others the following:

- Equitable distribution of Education facilities;

- Inadequate Institutions of Higher Learning;
- Pupil/Teacher Ratio
- Lack of coordinated approach towards skilling of communities; and
- Optimal and effective utilization of all Educational facilities.
- Maintenance of Farm Schools
- University catering for the skills needed by the District

1.10.12 Cemeteries and Graveyards

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

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

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

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

1.11 Intergovernmental Relations, Good Governance and Public Participation

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

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

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

1.11.1 Municipal Audit Committee

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

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

1.11.2 Community Participation and Communication Mechanisms

The Gert Sibande District Municipality continuously prides itself with progress made on issues of Local government communication. The unit has ensured proper dissemination of information and ensure that the people of the district are informed of plans and projects provided by the district council. The unit is responsible for all district marketing, branding, research, media liaison and stakeholder relation. This was confirmed by yet another SALGA award recognising district as best performing municipality on issues of local government communication in the province by SALGA.

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

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

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

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

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

TABLE 39: STATUS QUO REPORT: PROGRESS ON DEVELOPMENT OF COMMUNICATION STRATEGY/POLICY AND ESTABLISHMENTS OF LOCAL COMMUNICATORS FORUM

MUNICIPALITY	Communication Strategy adopted by council	Establishment of Communications Unit in line with National guide	Number of Staff Employed	No. of Mayoral izimbizo planned for 2010/11	LCF'S	COMMUNICATION POLICY
GOVAN MBEKI	Approved	YES	1	5	Yes	Draft
ALBERT LUTHULI	Approved	NO	1	5	YES	NONE
LEKWA	Approved	NO	0	6	NONE	NONE
MSUKALIGWA	Approved	YES	2	6	YES	NONE
DIPALISENG	Delayed submission to council	NO	1		NONE	Draft
PIXLEY KA SEME	Approved	NO	1 Acting	4	NONE	DRAFT
MKHONDO	NONE	NO	1	10	NONE	NONE
GERT SIBANDE	Approved	YES	4	16	DCF-YES	Noted by council and sent to legal experts

Key issues pertaining to communication:

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

1.11.3 Public Participation

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

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

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

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

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

All issues pertaining to the development of the District are deliberated upon by all this structures, which are composed of multidisciplinary stakeholders in their organised forms. They meet regularly throughout the year to deliberate on developmental challenges

confronting the District, and in so doing harness their shared understanding of these challenges and required interventions thereof.

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

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

1.11.4 Traditional Leadership

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

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

Section 211 (Recognition)

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

Section 212 (Role of Traditional Leaders)

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

- a) National or provincial legislation may provide for the establishment of houses of traditional leaders; and
- b) National legislation may establish a council of traditional leaders.

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

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

As such Traditional Leaders have come to the realization that they should not only play a role in giving permission for conglomerates to extract wealth within their communities but that they should work towards ensuring that their communities benefit from the business transactions. Accepting that traditional communities 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.

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

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

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

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

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

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

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

- The severe service delivery backlogs in rural areas and the inadequate communication between the institution of traditional Leadership and the Municipalities on development initiatives has caused a huge outcry from the rural communities.

- There is a noticeably low level of involvement of the rural communities in the Municipal integrated development planning (IDP) processes.
- Deliberate exclusion of the Traditional Leaders by some municipalities from the IDP processes under the pretext that they know what was required by these communities, and some Traditional Leaders did not want to participate in the Municipal processes.

1.11.5 Supporting Local Municipalities

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

1.11.6 Partnerships

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

1.11.6.1 Partnership with traditional leaders

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

1.11.6.2 Partnership between the GSDM and UGU District Municipality

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

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

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

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

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

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

1.11.6.3 Partnership between GSDM and Umhlathuze Water

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

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

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

1.11.6.4 Strategic alliance with ABSA

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

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

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

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

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

1.11.6.5 Corporate Social investment

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

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

Affordable housing

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

Alliance with SASOL

The District has engaged SASOL with an aim of establishing a strategic alliance where both parties could benefit the communities. It has been an anomaly that, even though SASOL exists within the Gert Sibande area of jurisdiction, but the majority of the communities within the District have not benefited through its existence. Both SASOL and the District have agreed to work out a partnership that could result in some benefits accruing to the local communities.

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

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

1.12 Conclusive Summary: SWOT Analysis and Key Issues

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

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

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

1.12.1 Swot Analysis

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

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

1.12.2 Key Issues

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

Priority Area	Key Issues
Capacity Building and Training	<ul style="list-style-type: none"> • Retention and scarcity of skills (Engineers, Accountants, Planners etc) • Capacity development of officials and Councillors • Job Evaluation process • Performance Management & Monitoring • Compliance with legislative requirements • Human Resources Information System • Organisational grading – pay curve • Recruitment and Selection (scarce skills) • Welfare and well-being of staff • Capacity of officials, Consultants and Contractors
Youth Development	<ul style="list-style-type: none"> • No appropriate strategies and programs for Youth development, including opportunities for employment for young people • Minimum Youth Participation in Local Government matters • Ineffective of Youth developmental organisations[Youth Councils] • No Policy development for Youth matters • Lack of Youth viable strategic partnership with relevant stakeholders [private & public institutions] • Lack of involvement of youth in Monitoring municipality compliance on policy matters
Capacity Building and Support for the Disabled	<ul style="list-style-type: none"> • Develop programs and mechanisms to support disabled forums. • To facilitate support for implementation of policies for the disabled in the local municipalities • To champion and assist in the development and support of the disabled in the District. • Integration and support of local municipalities to develop and support disabled programs.

Sports, Arts and Culture	<ul style="list-style-type: none"> • Lack of Coordination and Support for Effective Participation of Youth in Sports, Arts and Culture • Ineffective Promotion and Development of local talent in Sports, Arts and Culture • Facilitation and Support of local municipalities in development of Sports, Arts and Cultural facilities and traditional Arts
Office of the Children's Rights	<ul style="list-style-type: none"> • Lack of support and coordination for the emancipation, protection and support for children in need and distress
Committee Service:	<ul style="list-style-type: none"> • Timeous submission and approval of items • Timeous preparation and delivery of Agendas for at least 7 days before meetings (Council) and 3 days (Mayoral Committee). • Finalisation of minutes soon after meetings in order to execute resolutions urgently.
IT service:	<ul style="list-style-type: none"> • Ensuring that computers are upgraded on generally accepted intervals (3 years for laptops, 4 years for desktop computers and 5 years for printers). • Software upgrades to ensure maintain a high standard. • Accepted data storage, backup and recovery programs and procedures. • Enable optimally functional District wide GIS
Organisational Structure	<ul style="list-style-type: none"> • Putting in place an organizational structure that will enable the Council to structure and transform itself in a manner that will harness its capability to adequately respond to its mandate. • Create a conducive environment that will harness creation of a happy team of employees, and thus lead to a sustainable organisational memory due to high retention of productive personnel. • Need to construct suitable and accessible accommodation for the District Municipality.
Powers & Functions	<ul style="list-style-type: none"> • Need to undertake an audit of all the powers and functions been currently performed by varying stakeholders in the District
Skills Development and Capacity Building:	<ul style="list-style-type: none"> • Mobilizing all stakeholders to enter into a partnership and commit towards a comprehensive strategy aimed at addressing skills shortage in and around the Region • Addressing shortage of scarce and critical skills concomitant with the growing regional economic demands. • Optimising the capacity of Municipalities to effectively perform their functions through continuous skilling of Municipal Employees.

Municipal Financial Viability	<ul style="list-style-type: none"> • Successful implementation of the Property Rates Act • Standardisation of financial aspects throughout the District. • Sufficient resources to enable municipalities to respond to their mandate. • Adequately supporting all Local Municipalities in all financial matters as and when called upon to do so. • Compliance to all the Local Government Legislation's Financial Management prescribes. • Maintaining a clean Audit across the District. • Ensuring sound Financial Management practices
Local Economic Development	<ul style="list-style-type: none"> • Partnerships towards progressively responding to skills need by the growing Regional Economy. • Visible promotion of SMMEs • Visible promotion of Tourism aspects of the Region • Place Marketing of the Region as a whole. • Increasing local beneficiation and shared Economic Growth across the District • Promoting and supporting sustainability of the existing businesses within the District. • Identification and implementation of high impact LED projects/programmes. • Providing support services, mentorship and investment towards ensuring sustainability and effective utilization of farms attained through Land Reform Programme
Water Services	<ul style="list-style-type: none"> • Progressively ensuring that rural communities enjoy the same rights and benefits as urban communities in terms of free basic services and provision of housing. Much has been done to provide water [bore holes] and sanitation [VIP toilets] on most farms. Continuous engagements will be used to resolve and address these challenges. • The legacy of service provision in all the Local Municipalities needs attention with the challenges of low payment rates for services, small tax base, little investment or no significant economic activities. • Sustainable use and conservation of Water (Water resources) • The modelling of infrastructure through water conservation and demand management studies to reduce losses in the reticulations (Water reticulations). • Performance of a bulk water master plan study for the entire District.

	<ul style="list-style-type: none"> • Eradication of the remaining water and sanitation backlogs • Performance of status quo investigations of water services treatment plants to establish the refurbishment and O & M costs and other critical operations information. • The refurbishment and proper operation of the Water and Sewage treatment plants • The proper allocation of funding to the operations and maintenance budgets for the water and sewage treatment plants and associated infrastructure. • The training of operators of the water and sewage treatment plants. • The establishment of an accredited water quality testing laboratory within the GSDM. • The establishment of systems for the proper monitoring and testing for potable and effluent water quality. • The rationalisation of the operations reporting information systems into a District wide reporting system to improve efficiencies and customer service. The establishment of an accredited water quality testing laboratory within the GSDM. • The performance of an asset management study, for the consolidation of all information regarding the existing infrastructure assets within the GSDM that is currently belonging to the LM's and the GSDM. • The performance of an infrastructure investment strategy for the entire GSDM, taking into account all the services that are provided within the GSDM. • Financial Constraints
Electricity	<ul style="list-style-type: none"> • Eradication of the remaining backlogs
Human Settlement	<ul style="list-style-type: none"> • Need to speedily address challenges relating to allocation of units per Municipality. • Need to increase the pace with which houses are provided. • Supporting Municipalities with the purchasing of land for residential purposes. • Need to come up with a comprehensive Integrated Human Settlement Strategy for the District. • Need to proactively prevent emergence and spread of informal settlement whilst formalising the existing

	backlog.
Land Use and Spatial Structure:	<ul style="list-style-type: none"> • Inconclusive and less informative Spatial Development Frameworks; • Fragmented Town Planning Schemes. • Inadequate knowledge of land ownership and uses of varying pockets of land across the District • Addressing the problems related to using obsolete Town Planning Schemes that are reactive to development • Addressing the capacity related issues with regard to planning. • Lack of exclusive authority to create Townships and amend Municipal planning schemes. Developers may choose whether to lodge Land Use applications Municipalities or to the Provincial Development Tribunals, two Forums that use differing criteria to make decisions.
Roads and Transportation	<ul style="list-style-type: none"> • Addressing the over usage of roads by heavy coal haulage and other freight trucks • Addressing the current state of poorly repaired roads in the District. • Reducing to acceptable levels the volume of haulage trucks on the roads • Improving or reducing the road hazard potential caused by large volumes of overloaded trucks on the roads • Lack of overload monitoring and enforcement resources in the District
Community Facilities:	<ul style="list-style-type: none"> • Equitable distribution of facilities across the District as per the spatial dynamics; • Efficient use of these facilities by communities; and • Coherent approach to construction of these facilities among all stakeholders.
Sports and Recreation:	<ul style="list-style-type: none"> • Vandalism to upgraded facilities. • Addressing the substandard nature of sports facilities • Upgrading/developing at least one sports facility in the District into a regional sports complex. • Upgrading six other facilities to meet the standards acceptable for the various national sport codes including 2010 soccer games
Thusong Service Centres:	<ul style="list-style-type: none"> • Rate at which TSCs are build/established; • Buy in by Government Departments; and • Need for Youth and Women empowerment services therein
HIV/AIDS:	<ul style="list-style-type: none"> • High rate of unemployment and poverty • Low literacy rate • Lack of coordinated regional approach in responding to challenges posed by HIV/AIDS

	<ul style="list-style-type: none"> • Non-existence of coordinated partnerships as a result of lack of commitment and dedication, insufficient relevant information and knowledge, non appointment of dedicated staff members and inadequate resources. • Need for specialised housing for terminally ill and Wheelchair bound people.
Disaster: Management	<ul style="list-style-type: none"> • Integrated Institutional capacity • Disaster Risk Assessment • Disaster Risk Reduction • Disaster Response and related Recovery • Lack of traffic personnel and their resources • Lack of fire fighters personnel • Lack of disaster management personnel in LMs • Inadequate response vehicles and equipments • The review and development of disaster policy framework, disaster management plans and contingency plans for LMs as well as GSDM.
Education:	<ul style="list-style-type: none"> • Equitable distribution of Education facilities; • Inadequate Institutions of Higher Learning; and • Lack of coordinated approach towards skilling of communities
Waste Management	<ul style="list-style-type: none"> • Unpermitted & illegal land fill sites • Increase in waste generation with no sufficient corresponding planning of future sites • Un-maintained land fill sites • Use of old and obsolete equipment • Increased maintenance costs • Insufficient skilled personnel to adequately man the waste management sections of the municipality • Unresponsive IWMP to deal with real issues on the ground • Existence of some sections of the community not receiving waste collection service
Health and Environmental Issues	<ul style="list-style-type: none"> • Drafting and Adoption of District by- Laws to regulate Municipal Health Services and Environment • Recruitment and retention of specialised and skilled personnel to render municipal health and environment issues • Acquirement of specialised equipment for monitoring and detection of health and environmental pollutions or agents including ambient air quality • Air quality management
Cemeteries and Graveyards	<ul style="list-style-type: none"> • management of cemeteries • monitoring of cemeteries for environmental impacts • future planning for land needs
	<ul style="list-style-type: none"> • Community involvement and key stakeholders participation

**Good Governance and
Public Participation:**

remain a challenge, ward based planning has not yet found its meaningful root. There is still a challenge to have some ward committees [affluent areas] to function effectively.

- Community participation is also still dominated by issues around provision of basic services, and service delivery mechanisms in most local municipalities need improvement.
- Optimal participation of Traditional Leaders in Council's decision-making processes
- Mobilizing strategic stakeholders to participate in our stakeholder engagement initiatives
- Good and excellent governance across the District.
- Place Marketing of the District.
- Dissemination and communication of the District's information to the Public

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

2.1 Our Vision, Mission and Corporate Values

Vision

The Vision of the Gert Sibande District Municipality is as follows:

STRIVING TO EXCEL IN GOOD GOVERNANCE AND QUALITY INFRASTRUCTURE

Mission

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

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

Corporate Values

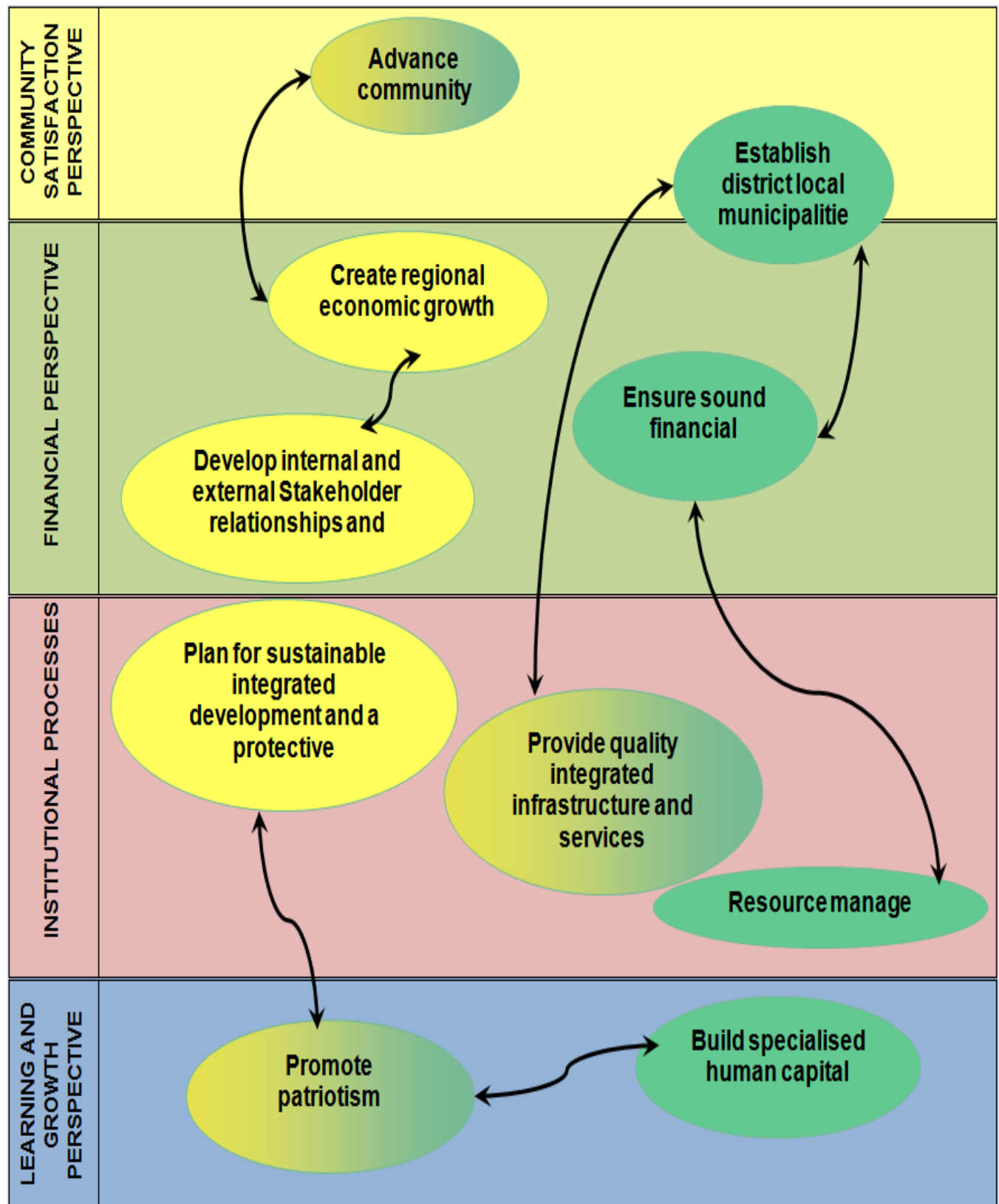
Implementing the above, the Gert Sibande District Municipality subscribes to the following corporate values:

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

Strategic Development Objectives

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

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



2.2 Developmental Objectives, Strategies and Key Performance Indicators (KPIs)

Strategic Objective	Priority Issue	Objective(s)	Strategies			Resp Dept	KPI	Baseline/ current Status (2009/10)	Target		
			Short Term < 2Yrs	Medium Term 3-5 Yrs	Long Term > 5 Yrs				2010/1 1	2011/1 2	2012/1 3
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL TRANSFORMATION											
Improve and sustain Financial, Human Resources and Management Excellence across the District	Institutional Capacity	To create a healthy working Environment within GSDM	Review and Implementation of the EEP	CS	% employees in the highest levels of Management who are Black (A, I, & C)	52.6%	65%	80%	100%		
			Ensure 100% implementation of HR policies as approved by Council	CS	Implementation rate of GSDM HR Policies	75%	85%	95%	100%		
	ICT Services	To ensure alignment of ICT Strategy to GSDM Business Strategy	Implements ICT Strategic Master Plan	CS	No of IT Strategy Programmes which have been implemented	85%	80%	75%	100%		
			Ensure GSDM accessibility of relevant data through IT System linked to the GIS by all the Staff of GSDM and its LMS	CS	% with key data captured in a Management and Geographical Information System	70%	80%	90%	100%		
			Implementation of Disaster Recovery Plan	CS	1 Fully functional Disaster Recovery site	20%	65%	80%	100%		
	Skills Development and Capacity Building	To ensure the District invest in the skills of its employees to fulfill its roles, in line with its WSP	Annual review and optimal implementation of the Workplace Skills Development Plan	CS	% of people trained in line with WSDP	15%	60%	75%	95%		
Restore and maintain the institutional integrity of the District and its constituent LMs	Municipal Powers and Functions	To ensure 100% performance of Powers & Functions as assigned to the District	Perform all Powers & Functions as assigned	CS	% OF Powers and Functions performed by the District against the assigned	60%	90%	100%	100		
	District Municipal	To ensure optimal support to	Definition of working programmes that ensure submission of LMs' Financial Statements	CFO	No of LM Financial Statements timely submitted to the AG	7	7	7	7		

Strategic Objective	Priority Issue	Objective(s)	Strategies			Resp Dept	KPI	Baseline/ current Status (2009/10)	Target		
			Short Term < 2Yrs	Medium Term 3-5 Yrs	Long Term > 5 Yrs				2010/11	2011/12	2012/13
	Support Services	LMs within Legislative defines	Co-ordinate Quarterly CFOs' Forum	CFO	No of functional CFOs Forum meetings successfully convened and attended	4	4	4	4		
			Establish a shared support Centre at GSDM	ITS/CS/CFO	Fully functional shared Services Centre	0	1	1	1		
	Organization al Performance Management	To inculcate the culture of excellence and performance management, monitoring & evaluation within the District	Development and implementation of sustainable Organizational PM system (DM):- Review of PM system.	MM	% increase in organizational performance	80%	95%	100%	100%		
					# of Section 57 signed performance agreement with the MM	4	4	4	4		
					# of quarterly Performance reports generated, submitted and finalized by the Performance Audit Committee	4	4	4	4		
			Development and implementation of sustainable Organizational PM system (LM's) Harmonize all PM system across the District.		# of LMs having developed, adopted and implemented the Organizational PM System	3	5	8	8		
SPATIAL RATIONALE AND MUNICIPAL PLANNING ALIGNMENT											
Stimulate integrated and sustainable and shared Regional Development through aligned Spatial Planning	Municipal IDP	To ensure that all planning and development is done according to SDF principles	Support local municipalities in development of IDPs:- Improve integration, alignment and co-ordination of plans and programmes Continuous IDP monitoring and evaluative through PMS.	MM	Increase in number of Municipal IDPs certified credible in the District	3	6	8	8		
					Number of IDPs compliant to Legislative provisions	7	8	8	8		
					HDI improvement as a result of optimal implementation of Municipal IDPs	0.52	>0.52	>0.52	>0.52		
	SDF, LUMS & Land Reform		Support LMs with the development and review of their respective SDFs to ensure alignment with the District	ITS	Number of LMs with the SDFs reviewed and aligned to that of the DM	2	7	7	7		
			Facilitate and Coordinate development of coherent LUMS throughout the District	ITS	No of LMs having developed LUMS	1	2	5	7		

Strategic Objective	Priority Issue	Objective(s)	Strategies			Resp Dept	KPI	Baseline/ current Status (2009/10)	Target		
			Short Term < 2Yrs	Medium Term 3-5 Yrs	Long Term > 5 Yrs				2010/11	2011/12	2012/13
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT											
Improve and sustain Financial, Human Resources and Management Excellence across the District	Financial Management	Ensure 100% receipt of funds registered in the DORA	Implement Division of Revenue Act (DORA)			CFO	% Gazetted funds received versus the Gazetted amounts	100%	100%	100%	100%
		To ensure that Organizational Finances are managed in an effective and efficient manner	To efficiently and effectively manage the financial affairs of the Municipality in line with Financial Management Requirements: Ensure compliance with prescribed Accounting Standards:- Ensure that income in the form of grants are well expended as well as ensuring accessing additional funding from other spheres of government				% Compliance with accounting standards and systems (GRAP / GAMAP)	100%	100%	100%	100%
							Annual Financial Statements submitted to AG on / before 30 August	1	1	1	1
							# Audit Reports submitted to Audit Committee within 10-days after quarter end	2	3	4	4
	Budget and Expenditure Management Services	Ensure that Budget is adequately prepared and reported on operational strategy to minimize fin impact.	To ensure all budgetary targets are met and that zero overspending occur:- Alignment of SDBIP development to monthly expenditure and implementation. Sensitize other executive directors of the expenditure patterns and management of budgets. To ensure that departments are budgeting realistically and that funds budgeted are used for service delivery			CFO	R value additional grant funding sourced during financial year	R3,2 m	R4m	0	0
							# budgetary legislative deadlines adhered to / # budgetary legislative deadlines as %	100%	100%	100%	100%
							R value additional loan funding sourced during financial year	N/A	R35m	0	0
							R-value Total operating budget	76 688 370	89 947 465	91 166 920	96 529 065
							R-value Salaries budget (including benefits)	59 625 666	66 434 750	70 436 130	74 658 355
							% Reporting within stipulated time	100%	100%	100%	100%

Strategic Objective	Priority Issue	Objective(s)	Strategies			Resp Dept	KPI	Baseline/ current Status (2009/10)	Target		
			Short Term < 2Yrs	Medium Term 3-5 Yrs	Long Term > 5 Yrs				2010/11	2011/12	2012/13
						frames (within 7 days)					
						Average # of days for accounts reconciliation after month end	10 days	10 days	10 days	10days	
	Supply Chain Management	To ensure procurement process that is free from corrupt activities, and promotes Local economic development	Implement Council’s Supply Chain Management Policy and ensure its Legislative compliance:- Streamline and optimize procurement procedures and processes Deliver optimal supply chain management services to all departments in the institution in line with departmental needs	CFO	Average time taken from tender advertisement to award of tender (3 weeks)	4 weeks	≤4 weeks	≤4 weeks	≤4 weeks		
					% of contracts awarded to BEE, Youth, women and disabled (>50%)	>80%	>50%	>60	>60%		
Creation of decent job creation, poverty alleviation, sustainable livelihoods & Rural Development , food security and Land Reform through LED	Regional Economic Growth	To facilitate Regional Economic growth through enhancement of investments and other initiatives	Implementation of Anchor project as identified in the District LED:- Review, monitor and evaluate the implementation of Municipal LED Strategies Review, monitor and evaluate the implementation of Municipal LED Strategies	IGR	No of Municipalities with reviewed LED Strategies	6	8	8	8		
				IGR	No of Regional Anchor Projects identified and initiated	2	4	5	6		
					% increase in GDP	2%	>2%	>2%	>2%		
	Unemployem ent	To reduce unemployment by 50% by 2015			% reduction in unemployment	45%	5.5%	6%	10%		
	Poverty Rate	To reduce Poverty by 50% by 2015		% reduction in Poverty rate	45.4%	4%	7.3%	11.4%			
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT											
Improve the quantity and	Access to Water and	To ensure provision of adequate	Integrated Water Planning Integrated Water Planning	ITS	Review and updating of the Integrated Water Services Development Planning information.	71%	100%	100%	100%		

Strategic Objective	Priority Issue	Objective(s)	Strategies			Resp Dept	KPI	Baseline/ current Status (2009/10)	Target		
			Short Term < 2Yrs	Medium Term 3-5 Yrs	Long Term > 5 Yrs				2010/11	2011/12	2012/13
quality of Municipal basic services to the people	Sanitation	portable water by 2014					Integrated water master planning, water resource to water services management	0%	80%	100%	100%
							Water Conservation and Demand Management strategies implementation	5%	20%	40%	60%
							Infrastructure Investment Strategies development	0%	20%	80%	90%
			Upgrade and Refurbish Water Treatment Works			ITS	No of Water Treatment Works upgraded and refurbished	To be provided	To be provided	To be provided	To be provided
	Integrated Transport Planning	To integrate Public Transport within the District by 2012	Review and Optimal implementation of the ITP			ITS	No of municipalities implementing Integrated Transport Plan (ITP)	7	7	7	7
	Integrated Waste Management Planning	To ensure safe and sound waste management within the District	Co-ordinate operationalisation and roll out of the IWMP at all the LMs				% review of the IWMP	100%	100%	100%	100%
							% progress with the development of the feasibility study	100%	100%	100%	100%
INTERGOVERNMENTAL RELATIONS, GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Deepen democracy through effectively and efficiently functional Public Participation structures, mechanism and processes	Public Participation	To ensure that citizens are given sufficient information, opportunity and encouragement to participate in and influence the affairs of the Municipality	Implementation of Public Participation Programme			CS	No of IDP/Budget Izimbizo scheduled and held	6	7	7	7
	Communications and Customer Care	To promote open and transparent communication with communities	Develop and Implement strategies and action plans to promote transparent and integrated communication within the district area			MM	% external customer satisfaction rating per department (Batho Pele)	90%	90%	90%	90%
						MM	# Intervention and programmes to co-ordinate capacity building initiatives at	8	13	13	13

Strategic Objective	Priority Issue	Objective(s)	Strategies			Resp Dept	KPI	Baseline/ current Status (2009/10)	Target		
			Short Term < 2Yrs	Medium Term 3-5 Yrs	Long Term > 5 Yrs				2010/11	2011/12	2012/13
		and all other stakeholders					LMs				
						MM	# Reports to Mayoral Committee regarding Focus areas in terms of District priorities maintained	2	4	4	4
	Marketing	To promote and market the GSDM district area	Establish status quo of communication vehicles utilized for promotion of GSDM. Develop strategies according to status quo to promote district. Provide local municipalities with strategy to localize for own marketing purposes			MM	% media statements submitted to the media houses within 5 days prior to events taking place	100%	100%	100%	100%
							# of media conferences held per annum	2	2	2	2
							# of External newsletters developed and distributed	4	4	4	4
	Ward Committees & CDWs	To ensure that capacity of community Leadership to support local development is strengthened	Support Municipalities to re-launch, resuscitate and Capacitate all the Ward Committees in line with the Ward Committees Guidelines			CS	% of Ward Committees that have at least met as scheduled	45%	50%	70%	100%
	Create a single window of co-ordination for the support, monitoring and intervention in municipalities within the District	Coherent Decision-Making	To ensure that decisions across the District are taken in a coherent, efficient and effective manner to influence shared developmental direction of the District	Ensure that there is an agreed approach and programme with key stakeholders that are needed to deliver on strategic objectives		IGR	No of Municipalities with whom GSDM has an MOU/SLA which is being implemented	7	7	7	7
						MM	No of National/provincial Sector Departments with whom GSDM has an MOU/SLA which is being implemented	4	>4	>4	>4
			To establish District-Local	Strive to adopt a best Practices and ethics in the conduct of Business and interaction with stakeholders		IGR	Adoption and annual review of standard excellency models and building of Partnerships with Stakeholders	0	1	1	1
				Develop and review of GSDM Intergovernmental Policy		IGR	Final approval of the GSDM IGR Policy by Council	0	1	1	1
	Partnerships	To establish District-Local	Identify and engage local municipalities as strategic			MM	% Municipal service level standards	50%	100%	100%	100%

Strategic Objective	Priority Issue	Objective(s)	Strategies			Resp Dept	KPI	Baseline/ current Status (2009/10)	Target		
			Short Term < 2Yrs	Medium Term 3-5 Yrs	Long Term > 5 Yrs				2010/11	2011/12	2012/13
		Municipalities' Partnerships	partners. Ascertain status quo on the implementation of critical programmes through IGR structures				developed				
							# Service level agreements entered into with LMs	5%	≥7%	≥7%	≥7%
		To establish Partnerships between the District and other social partners	Continuously identify and engage other strategic partners				% Partnership agreements entered into between the District and the identified partners				
Advanced Community Well-being	HIV/AIDS	To improve the health profile of the communities within GSDM	Develop and implement District Health Plan. Inclusive of strategies to reduce HIV/AIDS, TB and other communicable diseases within the District.			IGR	% reduction in HIV/AIDS infections and prevalence	40.5%	4%	5.5%	6.5%
	Disaster Management and safety	To ensure Prompt response and Minimized impact of Disasters	Conduct vulnerability risk assessment for the District. Ensure that outcome is addressed in review of disaster management plan and provided to local municipalities. Ensure Preparedness for possible disasters according to disaster management plan			IGR	2% population affected by disasters	N/A	<2%	<2%	<2%
						CFO	% of Capital budget used for the procurement of response vehicles and other equipment	0	100%	100%	100%
	Municipal Health Services	To provide a equitable and sustainable municipal health services within the District	Optimal performance of the function in line with the Legislative prescripts			IGR	% of planned water samples taken per month	80%	90%	95%	100%
							% of planned food handling and preparation facilities inspections and sampling done per month	60%	80%	85%	85%
							% of planned MHS Sectoral IGR forum meetings set per quarter	75%e	80%	85%	90%
							% of planned awareness campaigns done per quarter	25%	50%	75%	80%
						% of environmental programs/projects	45%	70%	75%	80%	

Strategic Objective	Priority Issue	Objective(s)	Strategies			Resp Dept	KPI	Baseline/ current Status (2009/10)	Target		
			Short Term < 2Yrs	Medium Term 3-5 Yrs	Long Term > 5 Yrs				2010/11	2011/12	2012/13
							done per quarter				
							% of MHS planned programs implemented per quarter	45%	70%	75%	80%
							% of reported complains attend and resolved per quarter	65%	70%	85%	90%
			Establishment and operations of the Water Quality Testing Laboratory				Measure the effectiveness and quality of the testing laboratory utilizing the following KPA's i.e. Number of Non-conformances, Turn around time, First time quality, On time reporting, Customer complaints, Customer satisfaction, Cost per sample.	0	To be determined	To be determined	To be determined
Facilitate the development and strengthening of a politically and administratively sound and stable municipalities within the District	Political Management and Oversight	To ensure sound Political Leadership across GSDM	Strengthen Political Oversight through ensuring optimal functionality of Section 79 and 80 Committees			CS	No of Portfolio Committees optimally functioning	3	7	7	7
	Committee Service for council oversight function	Ensure optimal functionality of GSDM oversight Committee	Prepare the schedule for 79 & 80 Committees			CS	# of fully and effective functioning Portfolio Committees	2	8	8	8
							% attendance per Portfolio Committee		60%	75%	100%

2.3 Projects and Programmes

2.3.1 GSDM Programmes and Projects at constituent Local Municipalities

GSDM Infrastructural Projects At Albert Luthuli								
GSDM KPA	Strategic Objective	Programme	Institutional Project/Initiative	Funding Implementation Agency	Phase No	Budget 2009/10	Budget 2010/11	Budget 2011/12
KPA 2: Basic Service Delivery	Provide quality integrated infrastructure and services	Capital development programme (projects)	Upgrading of Carolina WTW – Carolina	GSDM		2 150,000	0	0
			Upgrading of Mayflower WTW - Empuluzi	GSDM	4	6 7700,000	3,000,000	0
			Upgrading of Ekulindeni WTW - Ekulindeni	GSDM		1 300,000	0	0
			Upgrading of Ekulindeni WTW - Ekulindeni	GSDM		1 300,000	0	0
			Upgrading of Bettiesgoed bulk scheme (Lushuswane water scheme)	GSDM		2,500,000	0	0
			Provision of boreholes & handpumps to deep rural areas -DeWet/Dundonald /Ndonga/Noedeen/ Syde/Ngodini/Armburg/Nlazatshe3/Belvedere/Slovo	GSDM		1 000,000	2,000,000	0
			Basic sanitation for (Rural) Steynsdorp (Construction of VIP's)	GSDM		1,125,000	2,000,000	
			Construction of roads	GSDM		3,500,000	0	0
			Rural Roads	GSDM		500,000	0	0
			Rural Roads – Carolina		New	-	3, 500 000	
			Disaster Management Centre	GSDM	2	-	3 000 000	
			Silobela X3 Sewer Reticulation	GSDM		-	2 000 000	
			Elukwatin Ring Road	GSDM		-	3 000 000	
			Elukwatini Stadium	GSDM		-	500 000	
TOTAL INVESTMENT							19 000 000	

GSDM Infrastructural Projects At Dipaleseng								
GSDM KPA	Strategic Objective	Programme	Institutional Project/Initiative	Funding Implemen tation Agency	Phase No	Budget 2009/10	Budget 2010/11	Budget 2011/12
KPA 2: Basic Service Delivery	Provide quality integrated infrastructure and services	Capital development programme (projects)	Fortuna rising main to Balfour	GSDM		1 465 270	0	0
			New WTP for Greylingstad (Project halted due to non - availability of funds - All Planning work completed for the construction of the plant)	GSDM		410 376	0	0
			Provision of basic water for deep rural area - Boreholes & Handpumps – Ward 2/5&6	GSDM		1 000,000	0	0
			Provision VIP's rural areas	GSDM		1 000,000	0	0
			Rural Roads	GSDM		500,000	0	0
			Payment DBSA Loan	GSDM		470,589	0	0
			Siyathemba- Upgrading and refurbishment of roads		New		3,000,000	
			Greylingstad- Construction of a new Community Hall		2		1,000,000	
			Grootvlei informal area - 750		3		2,000,000	
			Roads		New		3,000,000	
			VIP		Ongoing		1,000,000	
			Boreholes		Ongoing		1,000,000	
TOTAL INVESTMENT							11 000 000	

GSDM Infrastructural Projects At GOVAN MBEKI								
GSDM KPA	Strategic Objective	Programme	Institutional Project/Initiative	Funding Implementati on Agency	Phase No	Budget 2009/10	Budget 2010/11	Budget 2011/12
KPA 2: Basic Service Delivery	Provide quality integrated infrastructure and services	Capital development programme (projects)	Loan repayment for electricity	GSDM		1,592,662	0	0
			Borehole with handpump or playpump – Rural	GSDM		1,000,000		
			Embahlenhle STP - Increase with 10 MI to 20 MI (Project halted due to non - availability of funds - All work will be completed for initial refurbishment)	GSDM		3,700,000	0	0
			Refurbishment Embalenhle PUR Plant 90 ML	GSDM		282 681	0	0
			Evander SPP - Refurbishment	GSDM		1,000,000	0	
			Bethal STP - Refurbishment as per WSDP	GSDM		2,000,000	0	
			Provision of VIP's in rural areas	GSDM		1 000,000	0	0
			Installation of Waterborne Sewer Embalenhle Ext 00 next to Ext 25	GSDM		2,207,338	0	0
			Construction of roads	GSDM		3,500,000	0	0
			Rural Roads	GSDM		500,000	0	0
			Bethal & Emzinoni Electricity	GSDM	1		5,000,000	
			Leandra Roads Leandra	GSDM	New		4,000,000	
			Rural - VIP	GSDM	Ongoing		2,000,000	
			Rural – Boreholes	GSDM	Ongoing		2,000,000	
			Roads in Bethal	GSDM	New		4,000,000	
						Bethal - OR Thambo Sewer Network	GSDM	New
TOTAL INVESTMENT							20 000 000	

GSDM Infrastructural Projects At LEKWA								
GSDM KPA	Strategic Objective	Programme	Institutional Project/Initiative	Funding Implementatio n Agency	Phase No	Budget 2009/10	Budget 2010/11	Budget 2011/12
KPA 2: Basic Service Delivery	Provide quality integrated infrastructure and services	Capital development programme (projects)	Eradication of rural backlogs (350 boreholes)	GSDM		650,000	0	0
			Provision of VIP's in rural areas	GSDM		1,000,000	0	0
			Upgrade capacity of Standerton STW to 27 MI/d (Project value - R 37.5 million)	GSDM		2,500,000	0	0
			Construction of roads	GSDM		3,500,000	0	0
			Rural Roads	GSDM		500,000	0	0
			Morgenzon Roads	GSDM	New		3,000,000	
			Standerton Extension 8 Standerkop 10ML Reservoir	GSDM	New		4,000,000	
			VIP rural area	GSDM	Ongoing		2,000,000	
			Rural Area Boreholes	GSDM	Ongoing		1,000,000	
			Rural Area Sakhile Roads and Storm Water	GSDM	New		3,000,000	
	TOTAL INVESTMENT						13 000 000	

KPA 2: Basic Service Delivery	GSDM Infrastructural Projects At Mkhondo							
	Strategic Objective	Programme	Institutional Project/Initiative	Funding Implement ation Agency	Phase No	Budget 2009/10	Budget 2010/11	Budget 2011/12
	Provide quality integrated infrastructure and services	Capital development programme (projects)	Driefontein WTW - Increase capacity	GSDM		200,000		0
			Driefontein WTW - Increase capacity	GSDM		1 735 000	0	0
			Provision of VIP's - Rural	GSDM		1,000,000		0
			Piet Retief WTW increase capacity	GSDM		500 000	0	0
			Installation of toilets ward 14	GSDM		3 201 922	0	0
			Driefontein WTW - Increase capacity with 7.5 MI/d to 9.5 MI/d	GSDM		7 895 000	0	0
			17 Boreholes with handpumps - 117 stands - Ward 15	GSDM		1 105,000	0	0
			Construction of roads	GSDM		3,500,000	0	0
			Rural Roads	GSDM		500,000	0	0
			Ezimbuzini - Upgrading and refurbishment of roads		New		3,000,000	
			Driefontein - Conversion of RDP Houses		New		4,000,000	
			Kotze - Upgrading of Kotze Street		2		4,000,000	
			Amsterdam/ KwaThandeka - Upgrading and refurbishment of roads		New		3,000,000	
			VIP Rural area		Ongoing		2,000,000	
			Borehole Rural area		Ongoing		1,000,000	
			Driefontein WTW - Increase Capacity with 7,5 ML		Ongoing		1,500,000	
	TOTAL INVESTMENT						18 500 000	

KPA 2: Basic Service Delivery	GSDM Infrastructural Projects At Msukaligwa							
	Strategic Objective	Programme	Institutional Project/Initiative	Funding Implementat ion Agency	Phase No	Budget 2009/10	Budget 2010/11	Budget 2011/12
	Provide quality integrated infrastructure and services	Capital development programme (projects)	+ - 90 km of old AC pipes, serving +- 3200 stands in Ermelo in the existing network to be replaced – Ermelo/Wesselton/Cassimp	GSDM		1,900,000	0	0
			Upgrade STP- Sheepmoor Ph 1	GSDM		300 000	0	0
			Sewer reticulation- Sheepmoor Ph 1	GSDM		600 000	0	0
			Boreholes and handpumps to be installed on farms - Rural	GSDM		1 000,000	1,000,000	0
			Outfall sewer lines required for housing project in Wesselton X7 and to connect to Southern network STP	GSDM		500,000	0	0
			Outfall sewer housing project	GSDM		1 000 000	0	0
			New 5MI Sewer Treatment Plant to be constructed South of Ermelo	GSDM		1,500,000	0	0
			VIP Toilets at Farms (Ward 11in 2010/11)	GSDM		1,000,000	2,000,000	0
			Construction of roads	GSDM		3,500,000	0	0
			Sheepmoor - Upgrading and refurbishment of roads		New		3,000,000	
			Davel - Upgrading and refurbishment of roads		New		3,000,000	
			Breyten - Upgrading and refurbishment of roads		New		3,000,000	
			Landfill Site - Regional Landfill Site		2		0	
			Cassim Park - Roads and Storm Water drainage		New		2,000,000	
			Ermelo - Refurbishment of Sewer Treatment Plant South of Ermelo		2		4,000,000	
TOTAL INVESTMENT							18 000 000	

GSDM Infrastructural Projects At Pixley Ka Seme									
GSDM KPA	Strategic Objective	Programme	Institutional Project/Initiative	Funding Implementation Agency	Phase No	Budget 2009/10	Budget 2010/11	Budget 2011/12	
KPA 2: Basic Service Delivery	Provide quality integrated infrastructure and services Provide quality integrated infrastructure and services	Capital development programme (projects) Capital development programme (projects)	Installation of Sewer Reticulation- Amersfoort	GSDM		1 500 000	0	0	
			Construction of Bulk Supply line from Volksrust WTP to 8MI reservoir - Vukuzakhe	GSDM		1,500,000	0	0	
			Upgrading of old bulk supply line from Amersfoort WTP to Amersfoort Reservoirs	GSDM		2,000,000	0	0	
			Upgrading of water bulk supply line from Amersfoort WTP to Daggakraal pump station	GSDM		1,500,000	0	0	
			Boreholes with handpumps - Rural	GSDM		1 000,000	0	0	
			Construction of VIP Toilets	GSDM		1 000,000	0	0	
			Upgrade asbestos bulk supply	GSDM		700 000	0	0	
			Construction of a new pumpline to 3MI reservoir in Daggakraal	GSDM		1,500,000	0	0	
			Construction of roads	GSDM		3,500,000	0	0	
			Rural Roads	GSDM		500,000	0	0	
			Upgrading of Community Hall - Vukuzakhe	GSDM		500,000	0	0	
			Upgrading of Sport Stadium - Vukuzakhe	GSDM		1 000,000	0	0	
			Amersfoort - Upgrading and refurbishment of roads		New		3,000,000		
			Daggakraal - Upgrading and refurbishment of roads		New		3,000,000		
					New		3,000,000		
Wakkerstroom - Upgrading and									

GSDM Infrastructural Projects At Pixley Ka Seme								
GSDM KPA	Strategic Objective	Programme	Institutional Project/Initiative	Funding Implementatio n Agency	Phase No	Budget 2009/10	Budget 2010/11	Budget 2011/12
			refurbishment of roads					
			Construction of VIP Toilets in rural areas		Ongoing		2,000,000	
			Rural - Boreholes (windmills)		Ongoing		1,000,000	
			Construction Bulk Supply Line from Vloksrust WTW to reservoir		3		500,000	
			Upgrading Bulk Supply Line Amersfoort		3		1,000,000	
			Construction pumpline Daggakraal				500,000	
	TOTAL INVESTMENT						14 000 000	

3.2.3 PROJECTS FUNDED AND OR IMPLEMENTED BY PROVINCIAL SECTOR DEPARTMENTS AND OTHER SOCIAL PARTNERS WITHIN GSDM JURISDICTIONAL

GSDM KPA	Programme	Institutional Project/Initiative	Funding Implementation Agency	Budget 2010/11	Budget 2011/12	Budget 2012/13
Basic Service Delivery	Department of Public Works, Roads and Transport (DPWR&T)					
	Mkhondo Traffic Control Centre	Piet Retief Traffic Control Centre	DPWR&T	43 449		
	Siyatentela Projects	Road maintenance projects through special labour intensive methods	DPWR&T	13 464		
	Routine maintenance	Patching, Culvert maintenance Side drain maintenance Road signs Road marking and road studs, grass cutting and weed control	DPWR&T	56 325		
	D2964 Diepdale Swaziland Border (EPWP)	Upgrade gravel to surface and additions	DPWR&T	56 765		
	Upgrading D481 Mooiplaas Ekulindeni	Upgrade D481	DPWR&T	67 321		
	Repair and slurry seal of remaining Road (P180/1)	Repairs	DPWR&T	31 000		
	Community Safety, Security & Liaison (CSSL)					
Basic Service Delivery	Social Crime and Community Relations	Mkhondo, Albert Luthuli, Dipaleseng, Govan Mbeki, Lekwa, Msukaligwa and Pixley Ka Seme	CSSL	1 622 000		
		Gert Sibande District Campaign	CSSL	952.5		
	MTPA					
	Nature Conservation Albert Luthuli	Songimvelo Nature Reserve Construction of the Tented Camp along Nkomazi River	MTPA	R 9 234 315		
		Gravel Road to Tented Camp	MTPA	R 2 569 489		
		Repair Field Ranger Pickets	MTPA	R 4 288 809		
	Rural Development and Land Reform					
	Security of Tenure		DRDLR	R 79 952 000		

GSDM KPA	Programme	Institutional Project/Initiative	Funding Implementation Agency	Budget 2010/11	Budget 2011/12	Budget 2012/13
	Department of Education					
	Community Facilities	New Schools: Lekwa and Mkhondo	Education	R 17,4m		
		Additional Facilities: Dipaleseng	Education	R 9m		
		Unsafe Structures: Albert Luthuli, Mkhondo, Lekwa, Msukaligwa and Pixley ka Seme	Education	R 50 091 000		
		School Electrification: Albert Luthuli, Govan Mbeki, Dipaleseng, Mkhondo and Msukaligwa	Education	R 2 232 000		
		School Laboratories: Pixley ka Seme, Lekwa, Mkhondo, and Albert Luthuli	Education	R 3 500 000		
		School Computer Centres: Albert Luthuli and Msukaligwa	Education	R 4 200 000		
		School Computer Centres: Msukaligwa	Education	R 2 100 000		
		School Libraries: Albert Luthuli	Education	R 1 400 000		
		Special Schools: Govan Mbeki	Education	R 11 550 000		
		Storm Damaged Schools: Albert Luthuli, Mkhondo and Govan Mbeki	Education	R 11 700 000		
		School Maintenance: Mkhondo, Dipaleseng, Albert Luthuli, Govan Mbeki	Education	R 4 850 000		
	COGTA					
Good Governance and	Support to GSDM & Locals	Gert Sibande	COGTA	R 351 260		
		Albert Luthuli, Dipaleseng, Lekwa, Msukaligwa and Pixley Ka Seme	COGTA	R 1521 each		
		Govan Mbeki	COGTA	R 3 501 549		
		Mkhondo	COGTA	R 4 001 680		
		Pixley Ka Seme	COGTA	R 1721		

3 PART THREE: OPERATIONAL STRATEGIES (SECTOR PLANS)

3.1 Sector Plans

This Section embodies Executive Summaries of the respective operational strategies (Sector Plans) compiled and prepared by Gert Sibande District Municipality. These Sector Plans constitute core components of the IDP of the District Municipality as per Section 26 of the MSA and plays a significant role in the integration process. Some of these plans were/are/will be prepared / developed and others reviewed in consideration of the relevant District wide development initiatives and directly inform and align with those of the constituent municipalities.

The Revised IDP for GSDM reflects a summary of each of the various sector plans that have been developed and/or reviewed. Each of the summary reports contained in this section are supported by more detailed, comprehensive plans and programmes which should be read if a more in depth reference framework is required.

The summary of sector plans herein includes among the following:

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

The aforementioned Sector Plans are informed by the developmental priorities and objectives as articulated in this document. It is for this reason they are incorporated in this plan so as to forge a linkage with other Sector Plans and ensure seamless implementation of the IDP as an inclusive and coherent strategic planning tool of the District.

3.1.1 Organisational Performance Management Systems

As part of Gert Sibande District Municipality's 2010/11 IDP review process, the Development of the Organisational Performance Management Systems was commissioned. Hereunder is therefore the concise overview of the Organisational Performance Management Systems.

The District will strive to continuously improve its performance not only limited to compliance to the requirements of the Department of Corporate Governance and Traditional Affairs and Chapter 6 of the Municipal Systems Act, but a drive towards excellence in all its governance processes. These will be done through continuous benchmarking and adoption of best practices on Service Delivery, Administrative Systems, Planning and Financial Management.

The District aims to ensure that through its performance management system there is accountability, transparency, effective and efficient service delivery, good governance and community responsiveness. The following will be key Performance Indicators in line with the guidelines for the performance contract for section 57 managers in terms of the Municipal Systems Act 32 of 2000.

Objectives of Performance Management

- To excel in good governance
- To provide good infrastructure development
- To strengthen community and Stakeholder Participation
- To ensure efficient and effective administrative systems and
- To facilitate and support human resource development

Principles Governing Performance Management

- Customer focus
- Accountability
- Responsiveness
- Excellence and
- Service oriented

Performance, Monitoring and Review

District Council will annually review and subsequently approve its IDP, Budget, PMS and any other policy directive to ensure Political oversight and sound administrative provision of resources to implement policy and provide services to the community.

The District's performance will be monitored and measured on an annual basis based on its core mandate in terms of bulk service delivery and providing efficient and adequate support to local municipalities. Performance review in terms of service delivery will be done quarterly and

in the advent of any gaps the evaluators will provide recommendations to address such shortfalls.

The Municipal Manager will enter into a Performance Contract with the Executive Mayor of the GSDM in terms of Section 57(1) of the Local Government Municipal Systems Act 32 of 2000 and in line with guidelines for contracts for Section 57 Employees issued by the Department of Provincial and Local Government (DPLG), which will reflect the key performance indicators per financial year in line with the IDP, and budget allocation subject to compliance to the requirements of the Municipal Finance Management Act 56 of 2003 chapter 8 part 2 Financial administration (77-78) Top Management and Senior Managers of the Municipalities Roles and Responsibilities.

Subsequently the Municipal Manager will enter in to a Performance Contract with all the Executive Directors the in terms of Section 57(1) of the Local Government Municipal Systems Act 32 of 2000 and in line with guidelines for contracts for Section 57 Employees issued by the Department of Provincial and Local Government (DPLG), which will reflect the key performance indicators per financial year in line with the IDP, and budget allocation subject to compliance to the requirements of the Municipal Finance Management Act 56 of 2003 chapter 9 (81)

The District is therefore in the process of establishing itself as a performance driven organization through developing and implementing a credible PMS, and will ensure that the system:

- Complies with all the requirements set out in the Municipal Systems Act (see references)
- Demonstrates how it is to operate and be managed from the planning stage up to the stages of performance review and reporting
- Clarifies the roles and responsibilities of each role player, including the local community, in the functioning of the system
- Clarifies the processes of implementing the system within the framework of the IDP process
- Determines the frequency of reporting and the lines of accountability for performance
- Relates to the municipality's employee performance management processes
- Provides for the procedure by which the system is linked to the municipality's Integrated Development Planning processes
- Provides for adoption of the PMS

This system will be reviewed annually to ensure its relevance in terms of the developmental tradgetory and dynamics of the District.

3.1.2 Spatial Development Framework

As part of Gert Sibande District Municipality's 2010/11 IDP review process, the review of the Spatial Development Framework (SDF), which was approved and adopted by the council in August 2009 was commissioned. Hereunder is therefore a concise overview of the SDF which is completed, approved and adopted in August 2009.

Local Government: Municipal Systems Act, Act 32 Of 2000, Section 26 requires one of the core components of each municipal IDP must be a Spatial Development Framework. The minimum elements that must be included in the SDF are also spelt out therein. It is stated that the SDF should operate as an indicative plan, whereas the detailed administration of land development and land use changes be dealt with by a land use management scheme, which will actually record the land use and development permissions accruing to a piece of land.

The SDF for Gert Sibande District Municipality is a plan that seeks to guide the spatial distribution of current and future desirable land uses within the municipality, in order to give physical effect to the vision, goals and objectives of municipality. It serves as a visual tool to guide planning and development as underpinned in the IDP of the municipality. It guides inter alia the following:

- Direction of growth.
- Major movement routes.
- Special development areas to redress imbalances.
- Conservation of natural and built environment.
- Areas where specific land uses are discouraged.
- Areas where intensity of land development could be increased or reduced.

The SDF must ensure that public and private sector money and activities are located in areas that can best:

- Promote economic generation potential.
- Maximise opportunities for the poor.
- Promote accessibility.
- Minimise cost of physical expansion.
- Ensure people are well located.

- Promote sustainable environment.

Existing Nodes

The Gert Sibande District Municipality Spatial Development Framework gives the following information on existing spatial patterns with respect to nodes.

It ranks the urban settlement areas informally as major or minor urban areas based on their size and level of economic diversification.

The major urban areas include the following:

- Secunda,
- Embalenhle,
- Bethal,
- Standerton,
- Ermelo,
- Volksrust,
- Carolina and
- Piet Retief.

Secunda is the most dominant area and together with Evander, Kinross, Embalenhle and Trichardt it forms an urban complex with significant potential. Following are the urban areas of Ermelo and Piet Retief, which are important at district level and reflect high levels of economic diversification. Other major settlements include Carolina, Standerton, Volksrust and Bethal.

The minor urban areas in the different local municipalities include:

- Albert Luthuli: Badplaas, Tjakastad, Elukwatini, Ekulindeni and Empuluzi, Mooiplass, Lochiel etc.
- Dipaleseng: Balfour/Siyathemba and Grootvlei. Balfour shows signs of economic diversification while Grootvlei suffered some economic decline with the closure of the Eskom power station. It is also dependant on surrounding mining and agricultural activities.
- Govan Mbeki: Trichardt, Evander, Kinross, Leandra, Brendan Village and Emzinoni. Trichardt grew as a result of SASOL and Secunda. Evander serves as a residential area of Secunda. Leandra an agricultural support centre located on N17.

- Lewka: Morgenzon/Sivukile, Rooikoppen and Thuthukani. Thuthukani which is situated between Standerton and Morgenzon is a residential area owned by New Denmark Colliery and thus privately owned.
- Mkhondo: Amsterdam/Kwa Thandeka which is situated amidst the forestry zone has some economic diversification but limited personal/tertiary services.
- Msukalingwa: Chrissiesmeer, although it is small there is some diversification and it has a tourism advantage being located on the lake/wetland.
- Pixley Ka Seme: Wakkerstroom is a small urban area with economic activity and Daggakraal is a large urban areas (due to its population), but economic diversification is very limited. Amersfoort is small with limited economic activity.

The following tertiary urban areas are also identified:

- Lekwa: Holmdene and Platrand
- Mkondo: Driefontein, Kwagemna, Panbult, Iswepe, Dirkieskop, Rustplaas and Anysspruit.
- Msukaligwa: Warburton, Lothair, Sheepmoor and Davel/Kwadela

The following declining urban areas were identified: Greylingstad (Dipaleseng), Breyton (Msukaligwa) and Perdekop (Pixley Ka Seme)

Rural land uses in the District are dominated by forestry and agriculture. Some significant industrial development is present in the north western portion of the municipality near the N17. The municipalities to the west are dominated by agriculture and industrial use. In the east municipalities have forestry with tourism potential. Conservation areas and game reserves are located in the north eastern portion of the district. The following summarises the location of the different rural land uses:

- Agricultural: The Carolina-Bethal-Ermelo area is supported by the sheep and wool farming sector. Annual crops in the district include potatoes, sunflower seeds, maize and groundnuts. Maize farming is also dominant and the Standerton area is renowned for its large dairy industry.
- Forestry: Located in the eastern portions of the district municipality, in a north-south band from Piet Retief in the south to east of Walburton in the north. Mondi and Sappi own forestry activities in the eastern areas.

- Mines and Quarries: Mining operations are present along the N17 around Secunda and Ermelo and coal fired power generation is a major industry in GSDM.
- Conservation: a number of conservation areas are located at places like Machadodorp, Lochiel, Chrissiesmeer and Warburton. The District also has important wetlands of which the most well known is Chrissiesmeer.
- Tourism areas and Potential: The “Wildfrontier” tourism area is located in the hills around Badplaas and Barberton. The “Grass and Wetlands” tourism areas surround Chirssiesmeer and Lothair and extend towards Volksrust and Wakkerstroom. The “Cosmos Country” tourism area is located in the Secunda and Standerton areas.

Intended Transport Corridors

There is a desire to capacitate local municipalities through the SDF to structure their areas for maximum results. The following key indicators have been identified for this purpose:

- Planning of the rural areas by focusing on social upliftment and human development.
- Plan for economic growth and diversification in order to create employment, reduce poverty and reduce dependency ratios.
- Plan should empower municipal structures for action and
- Balanced and sustainable development is to be achieved.

Good spatial form can be achieved through adherence to certain universal spatial principles. Concentration, connectivity and conservation are the core principles needed to guide spatial development. The application of these principles will vary from place to place depending on location, existing development and the will of those in authority to implement them. The benefits of applying these principles should be visible in all aspects of development i.e. economic, environmental and social. Connectivity is important in this area to ensure that traffic continues to move through and within, and to ensure that economic gains from through-traffic are retained.

Two types of corridors have been defined i.e. development/activity corridors and mobility corridors.

- Mobility corridors are generally main routes which carry vast amounts of traffic. Average speed, safety and convenience of movement are important and hence, mobility along these routes should be promoted minimizing interferences with traffic. Mobility can be identified as higher order and lower order. The districts urban centres rely on through traffic for economic vitality important that important roads do not by-pass urban areas, but continue through them so that they can be transformed to activity corridors.

- Activity corridors are spines of economic activity concentrated along main roads, where development has occurred as a result of benefits offered, such as visibility and access to promote economic growth.
- Mobility and activity corridors are therefore on the one hand mutually exclusive and on the other hand interrelated and dependant on one another. Development corridors can further play an important role in linking urban areas. Corridors of development could be created between an established urban core and the peripheral low income settlement area to achieve integration and coherence.

3.1.3 Skills Development Plan

As part of the Gert Sibande District Municipality's 2010/11 IDP review process, the review of the Skills Development Plan was commissioned. Hereunder is therefore a concise overview of the Skills Development Skills.

The District in collaboration with the Department of Education, Department of Labour and Private Education Institution will undergo an assessment of its skills and training needs. The partnership will seek to come with a strategic document that will guide in the following:

- Technical Skills Training and Entrepreneurs Development
- Engineering (Artisans and Engineers), training and retention strategy
- Agriculture and related services, training and support
- Accountants and Auditors, training and development
- SMME's Capacity Building and Training
- Skills development and training for the disabled people.

The District will partner with the community, private sector and other government sector departments to facilitate promote and support an environment that is free and safe, promote human dignity and human rights. The District will also support all efforts initiated by both government and civil society that seek to attain the ideals as espoused in the bill of rights. The District will in partnership with other spheres of government strive to provide infrastructure that will enhance provision of social services and other related programs services.

3.1.4 District LED Strategy

As part of the Gert Sibande District Municipality's 2010/11 IDP review process, the development of a comprehensive District LED Strategy was commissioned.

3.1.5 Integrated Waste Management Plan

As part of the Gert Sibande District Municipality's 2010/11 IDP review process, the review of the Integrated Waste Management Plan was commissioned. Hereunder is therefore a concise overview of the Integrated Waste Management Plan.

In SA, each Municipality is expected to prepare an IWMP as part of its IDP process thus bringing waste management down to the Local level. The main objective is to optimise waste management so that the efficiency of waste management system is maximised and impacts and financial costs associated with waste management are minimised.

In line with the above, GSDM adopted its IWMP during 2006 which provide an overview of waste management planning incorporating all major stages of environmental planning processes namely:

- Review of existing baseline and legal environment
- Projections of legal requirement
- Setting objectives
- Identifying system components
- Identifying and evaluating methods for meeting requirements
- Developing and implementing an integrated waste management plan.

From the above, shortcomings are identified which will be used to develop the strategies and implementation plan for IWMP. Recommendations relating to identified gaps in service delivery will be made and strategies to be developed will provide details of where the existing systems and resources will be required to ensure that the entire municipal are is optimally covered in term of waste management services.

All this will be done in line with NEMA spirit which requires that "waste is avoided, or where it cannot be altogether avoided, minimised and reused or recycled where possible and otherwise disposed of in a responsible manner"

2 OVERAL AIMS & GOALS

In general the development and implementation of the IWMP besides being a legislative pre-requisite is to;

- Assess the current basic waste management system strategies and practices
- Highlight positive aspects and deficiencies in respect of waste management within the respective local municipalities
- Make recommendations for the improvement of services
- Where no services exist, to establish systems fro the collection, transportation, treatment and disposal of waste.

By way of this plan GSDM intends to institute a process of waste management aimed at pollution prevention and minimisation at source, managing the impact of pollution and waste on the receiving environment and remediation-damaged environments. Waste management must therefore be planned and implemented in a holistic and integrated manner that extends over the entire waste cycle, with the overall goal of optimising waste management by maximising efficiency and minimising associated environmental impacts and financial costs.

3 APPROACH

The structure of the IWMP is guided by the principles contained in the NWMS as follows:

3.1 PHASE1: Gap analysis

- Obtain information on current population of the area, growth estimates, densities and the population's socio –economic categories and income levels.
- Identify and or estimate the types and amounts of general waste generated in the municipal area and composition thereof and defining distinctive waste management and generation area.
- Description and assessment of the existing waste management systems and practices
- Determine the costs associated with providing the waste management services.
- Appraise the services in terms of quantity, quality, legal and social and environmental impacts and public acceptance.

3.2 PHASE 2: Development of Management and Legislative instruments

- Identify the issues, key result areas and needs to be addressed in the IWMP
- Setting of targets and objectives
- Development of Integrated waste management policy
- Appraisal of legislative and management instruments

3.3 PHASE 3: Strategic Planning

- Development of a Strategic framework
- Public consultation in prioritisation of identified needs and gaps
- Develop strategic and operational objectives
- Set provisional targets

3.4 PHASE 4: Economic Viability Analysis\Feasibility Study

- Identification of alternative solutions to meet goals, objectives and policy statements.
- Evaluate and develop feasible scenarios
- Advise on opportunities and activities to institutes waste prevention and minimisation strategies, systems and practices
- Advise on appropriate implementation method for waste collection and transportation

- Determine the cost and financial viability of suggested/proposed waste collection, transportation, disposal, recycling or minimisation proposals over a period of five years
- Describe financing of the waste system and practices
- Identify key stake holders to be consulted in the drafting of waste management plans
- Advise on the acquisition, characteristics and cost implications of suitable Waste Information System (WIS) for use by the GSDM and the local municipalities.

3.5 PHASE 5: Plan of Implementation

- Manage the approval process for the approved Scenarios
- Develop strategy for implementation

4 KEY ISSUES

- Lack of waste avoidance, minimisation and cleaner
- Lack of incentives for waste reduction
- Inadequate resource recovery and a general lack of commitment towards recycling
- Little or no enforcement of legislation and policy and an absence of waste awareness or waste management culture which promotes resource recovery or makes it financially viable
- Lack of appropriate waste treatment methods
- Use of unauthorised land fill sites

3.1.6 Integrated Transport Plan

As part of the Gert Sibande District Municipality's 2010/11 IDP review process, the review of the Integrated Transport Plan was commissioned. Hereunder is therefore a concise overview of the Integrated Transport Plan, which covers among other aspects the following:

- Introduction
- Vision, Goals, & Objectives
- Institutional Structure
- Transport Status Quo
- Spatial Development Framework
- Transport needs assessments
- Public Transport Process
- Private & Freight Transport proposals
- Non-motored Transport proposals
- Institutional & Management proposals
- Programme & Budget
- Stakeholder consultation

It is pointed out that the detailed ITP (in the process of being updated) must be read in conjunction with this reviewed IDP

1.2. INTRODUCTION

There has been a change in transport policy lately most notably the shift in focus from infrastructure development for private transport to public transport as well as move from supply driven transport system to demand driven transport system based on transport plan.

Consequently therefore the new planning approach now:

- Focuses on essential matters for any particular area
- Must be unique for any particular area
- Gives priority to matters where planning can be transformed into delivery
- Is developed incrementally
- Is reviewed annually

2. VISION, GOALS & OBJECTIVES

The above have been developed and documented in the PLTF & PTP and IDP in line with National Policies on transport thus limiting and potential conflicting statements of intent among them.

The overall vision statement for GSDM as reflected in the revised IDP of 2007 /08 is:

STRIVING TO EXCEL IN GOOD GOVERNANCE & QUALITY INFRASTRUCTURE

In line with the above GSDM strives to have a suitable transport system planned together with the community and perceived to be:

- Integrated
- Efficient
- Affordable
- Safe

being its transport vision which is in line with that of Mpumalanga Province.

3. INSTITUTIONAL STRUCTURE

POLITICAL

The District is headed by the Executive Mayor who is assisted by 6 members of the Mayoral Committee responsible for different portfolios as follows:

- Land & Agriculture
- Technical Infrastructure
- Economic Development & Tourism

- Health & Social Services
- Corporate & Education
- Housing Roads and Transport

MUNICIPAL ADMINISTRATION

The administration is headed by the Municipal Manager who provides a link between political & administrative arms of the District. The Municipal Manager is assisted by a management team of 4 Executive Directors who each heads a Department as per approved Organogram.

TRANSPORT RELEATED DEPARTMENTS

This responsibility falls within the infrastructure & Technical Services Department. Transport Planning activities are the competence of Directorate Planning and Economic Development as per approved Organogram.

4. TRANSPORT STATUS QUO

Since transport provision is not an end in thereof but a means to an end, it is imperative in this section to explore the District in relation to the Socio- economic & demographic profile of the District. This will be described in terms of

- Socio Economic profile
- Transport infrastructure
- Public Transport Services
- Private & Freight Transport
- Transport demand & road safety

5. SPATIAL DEVELOPMENT FRAMEWORK

This is influenced by various national legislation including

- Development facilitation
- National Land Transportation
- Transition Act 22 (NLTTA) of 2000
- Municipal System Act (MSA) 32 of 2000

It is therefore important that transport planning & Land Use planning are integrated through the SDF. The SDF for GSDM has been developed but is seriously outdated and needs urgent review. The Municipality will be working towards the commissioning of a project to review or update the SDF including related projects like LUM's and Land Audit Studies. The will eventually be synergized to result in on efficient transport planning strategy

The integration of transport and Land Use Planning will involve a thorough investigation and understanding of the following aspects:

- Major Transport Routes
- Extent of Land Use
- Current Land Reform
- Growth & Development

Above will generate comprehensive understanding of spatial linkages and transport System guided by the following basic structuring elements.

- Urban Nodes
- Activity Spine
- Rural Development

6. TRANSPORT NEEDS ASSESSMENT

The focus here is the formulation of broad strategies owing from the stakeholders through the various participation forums during the preparation of the ITP as well as other relevant sources as follows:

- GSDM IDP
- Assessment of the Status Quo investigation on transport aspects
- Workshop held with various stakeholders within the District Municipality
- Steering Committee meeting held on the projects

KEY ISSUES IDENTIFIED

Institutional

- Lack of appropriate institutional structures in place to effect various functions developed e.g. planning, provision & control of passengers
- Lack of clarity on the responsibility of road maintenance
- Lack of financial assistance due to NON- existence of formal structures to assist SMME in Bus & Taxi industries
- Lack of formal communication & co-ordination between taxi Association & police
- Permit issuing procedures are cumbersome & not supported by Bus operators due to lack of consistence between Bus & Taxi operators

FINANCIAL

- Lack of finance to maintain public transport vehicle & implement critical transport projects
- Competing basic needs e.g. waters, housing etc. limit the finance available to invest in public transport
- Lack of coordinated planning between various spheres of government in terms of determination of priorities & funds

- Dissatisfaction with existing bus subsidy system with regard to transparency accessibility etc.
- Lack of uniform fare structures in the municipality between busses & Taxis etc.
- Freight transport evades weighbridges to leads and leads to deterioration of local roads
- Ineffective enforcement due lack of capacity from enforcement officers
- Cumbersome procedures in converting permits to operating licenses.

INFRASTRUCTURAL

- Poor conditions of bus & taxi facilities
- No facilities for people living with disability
- Lack of clarity on responsibility for funding & maintaining and controlling public transport facilities in bus & taxi industry
- General lack of public transport facilities unavailability of land to erect facilities
- Lack of lighting at intersections compromising safety
- Infrastructure not tourist friendly in terms of convenience and safety

INTEGRATION

- Development of new residential areas not sufficiently addressing transport & access issues
- Facilities at times not conveniently located in relation to built up areas etc.
- Taxi industry not actively involved in the tourism market
- Effectiveness of transport forum meetings hampered by lack of attendance by role players due to lack of legislative voice on the NLTTA in this regard

7. PUBLIC TRANSPORT PROPOSAL

These needs to be guided by vision mission, goals & objectives outlined in the ITP and include:

- Policy framework on
 - Customer segments
 - Modes
 - Subsidy
 - Competition
 - Policy on off –Peak Services
- Rail proposals
 - Possibility / viability of rail commuter service on Leandra – Ermelo, Piet Retief line
 - Liaising with Spoornet on the above
 - NTA to own rolling stock in the interim until the District is in a position to do so.

BUS PROPOSALS (RATPLAN)

- Update CPTR with view to completing RATPLAN
- Update RATPLAN to resolve the subsidy discrepancies to include all modes of transport and uneven fare structures
- Monitoring of subsidized bus services for compliance etc. and updating relevant information
- Promoting SMME involvement & repackaging of smaller inclusive contracts to become feeder services to main services in the neglected rural areas.

MINIBUS TAXI PROPOSALS (OLS)

- Update of CPTR to include taxi data
- Update of OLS to include proposals bent on guiding OLB in striving to strike on effective balance between public transport supply & utilization.
- Reconcile CPTR with LTPS & RAS before recommending on routes & disposal of operating license applications
- Investigate viability of utilizing surplus taxis owing from license disposal on other sectors of the economy e.g. tourism, senior citizens etc.
- Develop realistic planning tools to assess different costs, service levels and impact on other policies on performance of integrated transport system.

Special category proposals including:

- Scholars transport
- Sedan Taxi
- Metered Taxi
- Van Taxi

No survey or data is available on these and hence:

- Undertake CPTR including transport for disabled persons
- Do a study on additional costs of servicing special needs passengers & their requirements.

8. PRIVATE & FREIGHT PROPOSALS

This category makes extensive use of roads & was traditionally given priority over public transport, however current thinking favours public transport over this category and the following strategies needs more focus:

- Upgrading gravel roads in previously disadvantaged areas
- Prioritizing roads supporting public transport
- Management of congestion
- Maximizing using of existing infrastructure
- Promotion of walking, cycling through provision of facilities
- Promotion of traffic safety & law enforcement

Road network proposals

- Undertake traffic counts on major roads to establish extent of traffic so as to gather data to inform accurate traffic modelling
- Develop strategic road Network that has emphasis on public transport to ensure funding prioritization during implementation
- Develop guidelines for local road Network Master Plan that will interact with public transport standard master Plans to guide layout & development of settlements

Private transport proposals

There is a lack of survey data on these focus should be in travel demand management taking into accounts the following:

- Staggered business hours
- Reduced demands for vehicles
- Provide balanced Road network
- Road access management

The following is recommended:

- Undertake detail surveys to establish modal splits, travel patterns & community needs in terms of transport aspects
- Develop transport model for GSDM to assess impacts of different development corridors supporting public transport

Freight transport proposals

Despite prioritization of Public transport the importance of freight in terms of supporting economic development in the District must never be overlooked.

No hard data is available on freight transport in the District. It will be necessary to establish a number of issues in this regard to be able to inform any future action as follows:

- Land use planning's influence on road based freight transport
- Movement of dangerous goods in appropriate areas
- Law enforcement to reduce overloading
- Efficient utilization of all modes for transporting goods & services
- Involvement of private Sector

It is necessary to compile data in this regards to enable effective planning

9. NON-MOTORISED TRANSPORT

This will be more useful in deep rural areas which are peripheral & poorly connected. The following are proposed:

- Establish community access needs study to deal with construction maintenance & improvement of community access infrastructure e.g. rural roads, bridges & paths, demand for non-motorized transport.
- Identifying a needy rural area to initiate pilot bicycle project (Shova Kalula)
- Roll out of “Shova Kalula” to improve access in the District

10. INSTITUTIONAL MANAGEMENT PROPOSALS

- More capacity required for Transport Planning component of the municipality in terms of human resources and funding
- Other related support sections i.e. Land Use LED need to be capacitated equally

Management

- Establishment of a District Transport Committees to deal with taxi, rail, safety & freight industries
- Establish procedures regarding Land Use application assessment from a point of view of public transport planning to synergise the processes
- Develop strategy for provision upgrading & maintenance of Public transport facilities of and amenities in conjunction with Provincial Government.
- Coordination of finalizing conversion of permits to operating licenses

11. PROGRAMME & BUDGET

The reduction of funding on transport projects due to other competing needs now calls for proper prioritization of projects to get maximum benefit from the prioritized investment.

Funding mechanisms

- Consolidated municipal infrastructure Programme
- Urban transport fund
- LED fund
- Community Based Public Works Programme
- Water services projects
- Building Sports & Recreation Programme

Operational

- Poor service coverage due to limited services from some areas
- No contribution from the generally well developed rail infrastructure in the District
- Slow introduction of non-motorized transport to serve poor rural communities
- General neglect of people living with disability in the public transport service provision
- Lack of integration of different modes e.g. bus and taxi to harness the benefit of contra flow due to competition leading to unnecessary waste of resources
- Need to capacitate smaller operators in terms of operational financial record keeping & ITR aspects of public transport and training

Management

- Lack of regulation of informal operators i.e. mini-bus, metered taxi, sedan taxi, schools & van transports

12. STAKEHOLDER CONSULTATION

This is necessary to achieve stakeholder's endorsement in development of the ITP. The following issues were addressed:

- Establish & confirm the requirements of the project
- Determine & ensure the buy in into proposed interventions
- Develop & agree on preferred initial proposals

STEERING COMMITTEE meeting

Consistent of the following:

- National Development of Transport
- Mpumalanga Province: Roads Transport & GSDM
- Transport committee Councillors

This provided a platform on which strategic direction & importance of the ITP were formulated

Project team

- Municipal officials & politicians of various municipalities in the District.

Questionnaires

- Provided municipalities with opportunity to respond on aspects that may not been covered during meetings
- Telephone interviews with transport industry players.

Facilitation

- Professional facilitators were engaged for easy access to various public transport sector forums etc.

3.1.7 District HIV/AIDS Plan

As part of the Gert Sibande District Municipality's 2010/11 IDP review process, the review of the District HIV/AIDS Plan was commissioned. Hereunder is therefore a concise overview of the District AIDS/HIV Plan.

The 2006 HIV Prevalence Survey in Mpumalanga indicates 32.1% infection rate. Gert Sibande amongst the three Districts is leading by 38.9% while also ranking 2nd nationally amongst Districts following Amajuba District in KZN at 46% which happens to be our neighbouring District. The highest prevalence rate is recorded amongst people with lower levels of education (grade 0-7) at 36.3%. Prevalence trends per local municipality indicate the following figures: Pixley ka Seme 42.4, Albert Luthuli 40.2, Lekwa 40%, Msukaligwa 39.1%, Govan Mbeki 37.4%, Mkhondo 37.2% and Dipaliseng at 35.5%.

As a response to this threatening situation GSDM developed a plan in June 2007 that will assist in its efforts to fight the epidemic. The plan is still in its draft form.

Purpose of the plan

The HIV & AIDS Plan is a strategic response mechanism and a tool that will guide the District municipality through the District AIDS Council in coordinating programmes by all stakeholders in partnership with government that have pledged their financial and/ human resources to mitigate the impact of HIV and AIDS.

Key issues identified

- The existence of national and other roads connecting our District to other Districts, provinces and countries creates opportunity for commercial sex work between local young unemployed women and long distance truck drivers.
- The key economic activities in the District are mining, agriculture, forestry and tourism. Mostly these are primary in nature and are characterized by high levels of seasonal and migrant workers which have been identified as one of the contributing factors to the spread of HIV. The tourism industry as characterized by interaction between local community and tourists also plays a role.
- Unemployment which currently stands at 39,4% and poverty coupled by low literacy levels creates an unbalanced relationship between family members and couples leaving women with no voice in relationship matters including sexual relations.
- The traditional belief system, low status of women predisposes women to HIV infection

3.1.8 Communication Strategy

As part of the Gert Sibande District Municipality's 2010/11 IDP review process, the review of the Communication Strategy was commissioned. Hereunder is therefore a concise overview of the Communication Strategy.

In conjunction with the 2009/2010 IDP Review process the District will also be doing the annual review of the communication strategy with an aim of ensuring that all the communication mechanisms, processes and dynamics as contained therein harness the ability of the District to communicate and solicit shared understanding of the District developmental imperatives among all stakeholders.

This strategy is giving an impetus by a District Communication Policy which was submitted to Council during December 2007.

Purpose of the District Communication Strategy

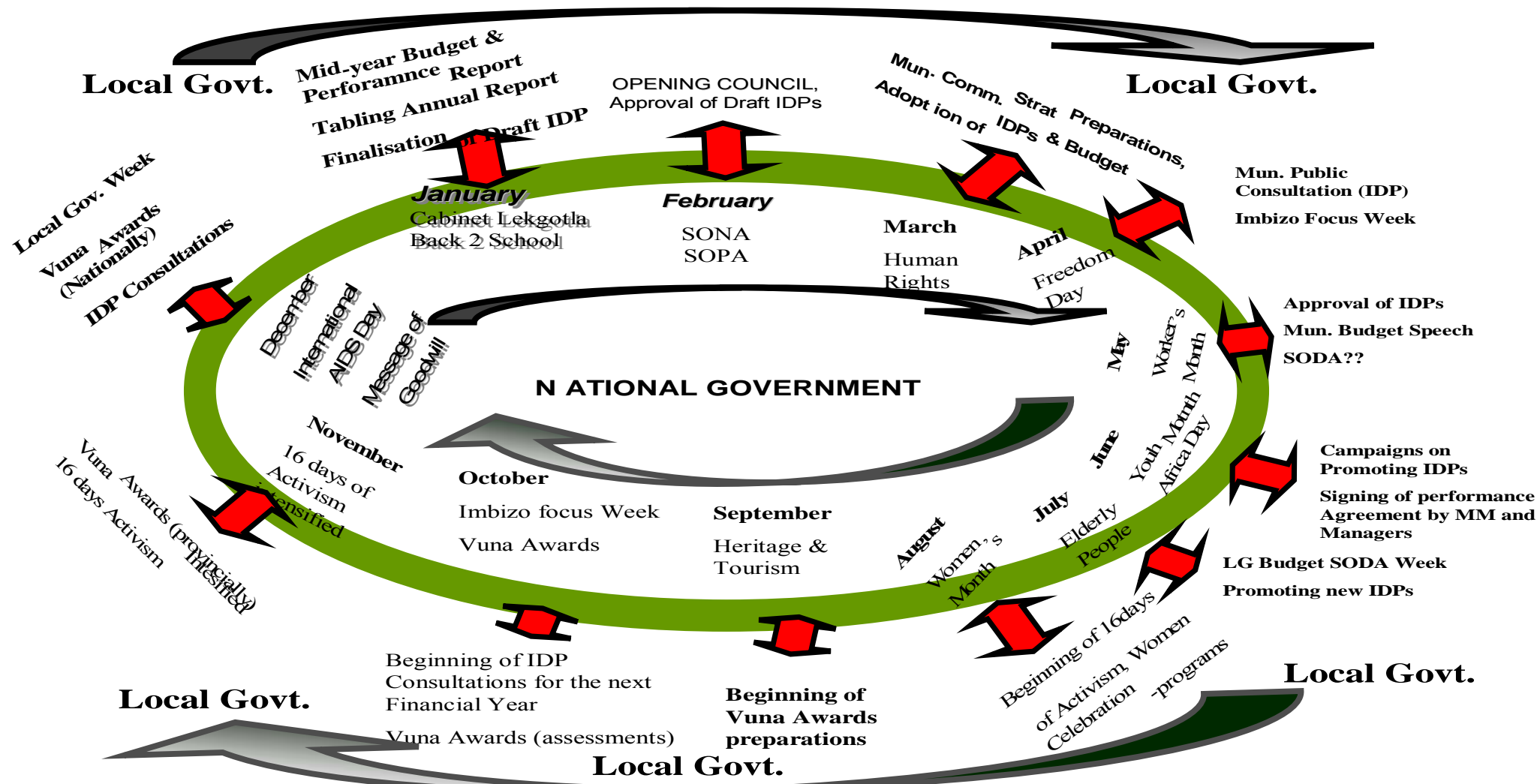
- Embrace the precepts of the Constitution of the Republic of South Africa and other acts of parliament that provide for access to information.
- Stimulate discussions around the developmental issues within the District.
- Encourage the maximum participation of all relevant stakeholders.
- Ensuring the streamline of communication processes and protocol.

Key issues to which the Sector Plan is responding to:

- Poor participation in the District Communicators Forum
- Inadequate funding resources towards establishment and sustenance of effectively functioning communication units across the District.
- Incoherent messages
- Inadequate consideration and attendance of communication matters in most constituent municipalities of the District.
- Place Marketing and branding of the District.

The schematic diagram below depicts the interrelationship between the planning cycles and the communication thereof of the three Spheres of Government, and the significant events that happen in between. Sharing of information between municipalities, Provincial Departments and ultimately National Departments is therefore pivotal so as to ensure that all the Strategic Plans of Government as a whole are focused towards common objectives and the realization thereof.

Communication Cycle



3.1.9 Disaster Management Plan

As part of the Gert Sibande District Municipality's 2010/11 IDP review process, the development of the Disaster Management Plan was commissioned. Hereunder is therefore a concise overview of the Disaster Management Policy Framework for the GSDM.

The following risks were identified around GSDM area during risk assessment:

Floods

Veld fires

Storm damages

Roads accidents

Hazmat Spillages

Explosions at Industrial Plants.

Dam Failures

Accordingly the above will give guidance during the development of District Disaster Management Plan, which will be complying with section 42 Of Disaster Management Act (Act 57 of 2002).

This report provides an overview of the following:

Key issues identified as part of GAP analysis report.

Disaster Management Policy Framework.

Envisaged disaster management project identified.

Operational and implementation plan.

Purpose

The purpose of Disaster Management Policy Framework is aimed at providing an integrated and uniform approach to disaster management, fire and traffic services within its local Municipalities and other relevant stakeholders.

The framework will outline the policy and procedures for the proactive disaster prevention, reactive disaster response, mitigation, rehabilitation of disaster management, which must be consistent with the provision of the Disaster Management Act, National and Provincial Disaster Policy Framework respectively,

Objectives

- To provide comprehensive disaster management, traffic, fire and emergency services that will ensure that all the communities and properties are safe.

- To provide training to volunteer cops and staff personnel.
- To capacitate the local municipalities with adequate resources to be able to respond to any form of disaster.
- Reduction of disaster impacts that may occur as a result of the spatial spread of the District.

The key issues identified via analysis that was undertaken, are as follows:

- Of the eight Municipalities only one (1) had adopted a Disaster Management Plan by 31 January 2008.
- Inadequate equipments and no standard guidelines have been set as yet.
- Insufficient human resource capacity.
- Insufficient budget allocations towards Disaster Management among most Municipalities.

The Disaster Management Policy Framework has been formulated in terms of section 42 of Disaster Management Act (Act 57 of 2002).

3.1.10 Integrated Water Services Development Plan (IWSDP)

As part of the Gert Sibande District Municipality's 2010/11 IDP review process, the review of the Integrated Water Services Development Plan was commissioned. Hereunder is therefore a concise overview of the Integrated Water Services Development Plan.

1. Background & Introduction

The State President pronounced in the State of the Nation address that all residents must have decent and safe water and sanitation by 2010. The pronouncement was reiterated by the Premier of Mpumalanga Province in the State of the Province address to meet the targets as set by the State President. In the meeting of the Premiers' Coordinating Forum as held on the 4th of February 2004, it was resolved that the Local Municipalities need to compile Service Delivery Plans to address the backlogs in compliance to the pronouncements. National Government is committed to eliminating the backlog in basic services and to progressively improve levels of service over time. Therefore the State President has set the following targets to which all Stakeholders and role-players in the country are expected to contribute:

By 2007 – Eradication of the “bucket toilets” system

By 2008 – All households will have access to clean running water.

By 2010 – All households will have access to decent sanitation.

By 2012 – Every household will have access to electricity

By 2014 – Poverty and unemployment will be halved.

The seven Local Municipalities of the GSDM are, as Water Services Authorities (WSA's), responsible in terms of the Water Services-, Municipal Systems – and Municipal Structures Acts for water supply and sanitation within their respective areas of jurisdiction. In terms of Section 2(c) of the Water Services Act, Act 108 of 1997, all WSA's must prepare and adopt WSDP's for their respective Local Authorities.

The Gert Sibande District Municipality is obligated in terms of the Municipal Structures Act No. 117 of 1998, section 84(1) (a), to co-ordinate and integrate development planning, which includes the WSA's efforts on their WSDP planning, in order to ensure access to basic water supply and sanitation for all its residents.

To achieve these objectives, the GSDM should compile a regional Water Service Development Plan which consists of the completed WSDP's of the seven Local Authorities in its area, consolidated them into one strategic document to be used by the GSDM for future master planning in the region.

2. Purpose of the IWSDP

An Integrated Water Services Development Plan (IWSDP) is a five year plan to progressively ensure efficient, affordable, economical and sustainable access to water services.

It is the product of the water services development planning process captured into a sectoral plan, which deals with socio-economic, technical, financial, institutional and environmental issues as they pertain to water services hence it becomes a critical plan when coming to integration of all developmental priorities.

It also functions as a management tool in ensuring the progressive provision of total, effective and sustainable water services within the Municipality.

3. Key aspects being addressed in the IWSDP

1. The physical attributes of the area to which it applies;
2. The size and distribution of the population within that area;
3. The time frame for the plan. including the implementation programme for the following five years;
4. The existing water services;
5. The existing industrial water use within the area of jurisdiction of the relevant water services authority;
6. The existing industrial effluent disposed of within the area of jurisdiction of the relevant water services authority's within the District;
7. The number and location of persons within the area who are not being provided with a basic water supply and basic sanitation;
8. The future provision of water services and water for industrial use and the future disposal of industrial effluent. including—
 - a. the water services providers which will provide those water services;
 - b. the contracts and proposed contracts with those water services providers;
 - c. the proposed infrastructure necessary;
 - d. the water sources to be used and the quantity of water to be obtained from and discharged into each source;
 - e. the estimated capital and operating costs of those water services and the financial arrangements for funding those water services, including the tariff structures;
 - f. any water services institution that will assist the water services authority;
 - g. the operation, maintenance, repair and replacement of existing and future infrastructure;

9. The number and location of persons to whom water services cannot be provided within the next five years. setting out –
 - a. the reasons therefore; and
 - b. the time frame within which it may reasonably be expected that a basic water supply and basic sanitation will be provided to those persons; and
10. The existing and proposed water conservation, recycling and environmental protection measures.

4. Link of the IWSDP to other Sector Plans and IDP as a whole

The Gert Sibande District Municipality has supported the following Local Municipalities with the compilation of their specific WSDP's namely the Mkhondo, Dipaleseng, Msukaligwa, Lekwa, and Pixley Ka Seme municipalities. All the above municipalities WSDP including the Govan Mbeki and Albert Luthuli municipality's WSDP's were thereafter integrated into this District integrated WSDP. All Local Municipalities that are Water Services Authorities (WSA's) need to prepare Water Services Development Plans (WSDP's) as part of the Integrated Development Planning (IDP) Process.

There are two main areas of alignment that are to be attained when preparing a WSDP.

- To ensure that the development strategies of the District's IDP in terms of Water and Sanitation are realized, and;
- That local development priorities are integrated within the IDP and District WSDP.

The District Municipality may request further information from a Local Municipality for inclusion in the District WSDP. This is particularly the case where a Local Municipality is a WSA and a water services provider (WSP). It is important that Local Municipalities do not duplicate data collection and planning processes that are undertaken at the District level.

The participation process utilized in the development of a IWSDP encourages proper prioritization of water and sanitation projects to be implemented. These same priorities should also arise through the community participation process which is followed in the development of the IDP, thus showing the link between both integrated planning documents.

The Water Service Act requires that the IWSDP of a WSA must address water services information (both status quo and future targets) for the entire municipal area

5. Status Quo of Regional IWSDP for the GSDM

The IWSDP for the GSDM was done during 2008/2009 financial year and was adopted in December 2009.

During 2006, the Gert Sibande District Municipality took the initiative in addressing the concerns regarding the eradication of the water and sanitation backlogs by appointing a Service provider namely Lulu Gwagwa Development Consortium to assist the District Municipality as well as its Local Municipalities with the implementation of the “Accelerated Water and Sanitation Services Delivery Programme”.

This appointment was a direct result of the Presidential and Premier of the Mpumalanga Province Imbizo’s where all the Local Municipalities in the District’s region agreed to the urgent intervention with respect to capacity support to eradicate the backlogs in respect of water and sanitation, to adhere to the millennium targets as set by the State President.

The newly approved IWSDP looks at the following key focus namely:

(1) Backlog quantification in respect of the 2008 (Water) and 2010 (Sanitation) targets with emphasis on the following:

Physical Infrastructure;
Service Levels, and;
Institutional capability.

The GSDM made public consultations before the approval of the IWSDP by using the already existing stakeholders meetings of both the District and constituent Local Municipalities. This process also assisted in the gathering the following information which was critical for the IWSDP. the following information was gathered through other local municipality meetings.

- Verification of population figures per community in each Local Municipality
- Verification of backlogs i.t.o Water, Sanitation per community in each Local Municipality
- Verification of Water & Sanitation backlogs at Schools and Clinics in the GSDM region.
- Collecting electronic Maps indicating backlogs per community in each Local Municipality
- Compiling data regarding the Status Quo e.g. capacity and operations of all existing Water and Waste Water Treatment Plants in the GSDM region.
- Update and maintain a Millennium Target project list that contains Water and Sanitation projects which will eradicate the backlogs in these services. The projects are also listed in terms of priority indicating the estimated financial implications per year as well as the deficit in funding, required to meet the obligations.
- Securing of funding from different funding agencies in ensuring that the projects will be implemented.

3.1.11 Financial Plan

As part of the Gert Sibande District Municipality's 2010/11 IDP review process, the review of the Financial Plan was commissioned. Hereunder is therefore the concise overview of the Financial Plan.

Financial Strategies

The municipality will embark on the following financial strategies in order to link local imperatives with strategic priorities thereby ensuring that the process is a holistic exercise.

- ↳ Maximizing of revenue and proper administration of subsidy and grant revenue strategy
- ↳ Management of asset management strategy
- ↳ Financial management strategy
- ↳ Operational financial strategy
- ↳ Capital financial strategy
- ↳ Upgrading of cost effective strategy

Maximizing Of Revenue and Proper Administration of Subsidy and Grant Revenue Strategy

The purpose of this strategy is to fully comply with the 2008 DORA legislation – with regard to inter-governmental transfers and grants or donations received from abroad.

Further the aspect of attracting additional grant funding in the form of pilot projects with National Treasury, in order to achieve the major infrastructure goals of the Council is included in this strategy. The strategy will be based on sound financial modelling and cash flow management of the funds received from various Government Institutions.

Grant Income, Subsidies and Donations

The external grant funding received from National Treasury is to be appropriately utilized for infrastructural purposes with a view of ensuring that GSDM and the local municipalities receive maximum benefit in this regard. GSDM is to provide the financial support to local municipalities to assist them directly or indirectly in providing the much needed basic services within its area of jurisdiction. Donations received for the first time from abroad are to be applied on funding the operating training costs that are likely to be incurred regarding all section 57 and senior managers of the local municipalities and the GSDM.

Hence, in this regard the expertise and knowledge levels will be enhanced of all senior persons within the municipality's environment. This capacity training will help to avoid the poor

stewardship currently being displayed by certain senior management thereby resulting in Auditor-General's Management Report highlighting several weaknesses. The knowledge turnaround that is anticipated would help in ensuring better responses are obtained from municipalities in compliance with the various legislation and consequently ensuring unqualified reports maybe achieved in the short to medium term by the defaulting local municipalities.

Internal and sourcing other grant funding initiatives

Once again internal funding of the GSDM will be utilised to finance the much needed maintenance of infrastructural water and sanitation plants of the constituent local municipalities thereby addressing their backlogs. Also internal funding will be utilised to finance the much needed lab testing facility that would ensure that clean water is provided for the consumption of communities within the area of jurisdiction of GSDM. This facility will enable the local municipalities to focus on their primary reticulation tasks in terms of their respective WSA/WSP authority status.

Further, internal funds are to be applied to finance the construction of critical office accommodation for staff, councillors and other personnel.

Credit Control and Debt Collection Strategy for Local Municipalities

With GSDM currently financing the data cleansing operations of all seven local municipalities, this process would help to ensure that the data maintained on their financial systems are accurate. The accuracy of data will ensure that realistic revenue projections maybe done and hence collections would also be effective. Further with the introduction of the Local Government: Municipal Property Rates Act, 2004 by local municipalities, the management and recovery of outstanding debt is of extreme importance. The overseeing of the timeous implementation of the MPRA will enable local municipalities to maximize their fixed revenue so as to finance the operational expenditure. In future GSDM's funding allocation will be applied in priority to areas where other significant service delivery demands are required.

Management of Asset Management Strategy

This strategy is to ensure that all movable assets are in the custody of responsible officials. Further, management should ensure that optimum use of assets is being made to enable GSDM and other local municipalities to carry out their business operations efficiently and effectively.

Asset Management

An updated policy needs to be in place to ensure the effective management, control and maintenance of assets, is achieved.

The primary objective of the policy is to ensure that the assets of GSDM are properly utilized, managed and accounted for by:

- ↳ the accurate recording of asset movements
- ↳ the strict usage / custody of assets
- ↳ compliance with Council's insurance policy and payment procedures
- ↳ effecting adequate insurance of all assets
- ↳ providing accurate and meaningful management information of movable assets
- ↳ ensuring adequate disclosure in terms of GAMAP

Financial Management Strategy

The purpose of this strategy is to ensure that the financial system and procedures in place at GSDM are of a high standard, with a view of ensuring that management internal financial reports for decision making as well as external statutory reports for public and other stakeholder information are accurate.

Budget and Finance Reform

National Treasury have regularly issued circulars relating to Budget Reform with a view of ensuring that the Finance and Budget reporting is accurate and within statutory guidelines. Hence, GSDM will be ensuring that at all times there is compliance to these guidelines.

In order to ensure that adequate reporting controls are in place, the following specific tasks are to be embarked upon:

- ↳ capacitating department with Interns where appropriate
- ↳ reconciliation of key control accounts
- ↳ training of personnel
- ↳ assisting local municipalities with their reporting and statutory obligations in terms of MFMA
- ↳ maintaining strict internal control procedures

Local Municipal Support

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

In order for GSDM to meet these obligations, the following programmes are anticipated and currently Service Level Agreements are being negotiated with the respective local municipalities.

↳ For the provision of bulk water services, water quality testing and the co-ordination of water services operations generally throughout the GSDM area of jurisdiction

↳ Sharing of financial, technical & administrative information and experiences. In addition to the technical and administrative forum, a District Finance Forum meets regularly to discuss common areas of concern. Further, information relating to best practices, as well as Treasury Circulars are tabled at these meetings. Also matters discussed at the Municipal Managers Forum are cascaded down to the Finance Forum meeting.

↳ Establishing a shared Audit Committee Forum with participating Local Municipalities being Lekwa, Dipaleseng, Msukaligwa and Pixley ka Seme.

Direct Support

Funding allocations are made directly to local municipalities to fund the various projects in terms of the budget.

Shared Audit Services

Further, the District is to co-ordinate the shared audit services concept with four local municipalities as previously mentioned. 3-year audit risk plans in terms of MFMA will be produced by Internal Auditors and these would be reviewed annually. The risk plans should be in terms of the MFMA legislation. Further risk plans also allows the municipality to prioritize its risks into high, medium and low. The high risks are attended to immediately and consequently the internal controls are strengthened.

Operational Financial Strategy

The purpose of this strategy is to assess the viability of any association or alliance or partnership that may arise from time to time. Also consideration will be explored with regards to Public Private Partnerships that maybe entered into between GSDM and the relevant party.

Capital Funding Strategy

The purpose of this strategy is to address the major capital plans that are contained in the IDP. Also when implementation is considered, various financial models relating to capital acquisition will be utilized to ensure that GSDM is adopting the best financial plan.

Upgrading of Cost Effective Strategy

The purpose of this strategy is to ensure that GSDM adopts and implements the most cost effective operating practices.

Best practices relating to costing policy would be introduced and these would be addressing the high risk areas that are likely to be identified in the Audit Risk Plan. Hence, the value for money principle would be at all times adopted.

The budget may be summarized as follows:

PROJECTS: MULTI YEAR BUDGETS COMPARISONS

NO	DETAIL	Budget 2010/2011	Budget 2011/2012	Budget 2012/2013
	INDIRECT ALLOCATIONS - MM			
1	BURSARIES	1,500,000	2,000,000	2,000,000
2	TRADITIONAL AFFAIRS / PROJECTS	400,000	400,000	400,000
3	IDP - NEW AND UPDATE	250,000	250,000	250,000
4	PROMOTION OF THE DISTRICT/COMM	2,500,000	2,500,000	2,500,000
5	EMERGENCY / CONTINGENCIES	500,000	1,000,000	1,000,000
		5,150,000	6,150,000	6,150,000
	INDIRECT ALLOCATIONS - ITS			
6	UPDATE BULK WATER/SEWER REPORT	1, 000 000	0	0
7	MAINTENANCE BOREHOLES	0	1,000,000	1,000,000
		1,000,000	1,000,000	1,000,000
	INDIRECT ALLOCATIONS - CORPORATE			
8	REVENUE COLLECTION/DATA CLEANS	500,000	1,000,000	1,000,000
9	WOMEN'S DEVELOPMENT CAPACITY	300,000	300,000	300,000
10	RELIGIOUS AFFAIRS(MORAL REGENE	300,000	300,000	300,000
11	IT FOR THE REGION	500,000	1,000,000	1,000,000
12	CAPACITY BUILDING/COMM PARTICI	5,000,000	5,000,000	5,000,000
		6,600,000	7,600,000	7,600,000
	INDIRECT ALLOCATIONS - IGR			
13	MAYORAL EXCELLANCE AWARDS	500,000	1,000,000	1,000,000
14	SPORT,ART AND CULTURE	500,000	500,000	500,000
15	CO-ORDINATION HIV AND AIDS	300,000	300,000	300,000
16	YOUTH DEVELOPMENT	500,000	500,000	500,000
17	DISASTER MANAGEMENT	500,000	1,500,000	1,500,000
18	OFFICE - RIGHTS OF THE CHILD	100,000	100,000	100,000

19	MUNICIPAL HEALTH & ENVIROMENT	1, 500,000	1,000,000	1,000,000
20	PEOPLE WITH DISABILITIES	300,000	300,000	300,000
21	LED AND TOURISM	500,000	1,000,000	1,000,000
22	RURAL AND AGRI DEVELOPMENT SUPPORT	1,500,000	2,000,000	2,000,000
23	CO-OPERATIVES SUPPORT	500,000	1,000,000	1,000,000
		6,700,000	9,200,000	9,200,000
	INDIRECT ALLOCATIONS - FINANCE			
24	DEPRECIATION AND LICENCES	3,201,100	3,360,170	3,794,291
25	OPERATION CLEAN AUDIT	1,000,000	3,000,000	3,000,000
		4,201,100	6,360,170	6,794,291
	TOTAL INDIRECT ALLOCATIONS	23,651,100	30,310,170	30,744,291
	ALLOCATION TO MUNICIPALITIES	108,500,000	93,000,000	93,000,000
	MULTI YEAR PROJECTS	2,000,000		
	LEKWA BULK WATER AND SANITATION			
	TOTAL PROJECTS	134,151,100	123,310,170	123,744,291

3.3.3 Administration of Act

For the 2010/2011 financial year an amount of R89, 947,465 is budgeted under this section of the budget, and these amounts are summarized as follows:

Detail	Budget 2010/2011	Budget 2011/2012	Budget 2012/2013
COUNCIL			
Mayor & Exec Committee	5,502,200	5,831,170	6,179,820
Speaker, Chief Whip & Councillors	5,228,170	5,541,870	5,874,370
Council Support	4,759,490	5,045,050	5,347,760
TOTAL: Council	15,489,860	16,418,090	17,401,950
MUNICIPAL MANAGER			
Municipal Manager	2,687,900	2,883,980	3,038,780
Communication, Marketing & Tourism	2,273,990	2,410,440	2,555,050
Internal Audit	4,103,620	4,349,840	4,610,840
IDP	2,046,310	2,169,090	2,299,230
TOTAL: Municipal Manager	11,111,820	11,813,350	12,503,900
CORPORATE SERVICES			
Building	1,964,600	2,166,850	2,289,860
IT	3,756,070	3,981,430	4,220,320
Legal	2,210,200	2,342,800	2,483,390
Human Resources	3,151,580	3,340,670	3,541,120
Administration	7,795,970	8,257,360	8,739,810
TOTAL: Corporate Services	18,878,420	20,089,110	21,274,500
FINANCE			
Finance	6,701,390	7,103,480	7,529,700
Supply Chain Management	1,448,050	1,534,050	1,625,170
Municipal Management & Support	1,281,030	1,357,890	1,439,370
MSIG	1,000,000	1,000,000	1,000,000
Carwash	628,475	681,160	717,785
TOTAL: Finance	11,058,945	11,676,580	12,312,025

<u>MUNICIPAL INFRASTRUCTURE & SERVICES</u>			
Planning, Implementation & Support	5,088,710	5,394,010	5,717,650
Infrastructure Maintenance	4,088,080	4,332,340	4,591,200
Water & Sanitation	8,184,240	4,435,310	4,701,430
Planning Services	1,882,960	1,995,940	2,115,690
TOTAL: Municipal Infrastructure and Services	19,243,990	16,157,600	17,125,970
<u>INTERGOVERNMENTAL RELATIONS & DEVELOPMENT</u>			
Intergovernmental Relations	4,364,860	4,624,660	4,899,950
Municipal Health Services	5,660,660	6,000,280	6,360,280
Disaster Management	4,138,910	4,387,250	4,650,490
TOTAL: Intergovernmental Relations and Development	14,164,430	15,012,190	15,910,720
GRAND TOTAL	89,947,465	91,166,920	96,529,065

Expenditure Breakdown

EXPENDITURE BREAKDOWN

Detail	Budget 2010/2011	Budget 2011/2012	Budget 2012/2013
	<u>R</u>	<u>R</u>	<u>R</u>
Salaries and wages	47,340,420	50,196,150	53,203,995
Social Contributions	10,417,940	11,043,000	11,705,570
Councillor Allowances	8,676,390	9,196,980	9,748,790
Depreciation	2,055,210	2,251,140	2,360,530
Repair and Maintenance	907,820	962,030	1,019,480
Contracted Services	842,000	892,520	946,070
General Expenditure	19,707,685	16,625,100	17,544,630
Total	89,947,465	91,166,920	96,529,065

3.3.4 Donations

Council receives daily applications for donations. During the 2009/2010 financial year an amount of R200 000 was budgeted.

It is suggested that this section of the budget be maintained as follows:

Year	Amount ®
2010/2011	200,000
2011/2012	200,000
2012/2013	200,000

4. CAPITAL BUDGET

The proposed capital budget for the next three years may be summarized as follows:

CAPITAL BUDGET: MULTI YEAR BUDGETS COMPARISONS

Detail	Budget 2010/2011 R	Budget 2011/2012 R	Budget 2012/2013 R
New Office Complex & Alterations	80,000,000	20,000,000	20,000,000
Construction of lab		0	0
Lab equipment	1,000,000		
Disaster Centres - Mkhondo, Dipaleseng, Albert Luthuli	3,000,000	3,000,000	3,000,000
Landfill Site	0	10,000,000	10,000,000
Construction equipment / Vehicles	2,000,000	5,000,000	5,000,000
Office furniture and equipment	1,000,000	5,000,000	5,000,000
Sub-Total	87,000,000	43,000,000	43,000,000

5. FINANCING

The financing of the budget may be summarized as follows:

FINANCING

Detail	Budget 2010/2011 R	Budget 2011/2012 R	Budget 2012/2013 R
Revenue			
Grants	244,147,955	250,492,000	260,259,000
Interest on investments	6,718,351	6,304,268	2,294,482
Other income	843,630	880,822	919,874
Loan - Capital Projects	35,000,000		
Contribution Accumulated Surplus	34,588,629		
Total Income	321,298,565	257,677,090	263,473,356
Expenditure			
Allocations to Local Municipalities	108,500,000	93,000,000	93,000,000
Multi Year Projects	2,000,000		
Indirect Allocations	23,651,100	30,310,170	30,744,291
Building - Transitional Cost	10,000,000		
Administration of the Act	89,947,465	91,166,920	96,529,065
Donations	200,000	200,000	200,000
Capital Expenditure	87,000,000	43,000,000	43,000,000
Total Expenditure	321,298,565	257,677,090	263,473,356

3.1.12 EMPLOYMENT EQUITY PLAN

As part of the Gert Sibande District Municipality's 2009/10 IDP review process, the review of the Employment Equity Plan was commissioned. Hereunder is therefore the concise overview of the Employment Equity Plan.

1. Background

The Gert Sibande District Municipality is committed to achieving equity in the workplace by promoting equal opportunities and fair treatment of all its employees. To this end, the District aims to eliminate all unfair discrimination and implement affirmative action measures to redress the disadvantages in employment experienced by designated groups and to ensure their equitable representation in all occupational levels in the workforce.

2. Purpose of the Plan

- to address imbalances in the composition of the present and future labour force with regard to race, gender and disability.
- to honour the principle of public liability by rendering a satisfactory and affordable service in a cost effective manner.

3. Key issues

An analysis has been undertaken regarding the current employment policies, procedures and the working environment in order to identify employment barriers which may affect people from designated groups.

- . Performance and evaluation system
- . HIV / AIDS education and prevention
- . Job classification and grading
- . Diversity management programme
- . Community investment and bridging programme
- . Conditional Study grant

4. Skills Development

The principles underlying skills development interventions include the need to redress the imbalances of the past.

Several short and long term programmes have been initiated to address the Skills Development and represent components of the District's Employment Equity Plan and its Workplace Skills Plan.

The EEP is envisaged to operate as a continuous system in relation to Skills Development to strengthen both individual and the District performance.

5. Responsibilities

The Municipal Manager and the Heads of Departments will have their employment equity responsibilities incorporated as one of their key performance areas, which in turn will play an integral part in their performance assessments.

3.1.13 Integrated Environmental Management Framework

Background

The district is committed in promoting a safe and health environment for all, in achieving these mandate the development of the framework plan in line with the guidelines contained in the National Environmental management Act is crucial to ensure that we manage our natural environment and balance the need to exploit the natural resources found within the district to the benefit of the present and future generations

Purpose of the Plan

The framework plan is aimed at ensuring that the district provide a guideline in terms of balancing the economic needs and preserving and protecting the environment for present and future generation, the IEMF will highlight the sensitive areas pressure zones, conservation zones and special and sensitive areas that need developmental restrictions and developmental management or control

Responsibilities

The Municipal Manager and the Heads of Department will be responsible for the implementation of the plan

3.1.14 Air Quality Management Plan

Background

The district municipality due to industrial and power generating industrial activities has been declared a high air quality priority area due to its high pollution levels within five of its seven local municipalities. The level of air quality within these municipalities is of poor quality and not within the minimum air quality standards.

Purpose of the Plan

The plan aim to put mechanisms in place to comprehensively address Air quality issues, the plan put in place systems and method of managing Air quality within the district in relation to national targets and programs .the main objective of the plan is to reduce the current levels of Air Pollution and prevent future deterioration of Air quality within the district.

Responsibilities

The Municipal Manager and the Heads of Department will be responsible for the implementation of the plan

3.2 Policy Compliance & Implementation Monitoring and Evaluation

3.2.1 Performance Management and IDP Review

The purpose of the IDP is to ensure that the resources available to the municipality are directed at the delivery of projects and programmes that meet agreed Municipal development priorities. Once a municipality starts to implement its IDP it is important to check that:

- The delivery is happening in the planned manner
- The municipality is using its resources most efficiently
- It is producing the quality of delivery envisaged
- The delivery is having the envisaged impacts on the lives of the people in the municipality.

To achieve this it is necessary to monitor and evaluate measure and review the performance of GSDM against indicators and targets set in its IDP. Performance management will assist GSDM:

- To make immediate, appropriate changes in delivery and management of resources
- Identify and overcome major or systematic blockages
- Guide future planning on developmental objectives and resource use

Achieving this requires proactive development of a performance management system to be annually reviewed in conjunction with the IDP

To comprehend the relationship between IDP review and performance management, the following quotation from the Performance Management Guide for Municipalities, DPLG, 2001 (draft2, page 16) becomes relevant:

“The Integrated Development Planning Process and the Performance Management Process should appear to be seamlessly integrated. Integrated development planning fulfils the planning stage of performance management. Performance management fulfils the implementation management, monitoring and evaluation of the IDP process”.

Legal Context for Performance Management and IDP Annual Review

The purpose of this sub-section is to provide insight into key legislation concerning the Performance Management System and the Annual Review of the IDP.

In addition to the requirement for every Municipality to compile an Integrated Development Plan (IDP) the Municipal Systems Act, Act 32 of 2000 (MSA) also requires that the IDP is implemented, and that the Municipality monitors and evaluates its performance.

Section 34 of the MSA deals with the review and amendment of the IDP:

A Municipal council:

must review its integrated development plan

- (i) annually in accordance with an assessment of its performance measurements in terms of section 41; and
- (ii) (ii) to the extent that changing circumstances so demand;
- (iii) (b) may amend its integrated development plan in accordance with a prescribed process”.

Every Municipality is also required to develop and implement a performance management system in terms of Chapter 6 of the MSA. This performance management system must contain certain core components (section 41 of the MSA):

- Key performance indicators are “a yardstick for measuring performance, including outcomes and impact, with regard to the municipality’s development priorities and objectives set out in its Integrated Development Plan”.
- Measurable performance targets for each of the development priorities and objectives.

The Local Government: Municipal Planning and Performance Management Regulations, 2001 describes the role of the performance management system in monitoring, evaluation and review:

“7. (1) A municipality’s performance management system entails a framework that describes and represents how the Municipality’s cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed

(For more detail on Performance management system consult the Performance Management – A guide for Municipalities, DPLG, 2001).

The review and amendment process must also adhere to the requirements for public participation as set out in Chapter 4 of the MSA. This will involve establishing processes and structures for public participation, as was required for the process of drafting the IDP. The MSA (section 37 (d) and (e)) permits the Minister to make regulations and guidelines on certain matters regarding the review and amendment of the IDP.

As is the case when formulating the IDP, sector requirements have to be considered in monitoring, evaluation and review to ensure sector alignment. These requirements may be in

the form of process time frames, reporting procedures and formats, as well as review of existing plans/ programmes and adoption of new plans/programmes.

As a general rule, when the IDP is reviewed, it means that all the integrated plans and programmes forming part of the IDP are reviewed as well.

For certain sectors, monitoring, evaluation and review may have to occur at prescribed intervals that are more or less frequent than the annual IDP review.

In the review process, sector requirements regarding adherence to principles (e.g. National Environmental Management Act, 107 of 1998, and the Development Facilitation Act, of 1995) have to be taken into consideration. Performance/implementation should be evaluated in terms of such principles and inform the review process.

There are some of the key aspects of relevant legislation and regulations. It is important to note any additional legislation, or regulations and other requirements that spheres of government might institute in the future that require incorporation in the monitoring and evaluation and review process of our Municipality's IDP.
