



GERT SIBANDE  
DISTRICT  
MUNICIPALITY

## FINAL IDP 2011/12 TO 2013/14



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

## Foreword by the Executive Mayor

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It gives me great pleasure to present the Draft Integrated Development Plan for the 2011/12 to 2013/14 Financial Years, in the last year of this Current Term of Office. In reviewing our 2010/11 IDP and subsequently drafting our IDP and Budget respectively for 2011/12 to 2013/14 and beyond, we have consulted quite extensively with our communities in all our constituent Local Municipalities through their varying groupings using our IDP Representative Forum and other IGR structures 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 provided by the District in collaboration with its social partners. 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 programmes aimed at providing and sustaining the already existing infrastructure have in some or other way created job opportunities and skills development for the communities within Gert Sibande. Some achievements include the building of Sub-Disaster Centres in the two local municipalities, centralisation of the District offices which also provided some job opportunities for the local communities.

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 2011/12 to 2013/14 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 our service delivery 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 2011/12 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

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Clr A M GAMEDE  
EXECUTIVE MAYOR

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## Overview by the Municipal Manager

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Our 2010/11 Revised Integrated Development Plan (IDP) indicates 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 skills development so as to reduce 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:

- **Spatial Rationale**
- **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 that we remain adamant 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 in collaboration with variety of stakeholders providing service in the GSDM area of jurisdiction.

We commit ourselves to toil towards providing service excellence, good and accountable governance in all our endeavours. This however, could not happen overnight, yet we managed to get our District to 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 continuously 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

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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
CIP	Comprehensive Infrastructure Plan
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
DARDLA	Department of Agriculture, Rural Development 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 and Environment Affairs
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

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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**

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#### **1.1 Introduction**

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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 charge of 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 2011/12 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.

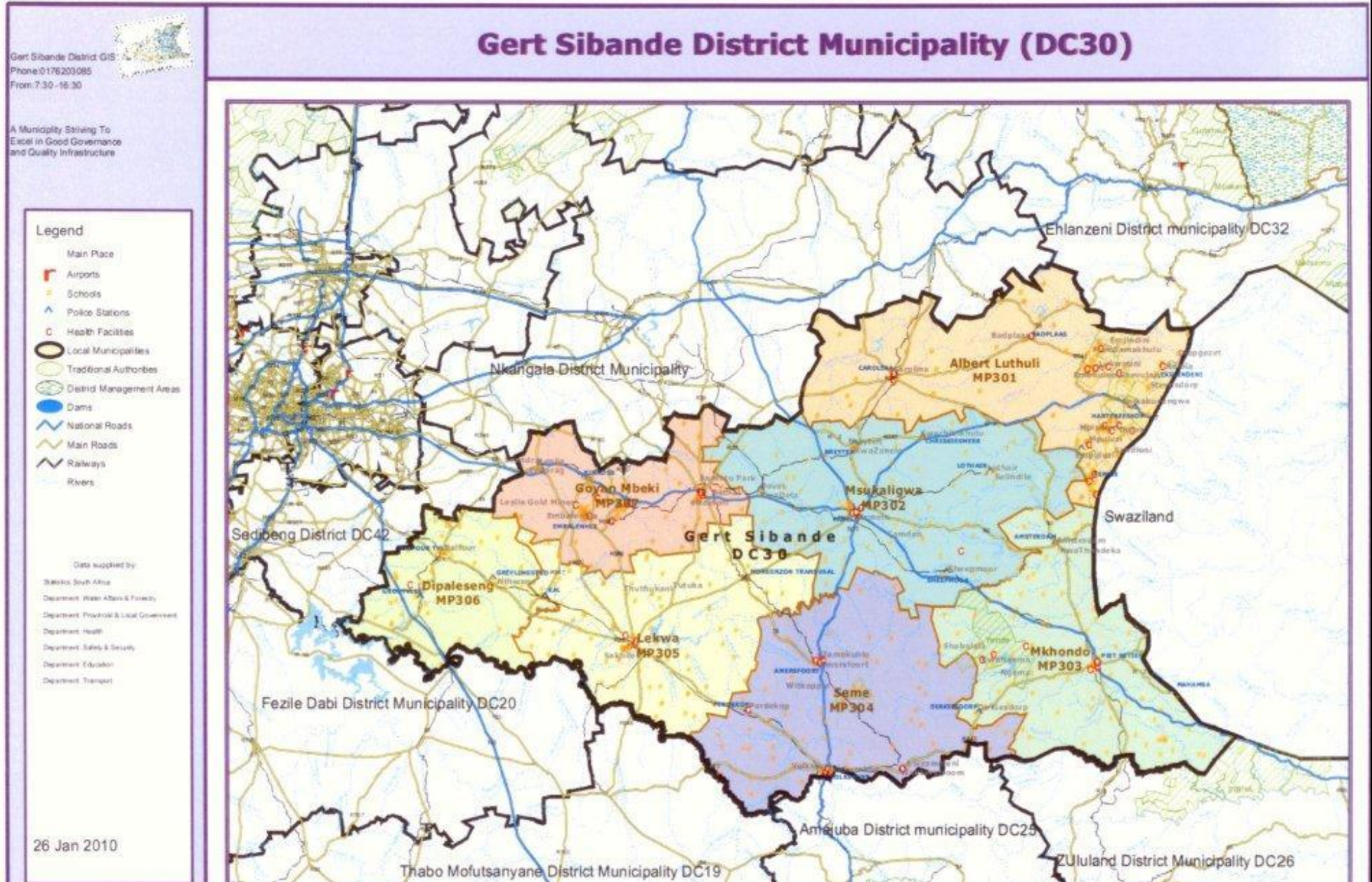
Spatially Gert Sibande District Municipality is the largest of the three Districts in Mpumalanga Province at 31 846 km<sup>2</sup>, covering 40% of the Mpumalanga Province's land mass.

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

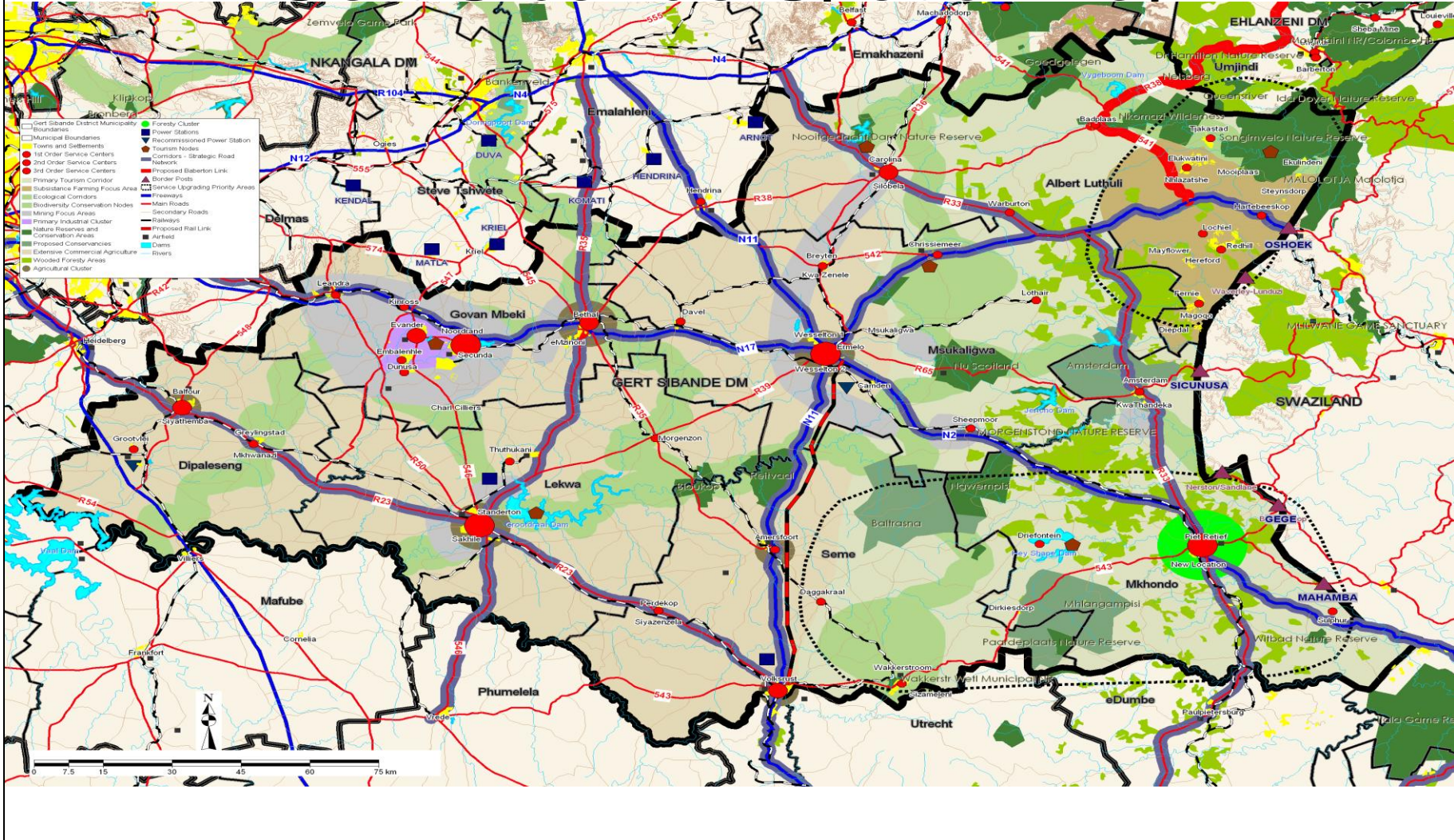
Table 1: Local Municipalities Main Administration Offices

Local Municipality	Main Admin Location	Central Place Index	Area ( km )	Average Density (Persons/km <sup>2</sup> )
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
<b>TOTAL</b>			<b>31 845, 87</b>	<b>28.26</b>

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



# Gert Sibande Spatial Map



## 1.2 Policy and Legislative Context

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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”

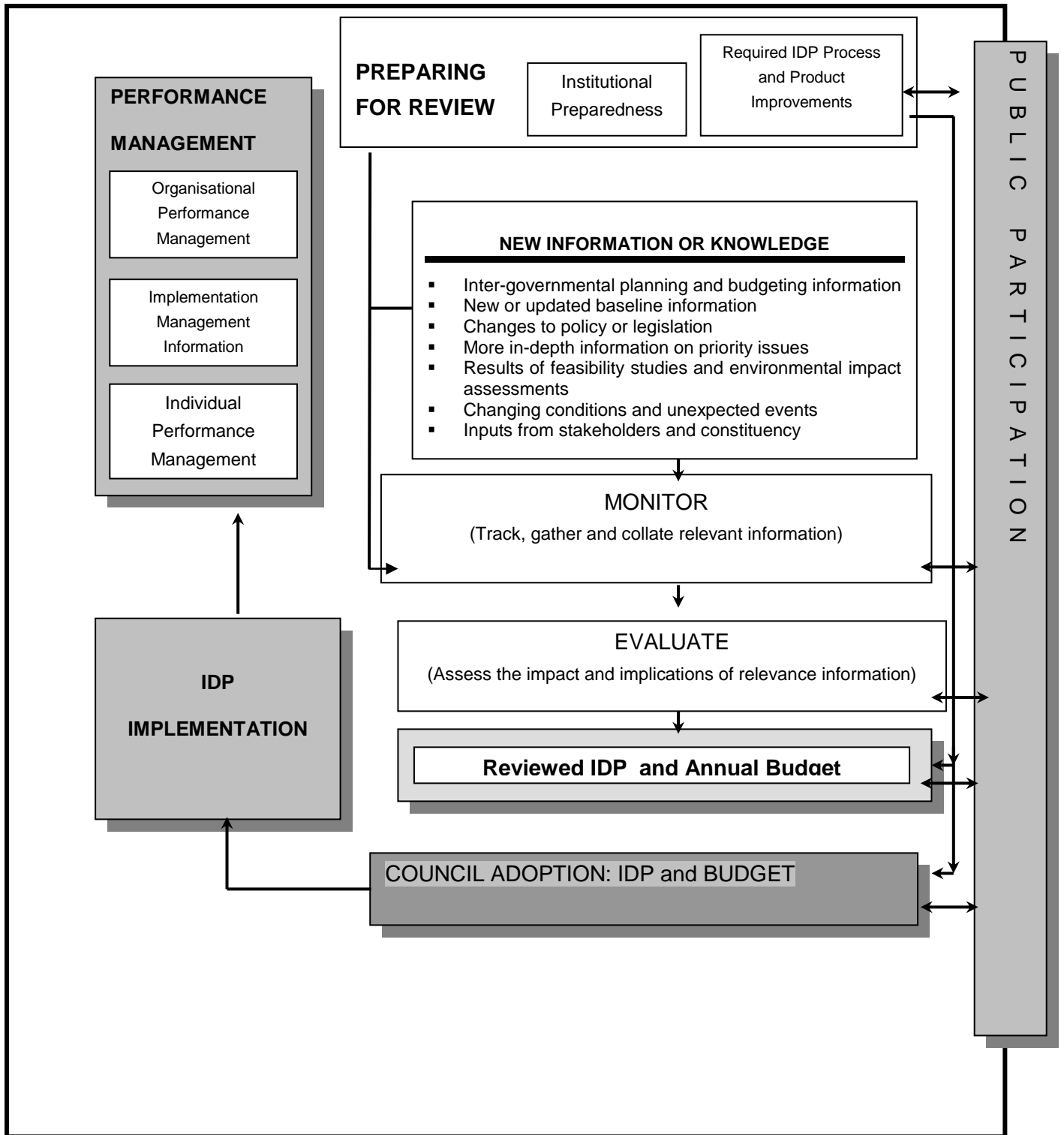
The annual review process thus relates to the assessment of the Municipality's performance against organisational objectives as well as implementation delivery, and also takes into cognisance any new information or change in circumstances that might have arisen subsequent to the adoption of the previous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

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#### **1.3.1 The IDP Process**

During August 2010, Gert Sibande District Municipality adopted a Framework Plan for the 2011/12 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 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

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, 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 2010 to its completion during the month of May 2011.

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

- IDP Representative Forums
- Departmental Fora
- IDP Management Committee

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

#### Organizational Arrangements for Organised Public Participation

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
1.	Municipal Council	<ul style="list-style-type: none"> <li>• The District Council will approve the reviewed IDP.</li> <li>• Will consider the Framework/Process Plan which should set out the process for the new IDP cycle.</li> </ul>
2.	Executive Mayor and Mayoral Committee	<p>The Mayoral Committee must:</p> <ul style="list-style-type: none"> <li>• Decide on the Framework/Process Plan for IDP Review</li> <li>• Responsible for overall management, co-ordination and monitoring of the review process, and may assign responsibilities to the Municipal Manager</li> <li>• Submit reviewed IDP framework and draft IDP to Council</li> <li>• Develop terms and criteria for Representative Forum.</li> <li>• Give political direction</li> </ul>
3.	Municipal Manager with delegated powers to the Senior Manager 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"> <li>• Responsible for the day to day management of the planning framework/process plan and ensuring that timeframes are being adhere to and resources are managed effectively and efficiently;</li> <li>• Co-ordinate the involvement of all different role players;</li> <li>• Ensuring the horizontal and vertical alignment in the planning process, including Sectors;</li> <li>• Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained;</li> <li>• Ensuring compliance with National and Provincial requirements and legislations;</li> <li>• Ensure appropriate participation of all the relevant Stakeholders;</li> <li>• Ensure proper documentation of outcomes;</li> <li>• Chairing the Steering Committee, Technical Committee; and</li> <li>• Management of Service Providers</li> </ul>
4.	IDP Steering Committee	<ul style="list-style-type: none"> <li>• Framework/Process Plan management structure;</li> <li>• Allocation of duties and monitoring;</li> </ul>

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
		<ul style="list-style-type: none"> <li>• Overall management including the appointment of technical consultants;</li> <li>• Decision on roles and responsibilities;</li> <li>• Commission research studies and recommend appointment of service providers;</li> <li>• Decide on matters to be referred to Technical Committee for alignment and integration purposes.</li> </ul>
5.	IDP Representative Forum	<ul style="list-style-type: none"> <li>• The Executive Mayor or Representative chairs the forum meetings.</li> <li>• 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 Manager</li> <li>• 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;</li> <li>• Will provide an organizational mechanisms for discussion, negotiations and decision making between the stakeholders including municipalities and government departments during the Municipal process;</li> <li>• Monitor the performance of the planning and implementation process.</li> <li>• Make recommendations to the council on planning and development priorities.</li> </ul>
6.	IDP Sectoral Forums <ul style="list-style-type: none"> <li>• CFOs Forum</li> <li>• Corporate Services/HR Forum</li> <li>• Infrastructure &amp; Technical Services Managers Forum</li> <li>• District Communications Forum</li> <li>• HIV/AIDS Council</li> <li>• Disaster Management Forum</li> <li>• Transport Forum</li> <li>• Environmental Health Practitioners</li> </ul>	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"> <li>• Advising the Steering Committee on terms of reference for the various planning activities;               <ul style="list-style-type: none"> <li>- 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);</li> <li>- processes, summarizes and document outputs;</li> <li>- consider and report on department outputs;</li> <li>- makes content recommendations,</li> <li>- prepare, facilitate and document meetings</li> </ul> </li> <li>- Provide sectional IDP progress report on quarterly basis.</li> <li>- Discuss challenges encountered and recommend possible solutions within their respective line functions</li> <li>- ensure alignment regarding relational matters, and agree on the programme of action to be pursued towards achieving goals as articulated in the respective Municipal IDPs</li> <li>- Use the 5 Year LGSA as the basis of their discussions and</li> </ul>

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

### 1.3.2 Summary of Community Stakeholder Input

During the month of September to October 2010 the local municipalities had the public participation with an aim of understanding the developmental and infrastructural challenges confronted by their local communities. In the month of April 2011 over and above the local municipality public participation processes, the District met each local municipality with the aim of emphasizing the Government's commitments programmes through the Medium Term Strategic Framework priorities, the importance of meeting the Millennium Targets, improvement in service

delivery and ensuring better life for all District residents within constituent Local Municipalities. In November 2010 the local municipalities furnished GSDM and the sector departments with the needs or challenges as highlighted below.

- Access to Clean Air
- Sustainable Human Settlements
- Access to Sanitation
- Access to water
- Access to Roads
- Access to Electricity
- Storm water Drainage
- Land Use Management
- Economic Development
- Refuse Removal
- Job Creation
- Youth Development
- Inclusion of the farm workers in all development programmes
- Land Provision and maintenance of Cemeteries
- Social and Community Services
- Emergency Services
- Safety and Security
- Parks and Recreation
- Environmental Management
- Agrarian and Land Reform
- Infrastructure Maintenance
- Skills Development
- Access to tertiary education

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## **1.4 National and Provincial Planning Frameworks affecting GSDM**

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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 4: 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

The South African country report on MDGs indicates that the country is doing well as far as MDGs targets are concerned. Most of the targets have been met well before the cut off date meaning that there is a possibility for more people to benefit through the initiatives aimed at achieving goals as set out by country. However it is also worth noting that more focus needs to be put in those areas which are unlikely to be met as indicated in the report. Those include target issues like employment to population ration, share of the poorest quintile in national consumption, those that are employed but live on less than \$1 a day, prevalence of underweight children under 5 years of age and gini coefficient.

Achievements resulting from the strategies, policies and all other developmental initiatives by both the GSDM and its social partners should be accounted as most deal with the MDGs targets.

### **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 namely:

- Infrastructure Programmes
- Sector Investments strategies
- Skills and development initiatives
- Second economy interventions
- Macro economic issues
- Efficient public administration and leadership skills

### **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 and Rural Development Strategies and other applicable policies.

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 Lowveld 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).

#### **1.4.5 Medium-Term Strategic Framework (MTSF)**

The South African government identified the following objectives for the improvement of the lives of all South Africans up to 2014.

- Halve poverty and unemployment by 2014
- Ensure more equitable distribution of the benefits of economic growth and reduce
- Improve the nation's health profile and skills base and ensure universal access to basic services
- Improve the safety of citizens by reducing incidents of crime and corruption
- Build a nation free of all forms of racism, sexism, tribalism and xenophobia

### **Linkage between South Africa's national development planning and the MDGs**

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

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

### 1.5.1. District Population Dynamics

According to Global Insight the 2009 population estimates Gert Sibande is home to 1,054,543 people accounting to just fewer than 30% of the Mpumalanga population. As depicted in the table below, Gert Sibande population has grown by almost over 3% between 1996 and 2009 at an average annual rate of 2.1% compared to the Mpumalanga and National rates of 1.3% and 1.2% respectively. In the same period, municipalities like Mkhondo grew at an annual average rate of 3.1% making it the fastest growing municipal population followed by Pixley ka Seme (2.4%), Msukaligwa (2.6%), Lekwa (2.3%) and Govan Mbeki (2.8%). Dipaleseng (0.2%) and Albert Luthuli (0.3%) population growth rates were below the provincial average which is understandable considering their rural nature.

**Table5: Gert Sibande Population**

MUNICIPALITIES	GSDM POPULATION			Population Growth Rates		Municipal Population Contribution %		
	1996	2001	2009	1997	1996-2009	1996	2001	2009
Gert Sibande DM	806079	926540	1054543	3.3%	2.1%	1	1	1
Albert Luthuli LM	183982	189276	191413	1.0%	0.3%	23%	20%	18%
Msukaligwa LM	108643	129086	152443	3.9%	2.6%	13%	14%	14%
Mkhondo LM	101484	125371	151222	4.9%	3.1%	13%	14%	14%
Pixley Ka Seme LM	70342	82696	95910	3.8%	2.4%	9%	9%	9%
Lekwa LM	92196	107163	123486	3.5%	2.3%	11%	12%	12%
Dipaleseng LM	39108	39722	39893	0.8%	0.2%	5%	4%	4%
Govan Mbeki LM	210324	253226	300177	4.3%	2.8%	26%	27%	28%

#### Regional explorer 524 (2.3e) 2010

The population contribution per municipality has not changed much in the last fourteen years where Govan Mbeki LM has been contributing 28% to the District's population followed by Albert Luthuli LM at 18%. Mkhondo and Msukaligwa have had almost the same contribution, between 13 and 14% to the District's population while Lekwa has always been the fifth contributor then Pixley Ka Seme and lastly Dipaleseng.

In 2001 Gert Sibande DM according to StatsSA was a home to 226 523 households where Govan Mbeki is leading like in the population contribution with 86946 households. The number of households has since then grown to 282975 which is 12% growth. Using these population and households estimates it is evident that there are around 3 or 4 people in each household within the District.



**Table6: Municipal Households Contribution**

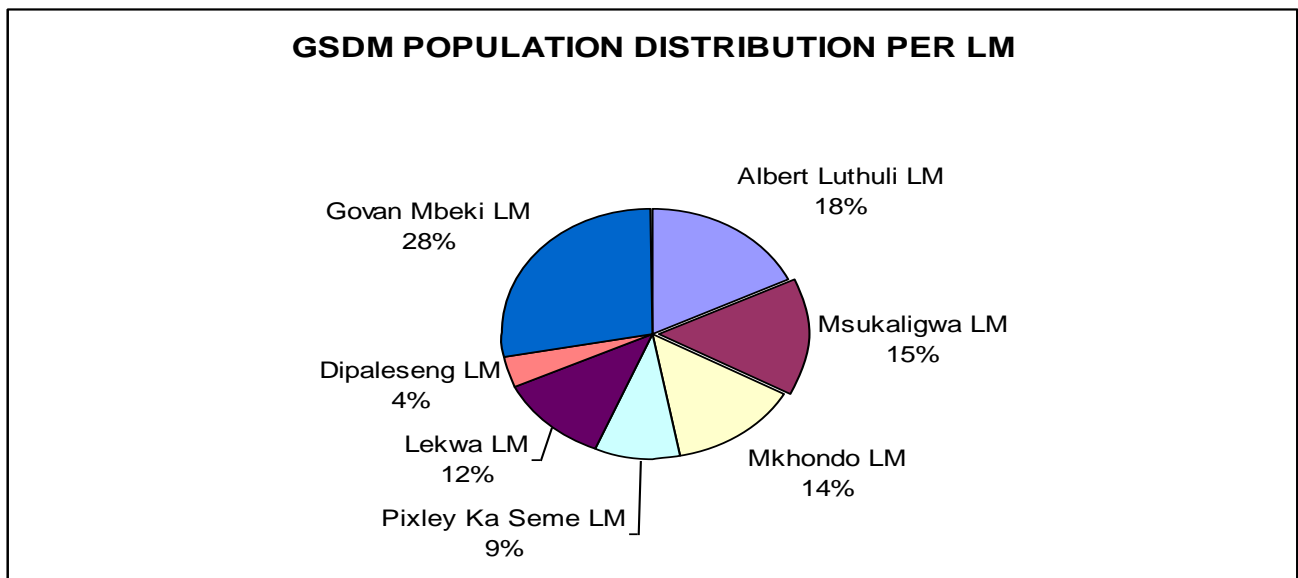
	2001		2007		2009	
	# of Households	Households %	# of Households	Households %	# of Households	Households %
Gert Sibande DM	226,523	1	273,296	1	282,975	1
Albert Luthuli LM	42,137	19%	46,405	17%	47,171	17%
Msukaligwa LM	33,861	15%	41,936	15%	43,681	15%
Mkhondo LM	26,349	12%	33,377	12%	34,866	12%
Pixley Ka Seme LM	19,113	8%	23,288	9%	24,161	9%
Lekwa LM	27,257	12%	33,033	12%	34,256	12%
Dipaleseng LM	10,828	5%	11,723	4%	11,894	4%
Govan Mbeki LM	66,978	30%	83,535	31%	86,946	31%

**Regional explorer 524 (2.3e) 2010**

Govan Mbeki contributes 31% of the GSDM households followed by Albert Luthuli at 17%, Msukaligwa at 15%, Mkhondo and Lekwa at 12%, then Pixley ka Seme 9% lastly Dipaleseng at 4%.

With the population of 300177 chart 1 below show that the Govan Mbeki municipality accounts for the largest share (28%) of the Gert Sibande population followed respectively by Albert Luthuli (18%), Msukaligwa (15%), Mkhondo (14%) 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 39,893 people (4%) of the population.

**CHART 1: Population Contribution (%) by Municipality 2008**



**GSDM IDP Directorate Base Data (Regional explorer 524 (2.3e) 2010)**

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 7, below depicts that in 2008 Africans 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 men dictated by the nature of work that must be done.

**Table 7: Population Groups Contribution and Gender Distribution**

Demographic 2009	Population Group								Gender				
Municipality	African	%	White	%	Coloured	%	Asian	%	Males	%	Females	%	Total
Gert Sibande DM	959611	1	81899	1	6048	1	6985	1	517766	1	536776	1	1054543
Albert Luthuli LM	187270	20	3530	4	294	5	319	5	90882	18	100530	19	191413
Mskungwa LM	139187	15	11847	14	374	6	1035	15	74524	14	77918	15	152443
Mkhondo LM	144279	15	5383	7	582	10	979	14	73756	14	77466	14	151222
Pixley Ka Seme LM	89044	9	5891	7	407	7	568	8	45956	9	49954	9	95910
Lekwa LM	107389	11	12936	16	1958	32	1202	17	62609	12	60877	11	123486
Dipaleseng LM	36287	4	3189	4	65	1	352	5	19783	4	20110	4	39893
Govan Mbeki LM	256155	27	39124	48	2368	39	2531	36	150257	29	149920	28	300177

**Regional explorer 524 (2.3e) 2010**

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 7 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.

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).

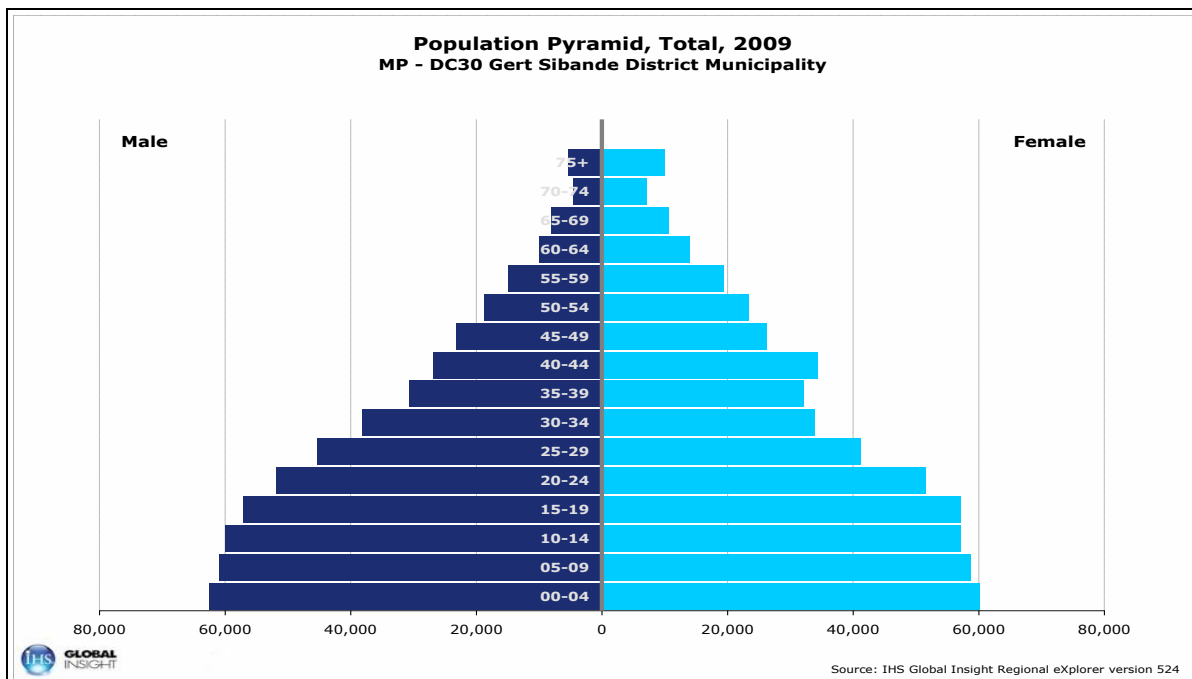
Another indicator of population dynamics is the age dependency ratio which is defined as the ratio of the combined child population (0-14 years) and the aged population (65 years and over) or persons in the dependent ages, to every 100 people of the intermediate age population (15-65 years). In terms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

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

2009	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%
GSDM	229,796	27,582	1,615	1,762	260,755	53.6%	87.8%	82.7%	95.5%	57.0%

**Regional explorer 524 (2.3e) 2010**

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.

**CHART 3: Gert Sibande Population by Age and Gender 2009****Regional explorer 524 (2.3e) 2010**

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 provision of health, early childhood development, basic education, sports development and recreation must be given a priority in developing the communities within GSDM;
- The concentration of the economically active population below age 35 implies that life skills services enabling ease of access to employment and economic opportunities must reflect a bias towards youth which may include intensive skills development, on the job training etc;
- The youth, in particular young women are considered to be more vulnerable leading them to social and economic deficit and most often at risk of contracting HIV.
- The future size and quality of the economically active population will depend in large part on the ability of Gert Sibande DM to develop and advocate for the appropriate and requisite skills and most importantly, to retain these skills within the District municipality where practically possible.

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## **1.6 Municipal Transformation and Organization Development**

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### **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 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.

For the District to effectively support its constituent local municipalities offices were relocated to Ermelo. 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
- 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 Secunda building, 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 has finished constructing phase one of the new offices in Ermelo which has sufficient offices. It is with great pleasure that phase one of this office complex has been officially opened. The building is designed in such as 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 10: Powers, Duties and Functions**

<b>Constitutional Mandate, Powers and Functions</b>	<b>GSDM</b>	<b>ALBERT LUTHULI</b>	<b>DIPALESENG</b>	<b>GOVAN MBEKI</b>	<b>LEKWA</b>	<b>MKHONDO</b>	<b>MSUKALIGW A</b>	<b>PIXLEY KA SEME</b>
Water & Sanitation in terms of Section 84(3) 1(b) & 1(d) of the MSA	✓	✓	✓	✓	✓	✓	✓	✓
LED in terms of Schedule 4 & 5 part (b) of the constitution & Chapter 7 (153)	✓	✓	✓	✓	✓	✓	✓	✓
MHS in terms of Section 84(1) (i) of the MSA	✓	x	x	x	x	x	x	x
Municipal Airports in terms of section 84(i) (j) schedule 4 part (b)	✓	✓	x	✓	✓	✓	✓	x
Fire Fighting in terms of Section 84(i) (j) schedule 4 part (b)	✓	✓	✓	✓	✓	✓	✓	✓
Disaster Management in terms of section 25,42 & 53 of the DMA 57 of 2002	✓	✓	✓	✓	✓	✓	✓	✓
The Constitution of Republic of SA Act of 1996 in terms schedule 4& 5 part (b) of the constitution	✓	✓	✓	✓	✓	✓	✓	✓
Electricity in terms of section 84(1) (c) except planning of the MSA	✓	✓	✓	✓	✓	✓	✓	✓
Waste Management in terms of schedule 4 & part (b) of the constitution	✓	✓	✓	✓	✓	✓	✓	✓
Housing in terms of providing land and bulk services	✓	✓	✓	✓	✓	✓	✓	✓
FBS – targeted indigent register available	X	✓	✓	✓	✓	✓	✓	✓
Greening programme in terms of Schedule 4 & part (b) of the Constitution Environmental	✓	✓	✓	✓	✓	✓	✓	✓

<b>Constitutional Mandate, Powers and Functions</b>	<b>GSDM</b>	<b>ALBERT LUTHULI</b>	<b>DIPALESENG</b>	<b>GOVAN MBEKI</b>	<b>LEKWA</b>	<b>MKHONDO</b>	<b>MSUKALIGWA</b>	<b>PIXLEY KA SEME</b>
promotion								
Municipal Planning in terms of MSA Section 84 (1) (a)	✓	✓	X	✓	✓	✓	✓	✓
Municipal Roads in terms of Schedule 4 & part (b) of the Constitution	MSA S84(1)	✓	✓	✓	✓	✓	✓	✓
Child Care Facilities in terms of Schedule 5 & part (b) of the Constitution	✓	✓	✓	✓	✓	✓	✓	✓
Control of undertaking to sell liquor to the public in terms of Schedule 5 & part (b) of the Constitution	✓	✓	✓	✓	✓	✓	✓	✓
Facilities for accommodation, care/ burial of animals in terms of Schedule 5 & part (b) of the Constitution	✓	✓	✓	✓	✓	✓	✓	✓
Markets in terms of MSA S84(1)(k)	✓	x	X	x	X	X	x	✓
Municipal Abattoirs in terms of Schedule 5 & part (b) of the Constitution	MSA S84(1)(k)	MSA S84(1)(k)	✓	✓	✓	✓	✓	✓
Promotion of Tourism In terms of Schedule 4 & part (b) of the Constitution[ planning]	MSA S84(1)(k)	✓	✓	✓	✓	✓	✓	✓
Local Amenities / Sports facilities / Parks & Recreation in terms of Schedule 5 & part (b) of the constitution	x	✓	✓	✓	✓	✓	✓	✓
Billboards in terms of Schedule 5 & part (b) of the constitution	x	✓	✓	✓	✓	✓	✓	✓
Public Places in terms of Schedule 5 & part (b) of the Constitution	✓	✓	✓	✓	✓	✓	✓	✓

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



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

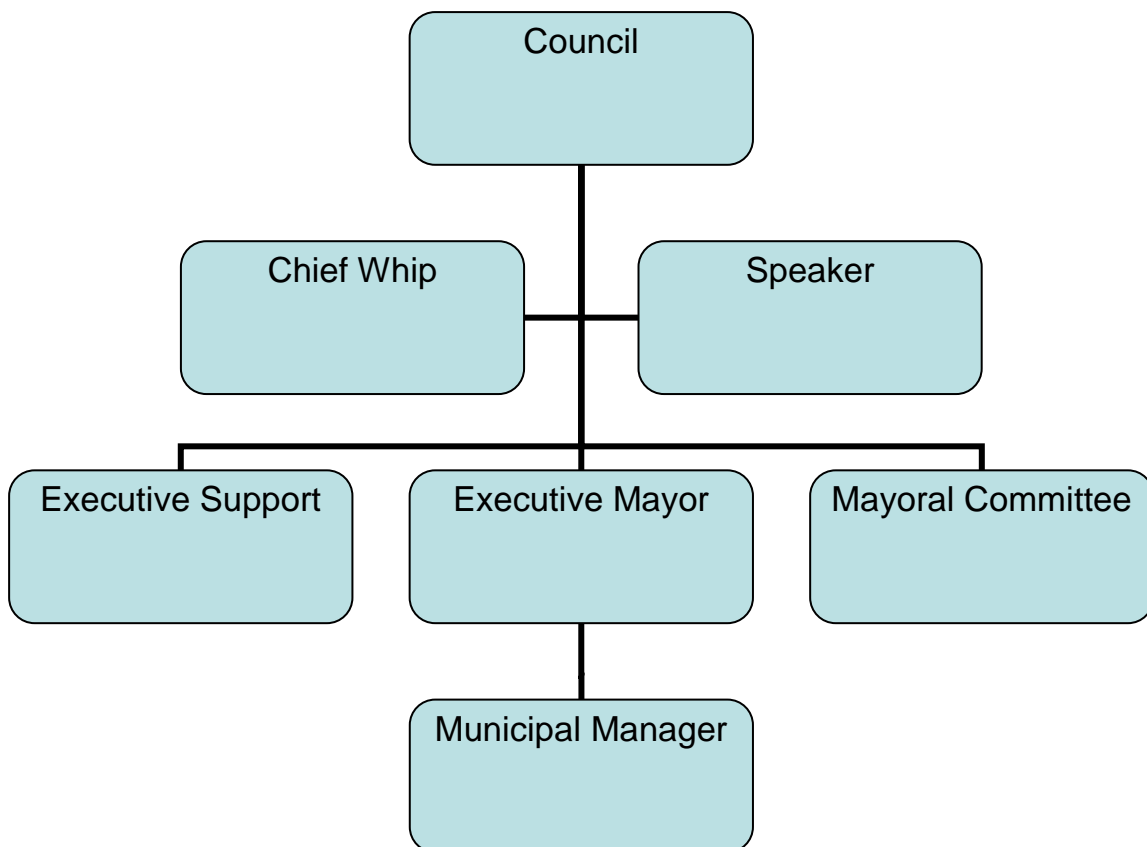
- Engage CoGTA in undertaking an audit of all the powers and functions currently performed by varying stakeholders in the District in conjunction with COGTA.
- Need to continually engage within the intergovernmental relation Framework and mechanisms in improving the manner in which we perform our functions.
- 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.
- Enhance the Municipal Monitoring and Evaluation processes

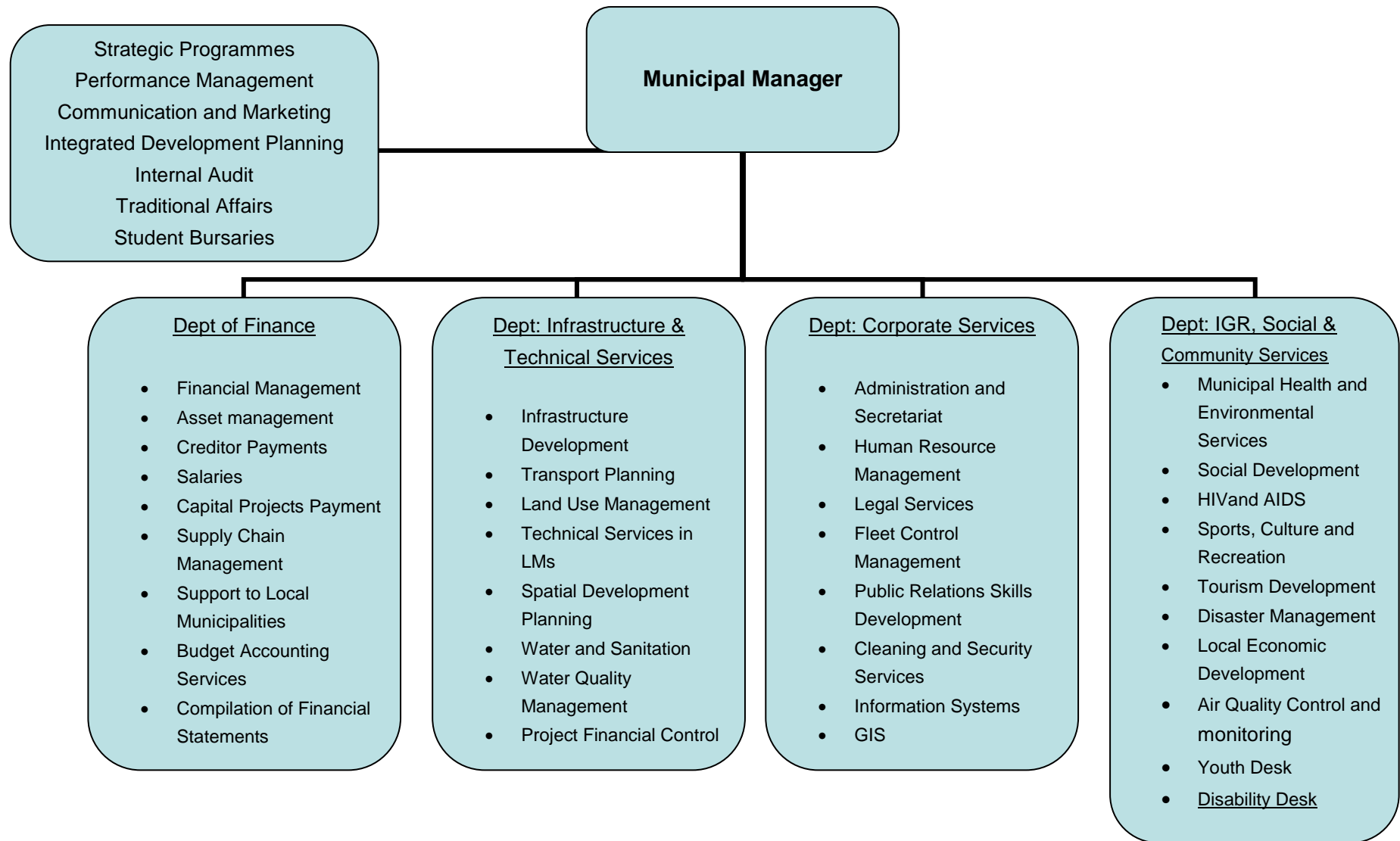
### 1.6.2 Organizational Design

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, the Speaker and Chief Whip respectively as reflected in Figure 2 below. A similar arrangement is also emulated across the constituent Local Municipalities.

This Political component of Council is supported by an Administrative component, which is arranged as thus: Office of the Municipal Manager, Corporate Services, Finance, Infrastructure and Technical Services, Intergovernmental Relations Social and Community Development.

FIGURE 2: GERT SIBANDE DISTRICT MUNICIPALITY: MACRO ORGANISATIONAL STRUCTURE





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
- Improve knowledge management and organizational memory among staff members.
- 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 the 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).

GSDM has all the top management positions filled, there are however 5 critical vacancies that are yet to be filled. Among them are the Town and Regional Planner, Senior Manager IDP, Labour Relations Specialist, Director Supply Chain Manager and Chief Air Quality Management Officer. These positions will take priority in making sure that the municipality is geared towards the service delivery. It is evident from the table below that much has been achieved in terms of filling critical positions, whilst there are still those positions which must be filled.

**Table 11: Gert Sibande Administrative Capacity**

DEPARTMENT	POSITION	LEVEL	STATUS	GENDER	RACE
Executive Mayor	General Manager	Sec 57	Vacant	N/A	N/A
	Director: Budget Quality Management	1	Filled	M	W
	Deputy Director: Environmental Promotions	2	Vacant	n/a	n/a
	Senior Manager; Communications & Events	0	Filled	F	BA
	Events Manager	2	Filled	F	BA
	Deputy Manager Communications	2	Filled	F	BA
	Senior Manager: Water & Sanitation	0	Filled	M	W
	Head Scientific Services	2	Filled	F	BA
	Senior Manager: Transport & Spatial Planning	1	Filled	M	BA
	Town & Regional Planner	2	Vacant	N/A	N/A
	Senior Manager: IDP	1	Vacant	N/A	N/A
Speaker	Manager Community Participation	2	Filled	M	BA

DEPARTMENT	POSITION	LEVEL	STATUS	GENDER	RACE
Municipal Manager	Municipal Manager	Sec 57	Filled	M	BA
	Chief Internal Auditor	2	Filled	M	Ind
Corporate Services	General Manager	Sec 57	Filled	M	BA
	Senior Manager: Administration	1	Filled	M	W
	Senior Manager: Legal & Skills Development	1	Filled	M	BA
	Labour Relations Spec.	2	Vacant	N/A	N/A
Finance	Chief Financial Officer	Sec 57	Filled	M	Ind
	Deputy CFO- Municipal Support	0	Filled	M	W
	Director Municipal Support	1	Filled	M	W
	Director Budget & Treasury	1	Filled	F	W
	Director: Supply Chain Management	1	Vacant		n/a
Infrastructure & Technical Services	General Manager	Sec 57	Filled	M	W
	Director: Project Implementation	1	Filled	F	W
	Director: Project Implementation	1	Filled	M	BA
	Director: Project Management	1	Filled	M	W
	Deputy Director: Maintenance & TS	2	Filled	M	BA
Intergovernmental Relations	General Manager	Sec 57	Filled	F	BA
	Director: Municipal Health Services	1	Filled	M	BA
	LED Manager	3	Filled	F	BA
	Chief Air Quality Management Officer	3	Vacant	n/a	n/a

Source: **GSDM IDP DIRECTORATE (Base Data: SC 2010) (Director changed to senior Manager**

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
- Organisational Performance Management & Monitoring
- Compliance with legislative requirements
- Human Resource Development System
- Organisational grading
- Employment Assistance Programme

### **Councillors' oversight role and accountability in terms of the MFMA**

The MFMA clearly separates roles and responsibilities between the Executive Mayor (or Executive Committee) and council, and between the Executive Mayor and the Municipal Manager and other senior officials. It creates a clearer line of authority between the council, which must approve

council policy; the mayor, who must provide political leadership; and the municipal manager, who is accountable to the mayor and council for implementing those policies.

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

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

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 enhance 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.

### **Gert Sibande District Municipality Turn Around Strategy**

The advent of the Local Government Turn Around Strategy (LGTAS) has brought about numerous challenges in local government both contextually and in so far as implementation is concerned. However, the GSDM endeavoured to synchronise all administrative processes relating to the LGTAS. These include among others, the convocation of the Gert Sibande District Local Government Summit held on the 11<sup>th</sup> of March 2010.

The GSDM LGTAS highlighted several service delivery programmes in the last financial year. Most significantly, major strides have been achieved in this regard. Prime to these, are infrastructure development projects at the constituent local municipalities, financial and administrative assistance being given to local municipalities. Furthermore, all the projects and MTAS implementation are part of the broader IDP and Service Delivery Budget Implementation Plan programmes.

**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	174	319	195	1431	581	423	605	339
Filled Positions	125	319	195	1587 (115 temp)	556	424 being reviewed	605	339
Job Evaluation	Awaiting 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	Operational	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	Organisational Finalised	In Progress	To be implemented	Approved.	In Planning Phase	Partly Completed	Policy adopted but not yet implemented	Adopted by Council: CRA61/2009
Skills Development Plan	Approved	Approved	2007/2008 Plan in Place	Approved	Submitted & approved	Approved & in Place	In Progress	Approved
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



<b>ISSUES</b>	<b>GERT SIBANDE</b>	<b>ALBERT LUTHULI</b>	<b>DIPALESENG</b>	<b>GOVAN MBEKI</b>	<b>LEKWA</b>	<b>MKHONDO</b>	<b>MSUKALIGWA</b>	<b>PIXLEY KA SEME</b>
Disaster Management Plan	Approved	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: Local Municipality HR information.**

#### **1.6.4 Committee Service**

As part of governance process, Council meetings are held quarterly while Mayoral Committee meetings are on monthly basis. Progress has been made in submitting professionally compiled items, agendas and minutes are timeously distributed to reach the Councillors well before the scheduled meetings to enable fruitful and well informed deliberations. Despite the fact that much success has been attained in improving the standard of reports that are presented to Committees of Council and to Council there are still areas that need continuous corroboration to optimize the excellence, functionality and decision-making capability of Council in all its seating's.

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**

Information and Communication Technology consist of internal and external services where internal services are focused with the day to day of running of line-function departments. This is through the provision of standardised, stable, cost effective technology enabling the municipality to achieve its optimal goal. As an organisation that aspires to grow and market itself externally, hence as we are part of the Global Village where information and communication are equally vital we ensure that all our documentation and records are stored electronically, accessible to the public to enhance our communication to and from the District to higher levels. This will assist in ensuring intersectoral collaboration with all stakeholders therefore enhancing service delivery.

To achieve the aims indicated above, the District must ensure:

- Compliance with the prescripts of the MFMA and the Supply Chain Policy adopted by Council;
- Compliance with the prescripts of the Auditor General with regard to system security, disaster recovery and backup planning, systems and technology planning etc;
- Maintenance of existing technology and systems, including upgrading;
- Assisting local municipalities in ensuring that their internal systems and technology remain part of the external service as described earlier and
- The delivery of a district wide Geographic Information System (GIS) with the aim of enhancing revenue collection and services data cleansing.

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 it seeks 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**

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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

GSDM as with the rest of the country is dealing with the backlog in terms of providing basic needs of its community. Financial investments towards accelerating the provisions of these free basic services and other major infrastructural projects have assisted in making sure that more people are enjoying the benefits of democracy. Much has been done towards attaining the MDGs while improving the lives of all our communities but access to additional funding from the Treasury Departments is of paramount importance so as to at least contribute to the yet to be met MDGs as in the 2010 Country Report. Currently the District has a fairly strong balance sheet and would be able to attract capital from the respective Government Departments. The factors influencing this year's budget preparation were the Government priorities which amongst others 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 the recently completed GSDM GIS data cleansing operations of all seven local municipalities, the process should now be internalised to the day-to-day operations in the local 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 more effective. Further the incorporation of the Municipal Property Rates Act by local municipalities into their operations, the management and recovery of outstanding debt is of extreme importance. The implementation of the Property Rates Act will enable local municipalities to maximize their fixed revenue so as to finance their operational expenditure. In future GSDM's funding allocation will be applied in priority to areas in the local municipalities where other significant service delivery demands are required.

The project has been completed with data captured at Albert Luthuli, Govan Mbeki, Dipaleseng and Lekwa Local Municipalities, while Pixley ka Seme and Mkhondo local municipalities uncaptured due to unrest and administrative problems at the time. These locals will receive special attention early in 2011, to ensure that they are brought to the same standard as the rest through smaller projects. The financial data is an area of grave concern and downloads are not taking place as speedily as expected, mainly due to the availability of trained staff and lack of automation. The GIS project raised the issues of clean and standardised financial data and systems, which the GSDM- and the Local municipality staff hope to address through the signing of Memorandums of Understanding which will govern this data standards and systems implementation.

It is the intention of the GSDM to maintain and further develop the Shared GIS System into an Integrated Management Information System shared by the Local Municipalities and the District. The advantage of this innovation is that at all times the Management decision processes is enhanced through the provision of spatial location and - relations between all other information systems i.e. financial systems, spatial development frameworks, water services development plans, payment trends, 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 1<sup>st</sup> 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 November 2010.**

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

From table 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 1<sup>st</sup> 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. The challenge is still to address the infrastructure and service provision demands which amount to more than double the current expenditure.

**Table 14: Gert Sibande Revenue Breakdown 2009/10 Financial Year**

Financial Year	Revenue								
	Equitable Share	NDP	LGFMG	MSIG	MIG	NEP	WSOS	SCTCR	OWN REVENUE
	(R'000)								
2009/10	227,431	0	750	735	0	0	0	0	8,339

Information as obtained from the 2009 DORA & National Treasury Budget information for the 2009 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 2009/10 Financial Year**

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)
2009/10	110,504	106,434	1,300	1,300	0	0

From the Table above it is evident that the municipality was able to implement its capital budget and that the total amount for the MSIG was spent within the financial year.

**Table 16: Capital Expenditure versus Operating Expenditure Ratios 2009/10**

Municipalities	BUDGETED AMOUNTS			
	Capital Expenditure	Operating Expenditure	Total Budget	Capital Exp vs. Total Budget
	(R'000)	(R'000)	(R'000)	%
	2009/10	110,3	260,3	370,6

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

- Harness the Municipalities' capacity to adequately address community needs
- Encourage Municipalities to progressively contribute towards the attainment of the millennium targets



- Harness the creation of an environment suitable for sustainable creation of jobs & 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.

### **1.7.4 Audit Reports**

Gert Sibande District Municipality has received unqualified audit reports for the 2007/8, 2008/9 and 2009/10 financial years. However in the 2009/10 financial year there were certain matters of emphasis which are as follows:

1.7.4.1 Non compliance with regulatory and reporting requirements – no mid year assessment report. Although a mid year assessment report was submitted to council by the due date, the report did not contain all relevant reporting on performance management as required by section 72 of the MFMA. The matter will be rectified for the next financial year by submitting all information required by section 72 of the MFMA.

1.7.4.2 Compliance with laws and regulations – the financial statements were not prepared in accordance with applicable legislation. Due to a difference in interpretation regarding provision for projects in progress, the amounts were not stated as required by the Auditor General. The matter was rectified with the 2010/11 adjustments budget and projects in progress will not be shown as provisions in future.

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 by all 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 prescripts.
- Ensuring as far as practicable unqualified Audit reports are being received throughout the District
- Ensuring sound Internal control and Financial Management practices
- Ensuring that risk and fraud prevention plans are in place as mechanisms to mitigate corrupt practices
- Coordinating the implementation of GAMAP/GRAP standards for Local Municipalities.
- Ensuring that the Supply Chain Management and Procurement issues are in place and adhered to.
- Ensuring that all improvements implemented within the Local Municipalities are sustainable.

## **1.8 Local Economic Development and Environmental Management Overview**

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### 1.8.1. Regional Economic Growth and Spatial Features

The economy of GSDM is strong and is predominantly mining with 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) are happening. The District also hosts one of the largest petro-chemical industries in the country (SASOL) and 4 ESKOM coal powered stations, via: Amajuba; Thuthuka; Grootvlei and Camden respectively.

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

- Manufacturing mainly by SASOL
- Mining: coal, gold, quarry etc
- Energy Generation and Supply;
- Agriculture: crops and livestock

- Services

These key sectors are discussed in detail in the GSDM LED Strategy where a lot of agricultural activities are strong within Standerton, Ermelo, Bethal and Piet Retief. This varies between crops and livestock farming.

The forestry industry consists of plantation forestry leading to primary processing industries where the primary includes dried and treated timber. Pulp and paper production, manufacturing of furniture, construction material like door and window frames comprises secondary. Though this industry displays some added value chain there are other opportunities that need some further exploration.

The tourism sector is not yet fully developed and should maximise the potential of the wild frontier, grass & wetlands, and cosmos country regions which are formed by a portion of the District Municipality.

The mining sector is one of the main contributors to the Province's GVA with the concentration within Govan Mbeki LM with smaller operations within Driefontein in Mkhondo LM. The coal mining activities enable the electricity generation by the coal fired power stations in the District. The processing of the mined products either for electricity generation or petrochemicals contributes immensely to the economy of the country.

These sectors have not been fully exploited to their maximum capacity to benefit the economy of the District. It is envisaged that through intersectoral collaborations with relevant stakeholders more initiatives focusing on the second economy can still be examined thus creating an enabling environment for more jobs to be created thus lessening dependency ratios.

#### **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. However there are 4 local municipalities which are still below the 50 mark with no signs of improving indicating that 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. (Table not speaking clearly to the analysis)

**GINI Coefficient:** Is used as a measure of the distribution of income across a group of people. The number ranges 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 an 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.

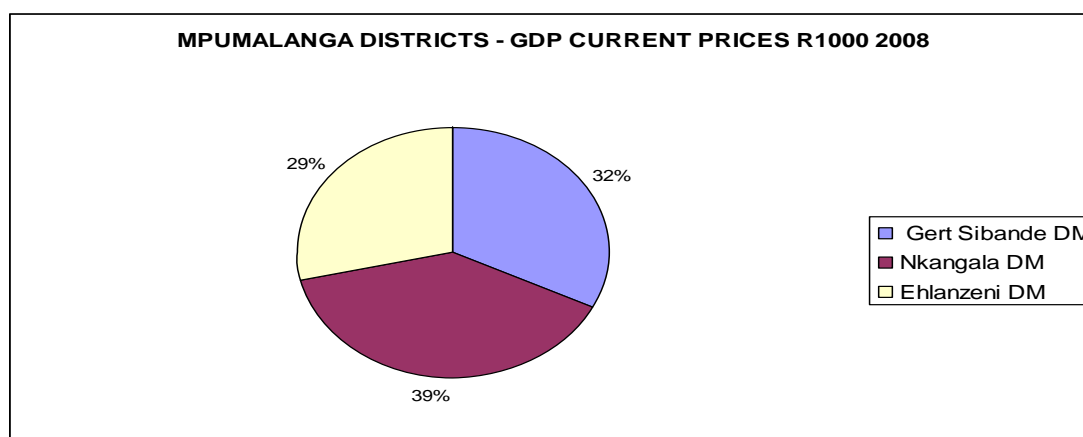
**Table 20: Gert Sibande State of HDI, Gini Coefficient and Poverty Rates**

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	
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%

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

Chart4: Mpumalanga Districts GDP



Global Insight South Africa: Regional Explorer 421 (2.2j), 2010

Table 21: Average Annual Growth

Gross Domestic Product by Region (GDP-R)	Average annual growth (Constant 2005 Prices)				Average
	2006	2007	2008	2009	1996-2009
Mpumalanga	4.3%	4.5%	2.9%	-3.0%	?2.6%
Gert Sibande LM	7.6%	5.7%	1.9%	-5.4%	2.5%
Albert Luthuli LM	2.7%	4.7%	3.4%	-0.4%	?2.8%
Msukaligwa LM	3.1%	4.6%	4.1%	-0.7%	2.7%
Mkhondo LM	1.9%	4.4%	4.4%	-1.4%	0.8%
Pixley Ka Seme LM	2.9%	4.6%	5.4%	0.3%	3.6%
Lekwa LM	1.2%	2.7%	2.9%	-2.2%	0.6%
Dipaleseng LM	0.3%	3.7%	5.5%	0.5%	0.2%
Govan Mbeki LM	11.1%	6.8%	0.7%	-8.0%	3.0%

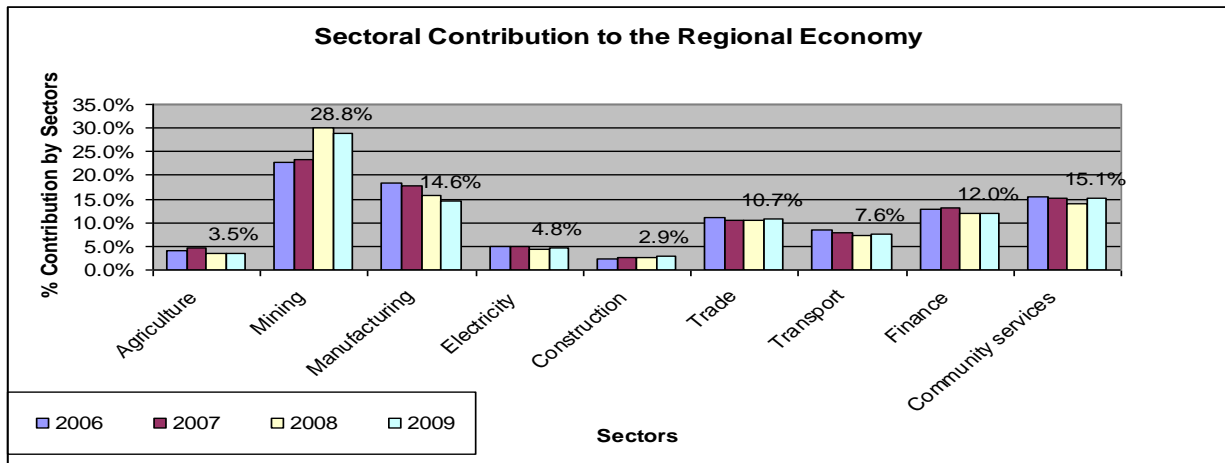
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Table 22: Sectoral Contribution to the Regional Economy

Sectoral Contribution to the Regional Economy	2006	2007	2008	2009
Agriculture	3.9%	4.6%	3.6%	3.5%
Mining	22.7%	23.5%	30.0%	28.8%
Manufacturing	18.4%	17.7%	15.8%	14.6%
Electricity	5.0%	4.9%	4.4%	4.8%
Construction	2.2%	2.5%	2.6%	2.9%
Trade	10.9%	10.5%	10.4%	10.7%
Transport	8.6%	8.0%	7.2%	7.6%
Finance	12.8%	13.2%	12.0%	12.0%
Community services	15.4%	15.1%	14.0%	15.1%

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Chart 5: Sectoral Contribution to the Regional Economy



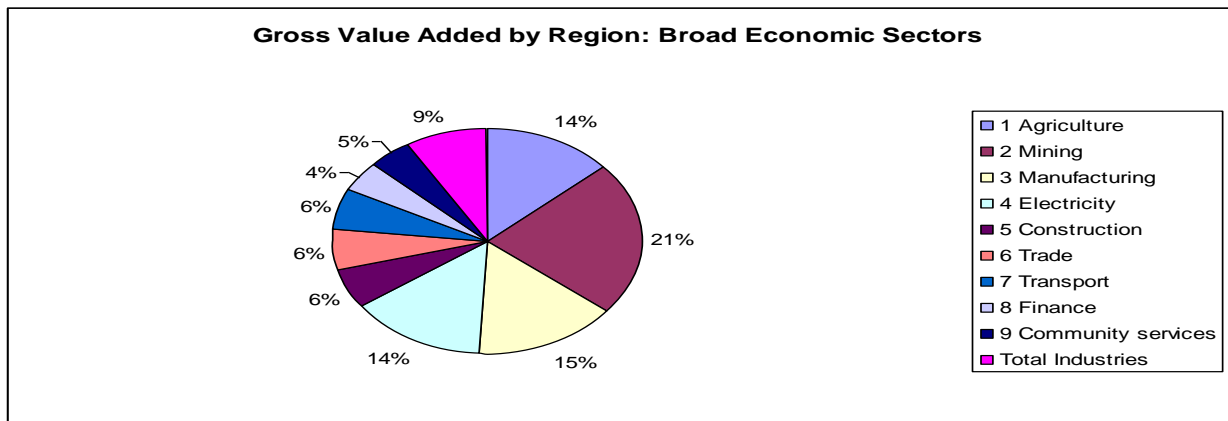
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Increasingly, the mining then manufacturing sectors are more dominant as an important economic sector whereby mining is by far the greatest contributor to Gert Sibande’s economy. The mining activities are mainly tied to coal mining which acts as input material into the petro-chemicals industry in Govan Mbeki Municipality as well as input into electricity generation in the various power stations. Gold mining also contributes 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. There forestry and timber activities in Mkhondo and parts of Lekwa and Albert Luthuli.

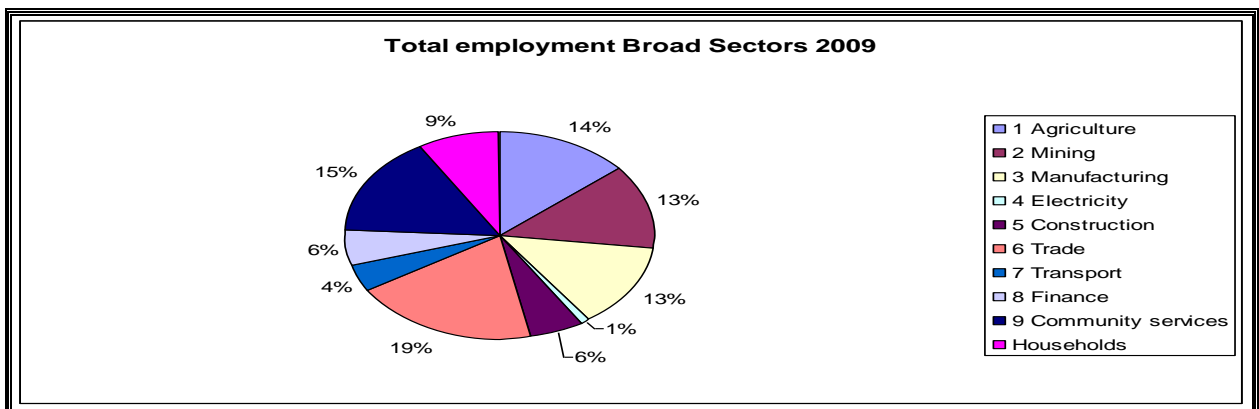
Sectors like trade and agriculture though they each contribute less than 10% to the economy of the District they each actually employs 20% and 15% respectively of the economically active population. The other sectors that employ more people are community services 15%, manufacturing 14%, mining 12% and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

Chart7: GSDM Sectoral Employment Composition, 2009



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Chart 8: GSDM Total Employment Composition



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Govan Mbeki LM has the lowest percentage (29) of people living in poverty and the the lowest unemployment rates in the District.

Albert Luthuli 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 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 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 municipality economically active population is 28.8% with the unemployment rate at 26.1% and almost half the population (45.4%) in poverty.

Lekwa 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. 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 DM	Albert Luthuli LM	Musukaligwa LM	Mkhondo LM	Pixley Ka Seme LM	Lekwa LM	Dipaleseng LM	Govan Mbeki LM
<b>Labour</b>								
<b>Economically Active Population (EAP)</b>								
<b>EAP as % of total population, official definition 2009</b>								
Male	38.1%	26.2%	36.9%	29.4%	25.7%	47.0%	39.9%	49.9%
Female	27.9%	19.6%	28.1%	23.5%	17.7%	37.8%	25.2%	35.5%
<b>Unemployment</b>								
<b>Unemployment rate, official definition (%) 2009</b>								
Male	19.3%	32.0%	17.0%	20.2%	17.6%	18.4%	23.8%	15.9%
Female	29.9%	43.8%	28.4%	28.9%	22.6%	27.7%	40.9%	26.9%
	<b>Total Employment (Formal + Informal), 2009</b>							
Number employed	257,315	20,246	41,398	29,551	14,649	39,859	6,901	104,711
Total Population	1054542	191413	152443	151222	95910	123486	39893	300177
% of Population	0.24	0.11	0.27	0.20	0.15	0.32	0.17	0.35

Global Insight South Africa: Regional Explorer 421 (2.2j), 2010

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.

### 1.8.2 Agricultural Development and Land Reform

#### Sustainable Integrated Agricultural Development Programme for GSDM Land Reform Projects

The beneficiaries of the land re-form projects within the District are to date faced with uncoordinated capacity building and support which has led to challenges in maintaining the sustainability in most of the previously economically viable farms. The District in collaboration with its relevant stakeholders has started to coordinate development and support for agricultural sector with emphasis to enhancing partnerships, training and development, management, farm worker labour training and development and overall economic empowerment within the agricultural sector for the District agricultural communities.

The District envisages coordinating participation and support of the agricultural unions, established commercial farmers, Department of Rural Development Agriculture and Land Administration, and Department of Labour. As part of agricultural development these partners have to work together and will be encouraged to form joint focus initiatives in the development of the robust Agricultural Development Strategy addressing the following key development areas:



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

This indicates the amount of responsibilities for different stakeholders to address support services needed, mentorship and investment to ensure sustainability and effective utilisation of these farms. Agricultural development will be best achieved through proper integrated planning and targeted support services for the farms while responding to other District Sector Plans like Environmental Management Plan, Spatial Development Framework etc. This approach must still integrate sustainable farming techniques with various other elements such as poultry, livestock, traditional medicinal plant and traditional co-ops to succeed. The District Municipality in partnership with the Mpumalanga Department of Agriculture (District Offices) and the Agricultural Colleges in the various Local Municipalities need to forge Agricultural Development Initiatives to establish a centre for Sustainable Development of the sector within the Gert Sibande District Municipality.

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 has been made available and owned by the original inhabitants, tribal land / traditional areas in consultation with the Amakhosi of the areas and some urban areas where subsistence farming is in active practice

### **1.8.2.1 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 product. The District would in future 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.

### **1.8.2.2 Establishment of the GSDM Development Agency**

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

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

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

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

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

### 1.8.3 Potential Economic Strips

In terms of Development Principle number 2 of the GDSM SDF 2009, 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** with Trichardt-Evander-Kinross-Secunda (TEKS Area) as an industrial node.
- **The R23 Corridor** which is the main link between Gauteng and KZN.
- **The N11 National Corridor** which is the main road link between the Limpopo Province through Mpumalanga and into KwaZulu-Natal.
- **The R35 Corridor** which links the central and western parts of the Gert Sibande District converging with the N11 to the Limpopo Province. To the south it links to the national N3 Corridor between Gauteng and KZN.
- **The R33 Corridor** which extends along the eastern border where it runs parallel to the border with Swaziland. It also gives access to a number of border posts with Swaziland, including Oshoek, Sicunusa, Gege and Mahamba.

#### Implications / Actions:

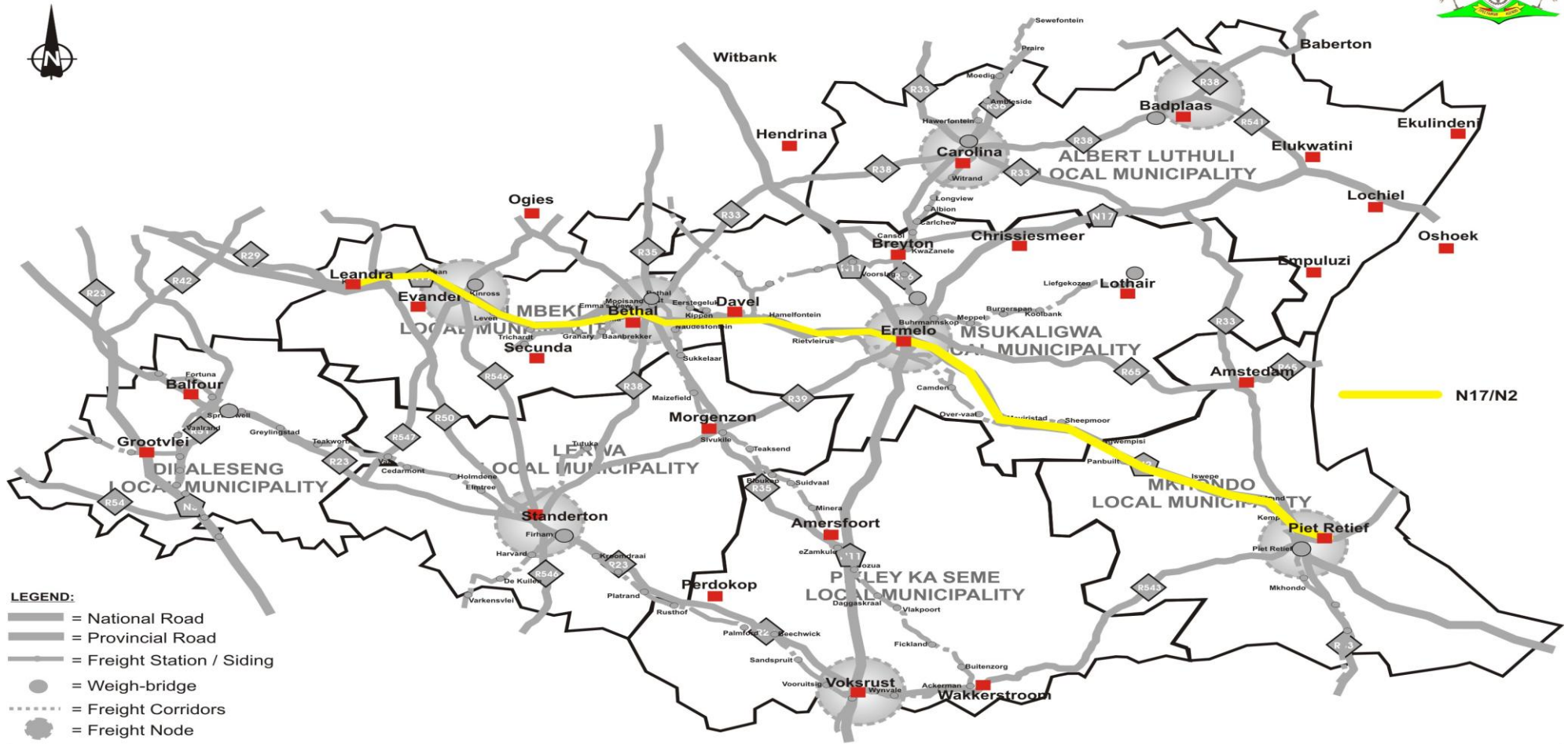
- The thorough maintenance and upgrading of the national and provincial road network constituting the five main transportation corridors in the Gert Sibande District.

- The efficient “branding” of the five corridors through appropriate signage in order to attract more tourist traffic through the area (Establishment of “Theme Routes”).
- Active promotion of rail as transport mode in the district – especially as an alternative to road-trucking of coal in the District.
- 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 studies along the corridors for the following:

1. Manufacturing Hubs-industrial zones (light and medium industrial parks)
2. Industrial Workshops
3. Cold rooms and storage facilities
4. International Conference Centre
5. Regional sport facilities
6. Medium to High density housing developments
7. Shopping centres or malls
8. Tourist Attraction centres and Leisure facilities including cultural villages
9. Agro-processing Facilities
10. Forestry downstream manufacturing hubs
11. Enhanced farming with co-ordinated market
12. Economic diversification and empowerment.

The District thus has confidence in the economic potential of the corridors which will amongst other aspects translate into improved revenues for the local municipalities which will assist them to provide more and improved services.



- LEGEND:**
- = National Road
  - = Provincial Road
  - = Freight Station / Siding
  - = Weigh-bridge
  - = Freight Corridors
  - = Freight Node



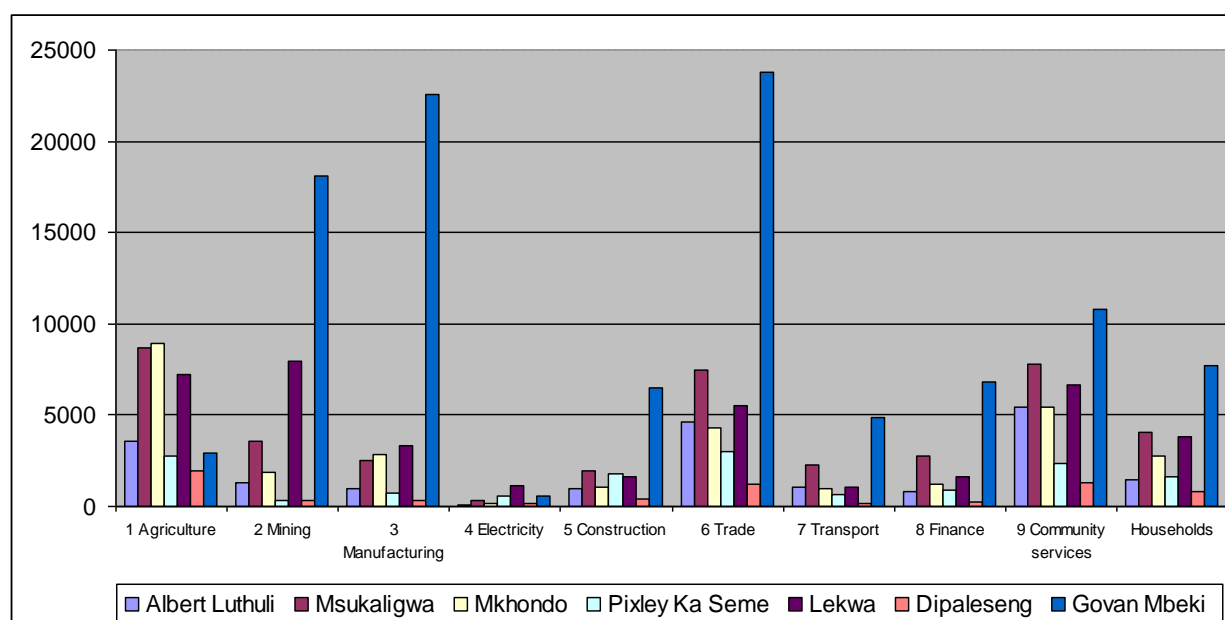
**N17/N2 Development corridor between Leandra and Piet Retief**

### 1.8.4 Job Creation per Sector

	Gert Sibande	Albert Luthuli	Msukaligwa	Mkhondo	Pixley Ka Seme	Lekwa	Dipaleseng	Govan Mbeki
<b>Total Employment (Formal + Informal) 2009</b>								
Agriculture	36,021	3,580	8,719	8,926	2,745	7,202	1,946	2,903
Mining	33,363	1,282	3,568	1,853	309	7,928	316	18,106
Manufacturing	33,307	960	2,533	2,827	694	3,331	364	22,598
Electricity	3,047	85	317	171	576	1,107	186	607
Construction	14,360	981	1,969	1,073	1,825	1,587	392	6,533
Trade	49,873	4,593	7,504	4,273	3,014	5,493	1,213	23,783
Transport	10,978	1,021	2,250	975	619	1,089	191	4,834
Finance	14,409	838	2,721	1,228	912	1,630	246	6,833
Community services	39,733	5,463	7,783	5,456	2,340	6,639	1,260	10,794
Households	22,222	1,441	4,035	2,770	1,616	3,852	787	7,720

Global Insight South Africa: Regional Explorer 421 (2.2j), 2010

Chart 9: % of formally employed people per sector 2008



Global Insight South Africa: Regional Explorer 421 (2.2j), 2010

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 Dipaleseng (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.

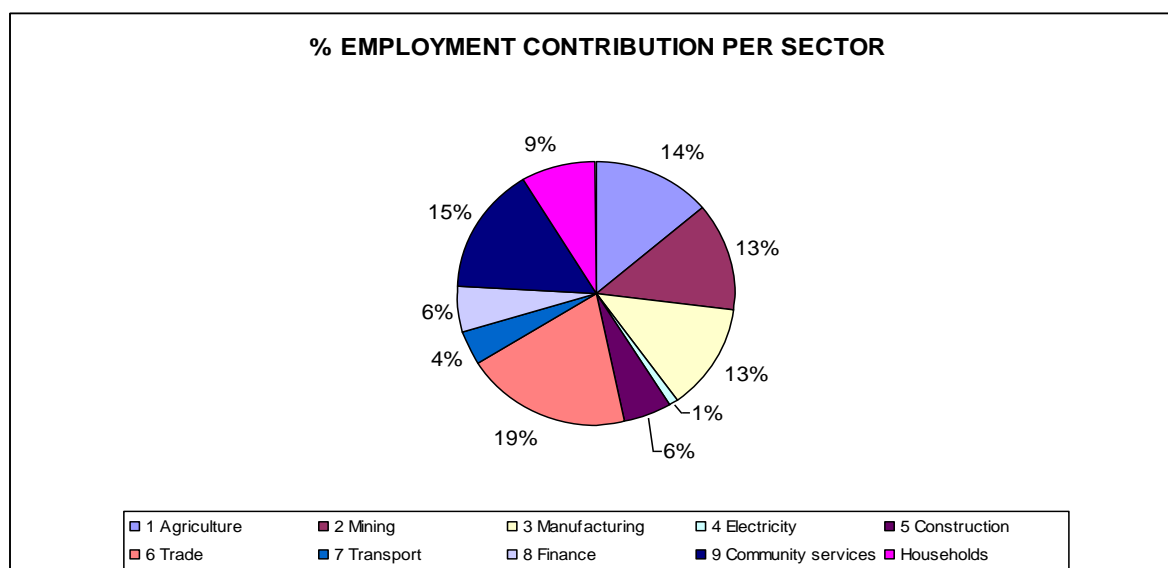
**Table 21: Labour Status**

Labour 2009	Albert Luthuli LM	Msukaligwa LM	Mkhondo LM	Pixley Ka Seme LM	Lekwa LM	Dipaleseng LM	Govan Mbeki LM
<b>Economically Active Population (EAP)</b>			<b>EAP as % of total population, official definition</b>				
Male	26.2%	36.9%	29.4%	25.7%	47.0%	39.9%	49.9%
Female	19.6%	28.1%	23.5%	17.7%	37.8%	25.2%	35.5%
Total	22.7%	32.4%	26.4%	21.5%	42.5%	32.5%	42.7%
<b>Unemployment</b>		<b>Unemployment rate, official definition (%)</b>					
Male	32.0%	17.0%	20.2%	17.6%	18.4%	23.8%	15.9%
Female	43.8%	28.4%	28.9%	22.6%	27.7%	40.9%	26.9%
Total	37.3%	22.1%	24.2%	19.8%	22.5%	30.5%	20.5%

IHS Global Insight Regional explorer 524 (2.3e), 2010

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.

**CHART10: SECTOR CONTRIBUTION TO EMPLOYMENT**



Global Insight South Africa: Regional Explorer 421 (2.2j),

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.

### 1.8.5 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

Global Insight South Africa: Regional Explorer 421 (2.2j), 2010

In terms of Table 22 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 2009				
Mpumalanga	3733647	1,724,551	46.5%	1.5%	7.3%
Gert Sibande	1054542	471,489	47.6%	1.7%	7.9%
Albert Luthuli	191413	102,554	53.6%	1.7%	8.8%
Msukaligwa	152443	66,476	46.8%	1.4%	6.4%
Mkhondo	151222	101,694	68.3%	3.8%	15.7%
Pixley Ka Seme	95910	47,525	51.5%	1.8%	8.7%
Lekwa	123486	52,476	44.5%	1.3%	6.3%
Dipaleseng	39893	20,885	52.4%	1.6%	7.1%
Govan Mbeki	300177	79,879	31.0%	0.8%	4.0%

Global Insight South Africa: Regional Explorer 421 (2.2j), 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

Global Insight South Africa: Regional Explorer 421 (2.2j), 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.

## **1.8.6 Strategic Development of Initiatives**

### **1.8.6.1 Heyshope Dam Scoping Study**

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

### **1.8.6.2 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 refocussing 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

### **1.8.6.3 Mining Beneficiation Master Plan**

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

### **1.8.4.4 SMME/Co-operatives development & support**

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

In an endeavour to harness the prospects of SMMEs within the District, the following aspects 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 Providers; and
- Supporting development of Cooperatives

### 1.8.7 Tourism Development, Promotion and Support

Tourism may not have been a considered key sector in the District economy, but this sector has incredible potential which when properly planned and executed will have minimal or no harm to the environment. Considering the economic contribution of tourism GSDM has developed a Responsible Tourism Plan which among other things will consider the following:

- The availability of tourist attraction facilities and natural sites e.g. conferencing facilities, casino, resorts, motels, game farms, wetlands and Bed and Breakfast accommodation.
- The new tourism phenomenal offering unique tourist adventure i.e. the township and industrial tourism, in our petrochemical, energy generation industries, and visits to township traditional sites.
- The District also boasts the following attractive leisure and conservation areas:
  - Lake Chrissimeer (wetlands) has a large collection of bird species in the country
  - Badplaas Resort boasts with its conference facilities, game reserve and leisure facilities for both adults and kids.
  - Game Reserves offer a variety of animals including some of the Big 5.
  - Leisure Dams such as the mouth of the Vaal River, we have a variety of leisure activities like swimming, fishing, skeeing and boat rides can be enjoyed.
  - Tourist attraction facilities include the Grass & Wetlands, Cosmos Country which boost amongst others the following attractions annually, bird watching, golf tournaments, athletics, jazz festivals, aartepfels festival and frog viewing. The District also 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:

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

### 1.8.8 NEW GSDM DEVELOPMENT INITIATIVES

#### (a) New Regional Information Management and Tourism Exhibition Centre

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

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

### **(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 with the potential to increase this number significantly if the proposed project is expanded; and
- The economy of GSDM will greatly benefit from the proposed project, with about R1 Billion per annum being injected into the local economy.

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

- 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 detailed feasibility Study includes a basic engineering design of the biodiesel plant, the animal feed mill, the broiler units and the abattoirs in order to get a relatively accurate cost estimation of the project;
- That identified prospective financing partners be involved in the determination of the type and size of the enterprise;
- Government support should be sought and obtained;
- Communities should be properly informed of all the possibilities and consequences; and
- To 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 pledged their optimal support.

### **(c) The Regional Disaster & Emergency Service Centre**

The District is susceptible to disasters such as floods; veld fires; road accidents; accidental chemical spillage or explosions of toxic substances and civilian unrests. Whilst there will be Disaster sub-centres in all the seven constituent Local Municipalities for prompt responses to emergency calls, 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. This regional centre will assist in operationalize the response to the Risk Assessment Framework.

#### **(d) Bulk Water and Sanitation Regional Provision**

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

In an attempt to rationalise bulk water services the district 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. These projects were prioritised as part of the district's Turn Around Strategy which is coupled with water services studies and planning that the district has embarked on over the past 4 years

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 impact of economic growth therein through the proper implementation of the District Local Economic Development which will address among other key issues the following:

- Partnerships towards progressively responding to skills need by the growing Regional Economy.
- Visible promotion and support of SMMEs (Financial and Non-Financial)
- Visible promotion of Tourism aspects and establishment of the Regional Airport.
- 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 like Bio-Fuel Plant as part of rural economic development in response to Land Reform Programmes
- Providing support services, mentorship and investment towards ensuring sustainability and effective utilization of farms attained through Land Reform Programme
- Development and Training of Co-operatives and SMMEs and establish database thereof.

- Promotion of Trade and Investments through Regional Development Agency.
- Informal Sector development and Second economy interventions like skills development.
- Promotion of usage of alternative sources of energy.
- Development of a Regional Airport

### **1.8.9 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 DEDET & DARDLA are in a process of establishment of air quality monitoring systems, initially, in Embalenhle and Ermelo. Over and above this, the District has sourced professional support to develop the Integrated District Environmental Management Framework and Plan, which will be completed before the end of 2011/12 Financial Year.

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. GSDM carefully evaluated all major developments undertaken in the District and makes appropriate recommendations.

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

- Development of District By- laws
- Air quality Management
- Environmental Planning and 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
- Development of a Regional Solid Refuse Site

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

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

#### 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 plants.

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 22 501 households which have inadequate access to water services while there is 43 994 households which need infrastructure upgrade, extension and operation and maintenance. About 3 254 of the households who do not have access to water where there is still a need for housing. The total number of households who have access to water is 258 689 which is 91% of the Gert Sibande District households leaving about 9% of the households with no form of access to water. Mkhondo and Albert Luthuli municipalities have the highest backlogs therefore remain to be given the greatest attention in terms of water provision, maintenance and operations including upgrade or extension of the existing infrastructure as indicated in the table below.

**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 &amp; Access Undetermined)</i>	7705	145	2033	868	6976	2225	1861	<b>21813</b>
<i>Inadequate (Infra Needs Extension, Upgrade, O&amp;M)</i>	4001	521	0	3012	2332	0	0	<b>9866</b>
<i>Inadequate (Need Housing)</i>	0	367	0	0	321	0	0	<b>688</b>
1. None or inadequate (incl. No Service, Access Undetermined, Need Housing)	7705	512	2033	868	7297	2225	1861	<b>22501</b>
2. Communal water supply	6392	1215	9552	3332	2773	3767	5556	<b>32587</b>
3. Controlled volume supply	0	0	0	0	0	0	0	<b>0</b>
4. Uncontrolled volume supply: yard tap or house connection	33074	10167	75361	30056	24796	37689	16744	<b>227887</b>
5. Total Served (2+3+4)	39466	11382	84913	33388	27569	41456	22300	<b>260474</b>
Service Interruption (Infra Extension, Upgrade, O&M) as % of Total Served	10%	5%	0%	0%	2%	17%	0%	<b>16%</b>
<b>6. Total (1+5)</b>	<b>47171</b>	<b>11894</b>	<b>86946</b>	<b>34256</b>	<b>34866</b>	<b>43681</b>	<b>24161</b>	<b>282975</b>

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

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

Municipality	Households '09	Water Adequate	Water No. Service	Water Infra. Needs Extension	Water Needs Upgrading	Water Management & Operation	Water Inadequate Need Household (Permanent)
Albert Luthuli Total	47171	35465	7705	1700	2301	0	0
Dipaleseng Total	11894	10861	145	521	0	367	0
Govan Mbeki Total	86946	84332	2033	581	0	0	0
Lekwa Total	34256	30057	868	319	3012	0	0
Mkhondo Total	34866	24716	6976	521	2332	0	321
Msukaligwa Total	43681	39440	2225	2016	0	0	0
Pixley ka Seme Total	24161	18764	1861	0	3536	0	0
<b>Gert Sibande SM Total</b>	<b>282975</b>	<b>243635</b>	<b>21813</b>	<b>5658</b>	<b>11181</b>	<b>367</b>	<b>321</b>

[Source Data: Backlogs –DWA – Dir. WS Macro Planning & Information System 2008 (Invirocon) & individual LM WSDPs 2009,2010 adapted to Global Insight SA – 2009 Regional eXplorer 491 (2.3d)]

### 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>	300	1080	0	0	2465	0	0	<b>3845</b>
<i>Below RDP: Pit (including Undetermined)</i>	28193	0	1754	2523	2320	8308	5414	<b>48512</b>
<i>Below RDP: None</i>	2694	855	1746	0	6914	2594	0	<b>14803</b>
1. None or inadequate: Below RDP, Undetermined	30887	855	3500	2523	9234	10902	5414	63315
2. None or inadequate: Need Housing	300	1080	0	0	2465	0	0	<b>3845</b>
3. Consumer installation: On site dry or equivalent, including VIP toilets	7434	59	9969	400	5590	303	4442	<b>28197</b>
4. Uncontrolled volume supply: yard tap or house connection	0	0	0	0	0	0	0	<b>0</b>
5. Discharge to sewer treatment works (intermediate or full	8550	9900	73477	31333	17577	32476	14305	<b>187618</b>
6. Total Served (3+4+5)	15984	9959	83446	31733	23167	32779	18747	215815
<b>7. Total (1+2+6)</b>	<b>47171</b>	<b>11894</b>	<b>86946</b>	<b>34256</b>	<b>34866</b>	<b>43681</b>	<b>24161</b>	<b>282975</b>

[Source Data: Backlogs – DWA – Dir WS Macro Planning & Information System 2008 (Invirocon) & Individual Municipality WSDP's 2009, 2010 adapted to Global Insight 2009]

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

Municipality	Households '09	Sanitation Above RDP Adequate	Sanitation None	Sanitation Below RDP	Sanitation Above Basic	Sanitation Inadequate Need Housing	Total
Albert Luthuli Total	47171	8850	2694	28194	7434	0	47172
Dipaleseng Total	11894	9280	1099	1246	269	0	11894
Govan Mbeki Total	86946	74598	381	1997	9969	0	86945
Lekwa Total	34256	29849	1164	3060	183	0	34256
Mkhondo Total	34866	15584	4269	7830	7183	0	34866
Msukaligwa Total	43681	32477	2594	8308	302	0	43681
Pixley ka Seme Total	24161	13781	1025	4914	4442	0	24162
<b>Gert Sibande SM Total</b>	<b>282975</b>	<b>184419</b>	<b>13226</b>	<b>55549</b>	<b>29782</b>	<b>0</b>	<b>282976</b>

[Source Data: Backlogs – DWA – Dir WS Macro Planning & Information System 2008 (Invirocon) & Individual Municipality WSDP's 2009, 2010 adapted to Global Insight 2009]

There are 76% of the households that are currently served with some form of toilet of which about 66% 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 although Pixley ka Seme has about 22% and Lekwa 7% of the sanitation below the RDP level while other local municipalities have areas with no sanitation. The Albert Luthuli municipality is also having the highest percentage (65%) of the households without sanitation. There are 24% of households within the GSDM that have inadequate or no sanitation services.

### **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.

### **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 and compilation of the Water Service Development Plans 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 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 continual review and update of household figures and their access to services and the investment into an integrated demographics information system so that all planning utilises a common database.
- The legacy of service provision in all the Local Municipalities needs attention with the challenges of low payment rates for services, small tax base, little investment or no significant economic activities.
- Sustainable use and conservation of Water (Water resources)
- The modelling of infrastructure through water conservation and demand management studies to reduce water losses in the reticulations.
- Performance of a Water Services Provision Master Plan for the entire District.
- Eradication of the remaining backlogs.
- Performance of status quo investigations of water services treatment plants to establish the refurbishment and O & M costs and other critical operations information.
- The refurbishment and proper operation of the Water & sewer treatment plants
- The proper allocation of funding to the operations and maintenance budgets for the water & sewage treatment plants and associated infrastructure
- The training of operators of the water & sewer treatment plants.
- 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 R133 million rand (including for escalation) is required to refurbish the infrastructure. This funding is not budgeted for and it is proposed that external source funding be obtained to perform the work.

- That all municipalities engage in asset management strategies to apply preventative maintenance, replace what needs replacing and extend the useful life of infrastructure without having to mostly replace infrastructure at a high capital cost etc.
- Proper training of the operators of the treatment plants to effectively operate the plants.
- Most of the municipalities do not have water conservation and demand management strategies or programmes, and few have systems for performing water balances.
- Very little work is currently been performed on this vital aspect of water services, with little or no expertise available within the GSDM area to perform the required work.
- General operations and maintenance of the water and sewerage reticulation
- Development of maintenance, refurbishment and water quality monitoring plans
- That all municipalities improve on the frequency and number of water quality samples that are analysed in each municipality and that each respective local municipality within Gert Sibande District Municipality enter into the appropriate agreement with the GSDM for the utilisation of the District Municipality Water Quality laboratory, which will include for the collection of the correct number of samples for analysis
- That all municipalities make submissions for the next round of the Green and Blue drop assessments and utilise the information already contained in the WSDP's for this submission
- That projects be prioritised and the correct and appropriate service level / technology be considered, dependant on the affordability of the consumer;
- 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.
- There is a need for support from the District to the local municipalities for the proper management of water services provider / Intermediaries contracts.
- Municipalities require District support with the registration of water and sewage treatment plants with the Department of Water and Environmental Affairs.
- The performance of an infrastructure investment strategy with assistance from the GSDM where resources are available.

### **1.9.3 STATUS OF GSDM ELECTRIFICATION PROGRAMME**

Gert Sibande District Municipality has 65 % of its households with access to electricity and 35 % backlogs which include households, institutional facilities etc. Universal access for Schools will be reached by end of 2010/11 financial year and all clinics in the province have received electricity. The target for universal access on households shall be reached by 2012 for households that had no electricity before 1994 meaning all the backlogs will have been eradicated while Universal access for, new developments, households (without electricity after 1994) shall be 2014 in line with Universal Access for department of Human Settlements. The district constitutes about 35 % of the Provincial electrification backlog.

**ELECTRIFICATION – PROVINCIAL SUMMARY**

Total House Holds	227 803
Households With Access	148 039
Backlog	79 764

**Table 29: GERT SIBANDE DISTRICT MUNICIPALITY: ELECTRICITY ACCESSIBILITY**

MUNICIPALITY	NUMBER OF HOUSEHOLDS WITH ACCESS	BACKLOG as at (March 2010 with 2 % Growth)
Msukaligwa	31898	15609
Pixley Ka Seme	6781	8156
Albert Luthuli	21712	17371
Lekwa	129384	1636
Dipaleseng	8695	2285
Govan Mbeki	68070	21324
Mkhondo	17886	13383
<b>Gert Sibande Total</b>	<b>148039</b>	<b>79764</b>

Source: DME (Baseline Data: Eskom & DME) December 2010

**2010/11 Allocations for Municipal Program**

The province has allocated R14, 600, 000, 00 to achieve 1506 connections for the current financial year

**2010/11 Allocations for Eskom Program**

The province is allocated R21, 717, 000, 00 to achieve 2119 connections for the current financial year

**Key issues pertaining to Electricity:**

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

**1.9.4 Human Settlement**

Organised human settlements remain the function of the Department of Human Settlements; to this extent the District plays a supporting role in terms of ensuring all the necessary development



requirements in collaboration with its constituent local municipalities. The District Municipality provides, upgrade or maintenance of bulk infrastructure services to cater for both new and existing settlements. Assistance is also provided in terms of assessing development applications as well as the proclamation of unproclaimed Townships to ensure compliance with approved framework plans. The District intends to embark on a project to compile a database of all unproclaimed areas in the District and determine the cause of the delays with the intention to assist unblocking the bottlenecks in the system.

The housing backlog in GSDM as depicted in Table 31 below is estimated at about 89 529 which is a fraction 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.

**Table30: Local Municipality by type of dwelling**

Municipality	Traditional dwelling/hut/structure made of traditional materials	House/flat/room in back yard	Informal dwelling/shack in back yard	Informal dwelling/shack NOT in back yard e.g. in an informal/squatter settlement	Room/flatlet not in back yard but on a shared property	Private ship/boat	Workers hostel (bed/room)	Other	Grand Total	Backlog
Albert Luthuli	11257	440	1073	1366	617	0	67	0	46036	14820
Msukaligwa	3431	215	1749	1274	0	0	38	0	31750	6707
Mkhondo	9188	267	98	62	0	0	0	0	29926	9615
Seme	3359	267	1126	608	0	0	0	0	21605	5360
Lekwa	2428	614	527	1001	0	0	609	6093	26685	11272
Dipaleseng	224	119	2857	2488	58	0	0	318	12324	6064
Govan Mbeki	195	2120	2014	18335	1285	119	11534	89	79191	35691
GSDM Total	30082	4042	9444	25134	1960	119	12248	6500	247517	89529

Source: Mpumalanga Department of Human Settlements 2010

There is a demand for Human Settlement developments judging by the number of Township Establishment Applications that the District receives on an annual basis. Bulk infrastructure services are needed so as to cater for the new housing developments and current housing backlogs District wide. More partnerships and intersectoral collaboration 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 Department of Human Settlements Housing, in partnership with the local municipalities need to draft 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 staying 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 identifying and 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 and identifying stalled Township proclamations and unblocking the bottlenecks.

### **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.

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.

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

All LMs have or are in the process of updating their SDFs in line with the updated District SDF and the successful conclusion of this exercise will lead to the initiation of the LUMS process, which is the 2<sup>nd</sup> 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 which 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.

### **1.9.6 Roads and Transportation**

The District road network is in poor condition 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.

In the two Financial years (2006/07 and 2007/08 respectively), as part of its support to the constituent Local Municipalities, the District has invested R23 106 000.00 in purchasing of equipment and vehicles for roads maintenance to address the backlogs on rural roads. There is a total of 28 road construction equipment and 7 fire engines. During 2008/09 Financial Year GSDM procured a fleet of seven water tankers and compaction roller that will be utilised by Local Municipalities as part of their equipment respectively to construct and maintain various rural road networks as response to the roads challenges confronting the District rural areas. There are however still challenges that must be 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 also invested funds in the maintenance of roads within its constituent local municipalities. 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.

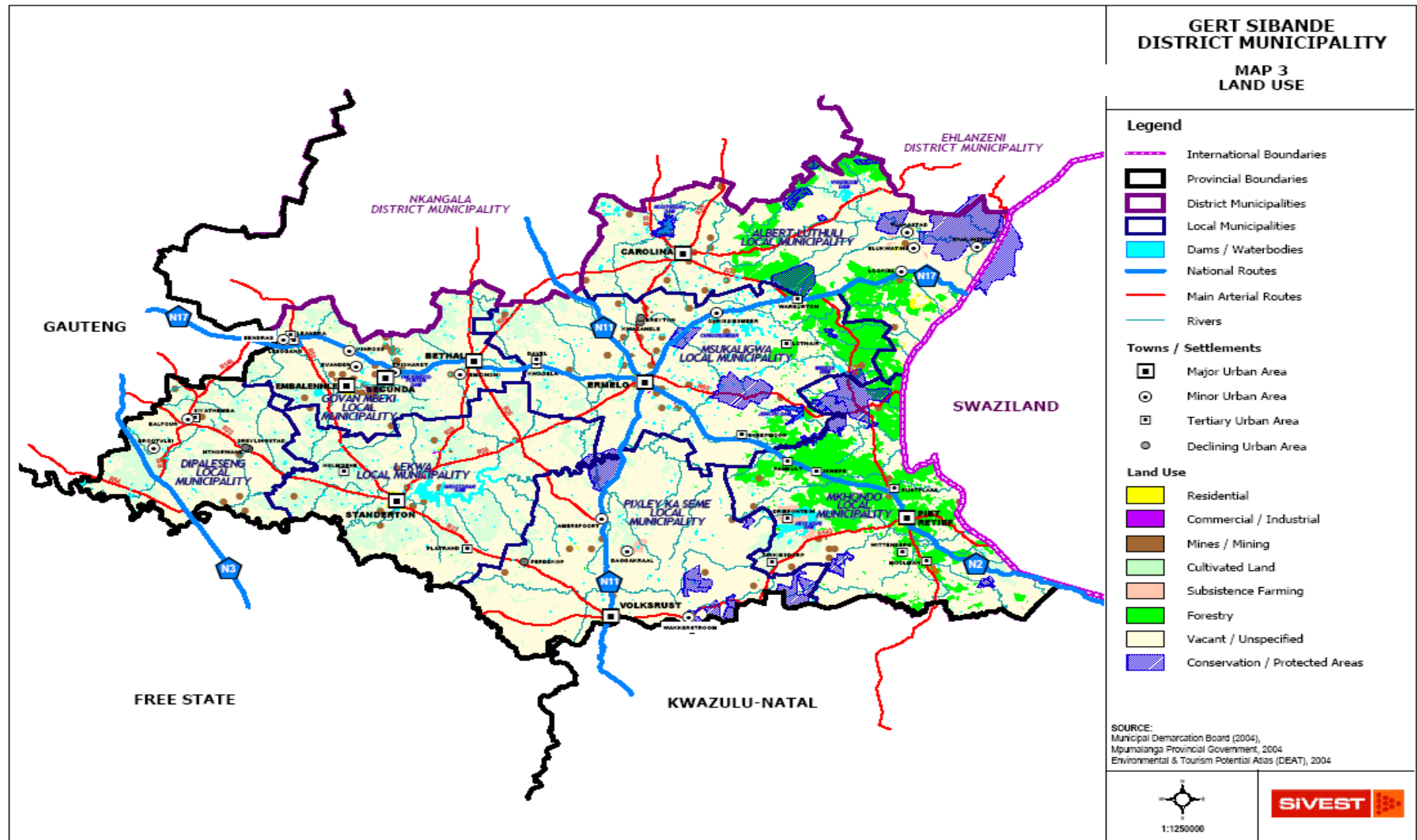
A Comprehensive Integrated Transport Plan covering both freight and passenger transport issues was completed in September 2008 for the entire District and its implementation started in the second half of the 2008/09 financial year. The Plan was informed largely by the situation on the ground and will be utilized together with other documents to guide project implementation responding to previously identified problems. The 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.

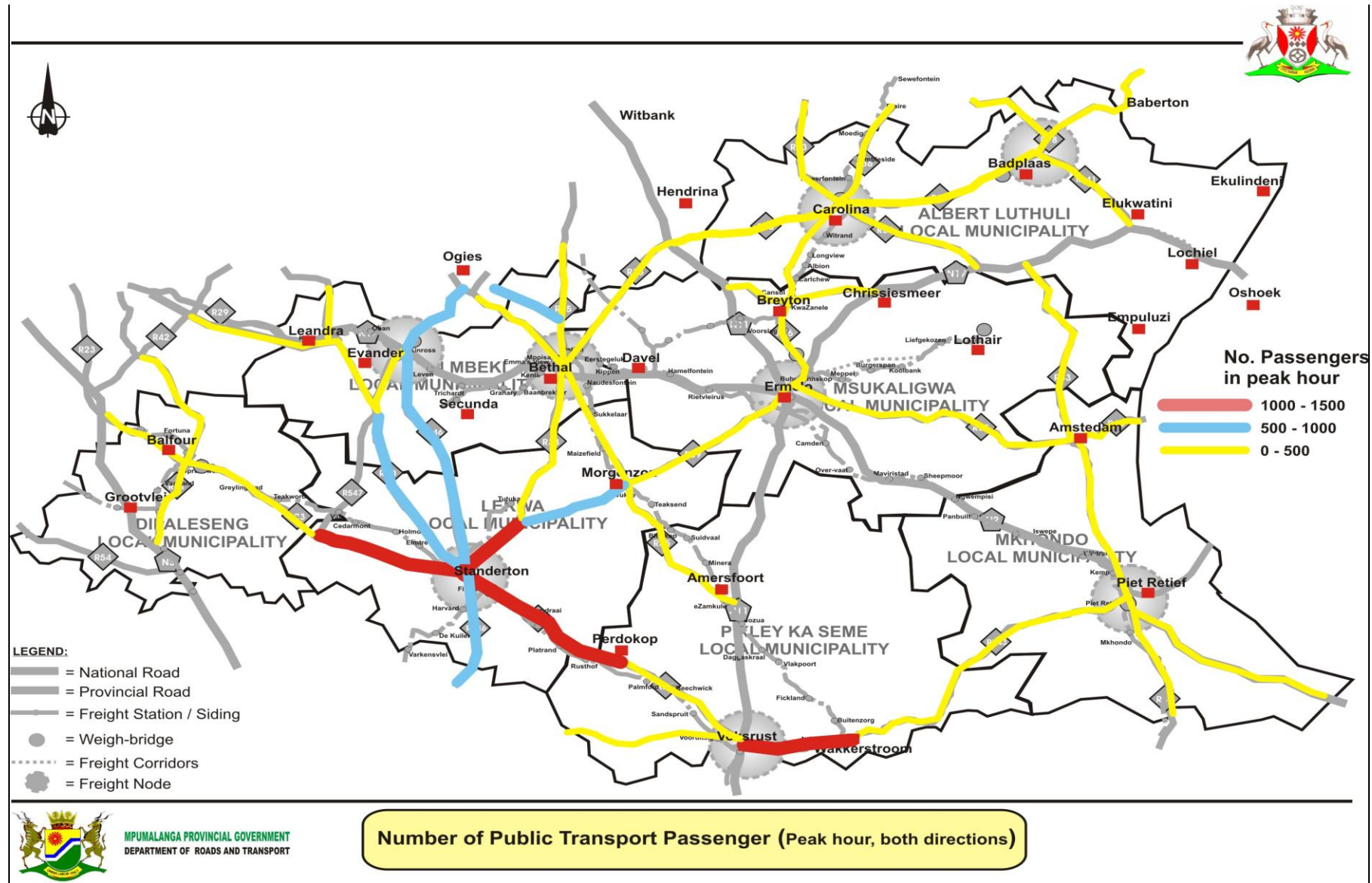
The department of Public Works Roads and Transport has embarked on different road upgrades which are mainly labour intensive projects thus creating job opportunities for the local communities. Some of the programmes like Siyatentela which is routine road maintenance are done through the EPW Programme. The Department has also built foot and river bridges and traffic control facilities which assist with road enforcement especially for the coal haulage traffic. ESKOM working together with SANRAL and MPWRT is also running programmes to either construct or repair especially the potholes within the GSDM.

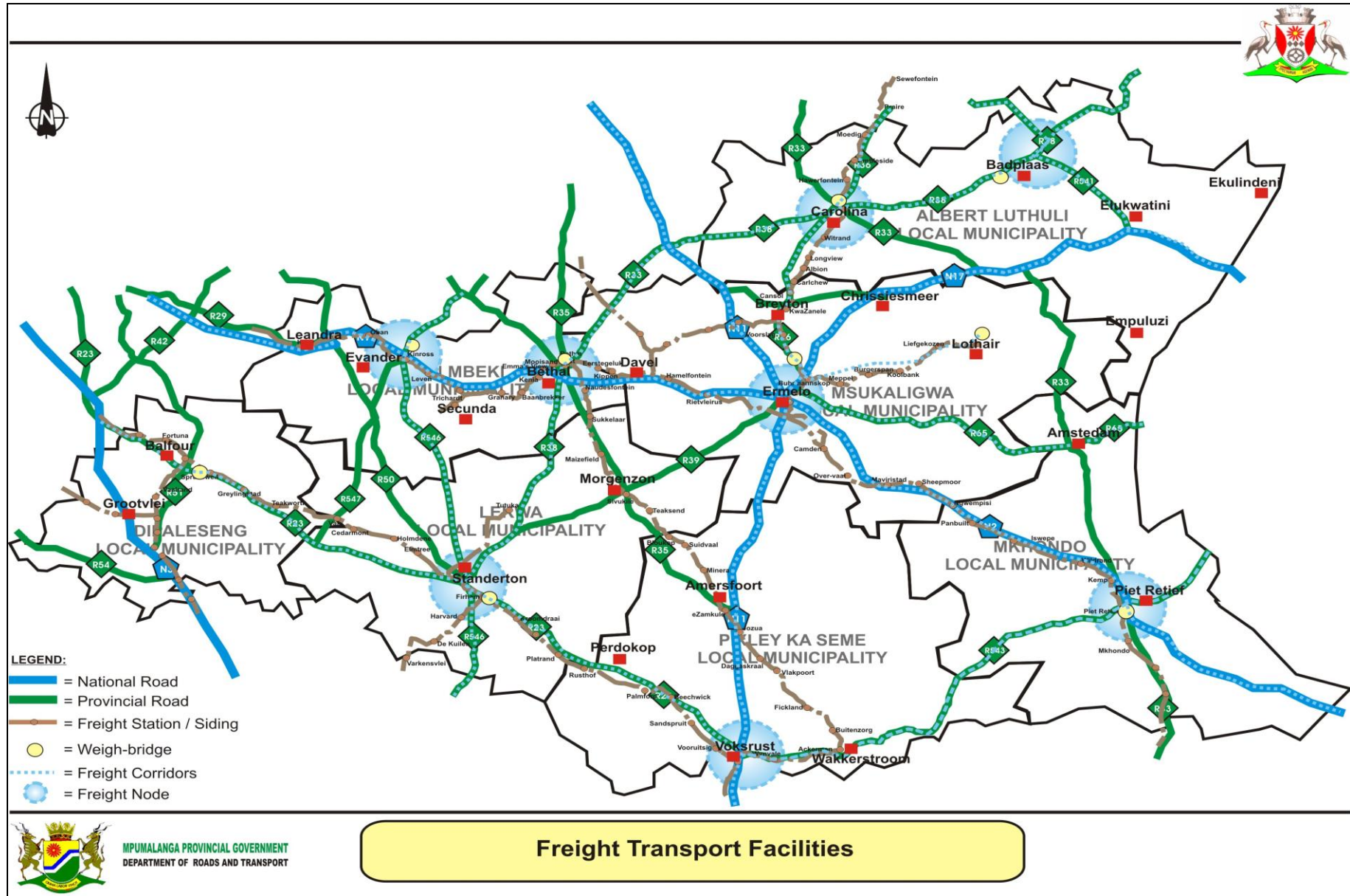
Key issues pertaining to Roads and Transportation includes among others the following:

- Addressing the over usage of roads by heavy coal haulage and other freight trucks
- Supporting Municipalities in improving the status of rural road network
- Establishment of the District fleet mechanical and maintenance workshop
- 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
- Upgrading of roads from gravel to surface
- Development of a Provincial Infrastructure Master Plan
- Strengthen Monitoring and evaluation









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## **1.10 Social Development and Community Services**

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### **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 ( $\pm$  10 KM). The depiction in the table below is however not what should be as 5 Locals Municipalities only have 1TSCs, with only Msukaligwa and Dipaleseng having 4 each.

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

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

Water quality, Disposal of the dead, Chemical Safety, Health Surveillance of Premises, Health Surveillance of Communicable Disease, Environmental Pollution Control, Food control, Air Quality Management, Vector Control 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 transport network linking the district with the rest of the economic village makes it prone and vulnerable to different communicable diseases in particular waterborne, STI and HIV & AIDS, which pose 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 embarked 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 provide delivery of superior laboratory services; and  
To promote and support development and the culture of scientific learning.”*

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
- Development of a Regional Landfill Site

### **1.10.2.9 Air Quality Management**

The District Municipality in partnership with DEAT and DARDLA 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 DARDLA 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	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 was commenced in the 2009/2010 financial year when the 1<sup>st</sup> phase of the project was expected to commence but has been moved forward due to funding challenges.

**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%
<b>GSDM</b>	<b>410 512</b>	<b>473 790</b>	<b>431 508</b>	<b>452 794</b>	<b>884 302</b>	<b>100%</b>

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.

GSDM is engaging with other stakeholders with a view to establish a 2<sup>nd</sup> regional land fill site to the south of the district to complement the one in Ermelo where the district has already finalised a feasibility study.

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

Furthermore people with disabilities are still confronted with challenges regarding their participation in economic activities, access to public facilities, housing and other social services rendered by the state and the private sector. Some strides have been made in terms of legislation to address the matter however not much has been done to effect the intention and expectations of the legislation and the people with Disabilities.

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

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

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

### **1.10.5 Youth Development**

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

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

The District through its bursary and EPWP programs within its infrastructural projects is assisting with job creation, training and development of the youth. The district through its procurement and strict usage 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.

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

- Development of a Youth Development Strategy linked to current policies
- Enhance Youth Participation in Local Government matters e.g. involvement of youth in Monitoring municipality compliance on policy matters
- Ineffective of Youth developmental organisations [Youth Councils]
- Lack of Youth viable strategic partnership with relevant stakeholders [private & public institutions]



- Training of youth units and youth co-operatives responding to specific skills needs in the District
- Youth Summit and the adoption of the youth development policy and strategy
- Facilitate development of a comprehensive data base of youth or child headed households
- Facilitation and support of specific economic interventions for the youth to actively participate in the district main economic streams or access the local markets

### 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. The tables below indicate that there are more females to males in the Economically Active Population within Gert Sibande DM. The concentration is visible especially in the 1<sup>st</sup> four cohorts which are from the age 15 to 34 year olds and the trend is the same for both males and females. The trends decreases as but we begin to see more unemployed females than males from the age 40 to 59.

**Table 36: Gender Disparities and unemployment rates**

**Gert Sibande DM**

**Unemployment 2009 official definition (%)**

Labour	Unemployment rate,	Number of Unemployed people
Male	18.1%	34,216
Female	28.4%	40,160
Total	22.5%	74,376

2009 GSDM Total Population			1,054,543	
Age groups	Male	%	Female	%
15-19	57,134	0.19	57,173	0.18
20-24	51,842	0.17	51,548	0.16
25-29	45,287	0.15	41,267	0.13
30-34	38,145	0.12	33,841	0.11
35-39	30,586	0.10	32,143	0.10
40-44	26,811	0.09	34,289	0.11
45-49	23,094	0.08	26,148	0.08
50-54	18,734	0.06	23,319	0.07
55-59	14,880	0.05	19,360	0.06
Total	306,513	1	319,088	1

Source: Global Insight South Africa: Regional Explorer 421 (2.2j), 2010

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.

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

Unemployment is often higher among women than men, and when they do generate income it is through the informal sector, often at a survivalist level. This requires access to business centres, requiring suitable roads and means of transport. Provision of primary health care facilities at local level impacts on women if they have 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 include among others the following:

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

### **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 within 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 2009 National Antenatal Surveys the District has shown decrease in the prevalence where GSDM is at 38.2% though it is still leading in the province. The reduction is attributed to the intensified HIV prevention, Testing and Awareness campaigns. These campaigns are held on monthly basis in local municipalities by government departments together with the business sector..

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 Carers. 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. The District is in the process of developing the 2011 to 2015 HIV/AIDS Strategy.

The district has **110** Home Based Care Groups, **86** of them are funded by the Department of Health and Social Development and **24** are currently not funded. The Home Based Carers receive a stipend of R1000 from the Department of Health and Social Development. Department of Social Development also provides school uniforms and food parcels to deserving children from the

affected households. The Gert Sibande District AIDS Council coordinated the provision of Home based Care kits in the district.

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:

- Sustain a coordinated regional approach in responding to challenges posed by HIV and AIDS
- Need for specialised housing for terminally ill and Wheelchair bound people.
- Insufficient resources and economic opportunities to support people living or affected with HIV and AIDS
- Reduce the number of HIV and & AIDS orphans
- Increasing number of Child headed families due to HIV and AIDS pandemic
- Mainstreaming of HIV and /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 and AIDS pandemic
- Insufficient support by communities for programs aimed at creating awareness or supporting the plaid of those living or affected by HIV and AIDS
- Ensure full commitment by all partners regarding HIV and 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. GSDM together with the Department of Safety, Security and Liaison are continuously working together in ensuring safe neighbourhoods. The department has done a lot of community empowerment especially with social crime prevention programme which has assisted in the decline in crime rates over the years. Some of the projects include workshops for the farming community (paralegal), victim gender based violence and regulations on liquor trading. There have been awareness campaigns on human trafficking, forms of assaults, rape prevention strategies, stock branding to prevent stock theft, moral regeneration.

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

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

According to 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 increase the response time
- Houses in particular RDP component constructed with minimal or zero consideration of safety and security aspects for the inhabitants or their belongings.
- Vehicle parking systems in most CBD's too congested and thus complicating security measures.
- High number of liquor stores and their location in relation to other community amenities, of which more licences, are still awaiting approval.
- Poor planning of taxi ranks across the DM, with particular emphasis on location of Local taxi ranks as compared to the long distance ones.
- Poor lighting in some of the areas coupled with conditions of roads particularly in rural areas.
- Lack or insufficient support by communities to community safety programs
- Insufficient or lack of support by communities to provide evidence, report crime or information on crime
- Lack of duty of care by some communities or taking precautions to prevent crime
- Infrastructure development e.g. street lighting
- Full participation and support of CPF
- Promotion of awareness campaign and support of visible policing

#### **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 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.

Section 52 of the Disaster Management Act compels that each metropolitan and district municipality must establish in its administration a disaster management centre for its municipal area and it may operate such disaster management centre in partnership with the local municipalities in its area of jurisdiction. In an effort to ensure that the district disaster management centre executes its mandate within its area of jurisdiction and that it provides services to its communities regarding all aspects of disaster management, the GSDM has successfully constructed two satellites disaster management centres in Mkhondo and Dipaleseng Local municipalities.

Further it has developed and adopted a Disaster Management Policy Framework and is utilised to guide the implementation of the Disaster Management Act in the Gert Sibande District and its constituent local municipalities. The District has established a District Disaster Management Advisory Forum. This forum will facilitate and promote coordination and management of disasters in the District.

In the strive for uniformity of the fire and rescue services within the district municipality, a uniform distribution policy was signed by the District and two local municipalities namely, Pixley Ka Seme & Dipaleseng LM where the municipalities were issued with structural fire fighting uniform and combat station uniform to be utilised by the volunteers who are assisting in the abovementioned local municipalities. In order to ensure and sustain the effective utilisation of the two satellites centres, the district municipality has trained 27 volunteers in fire fighting courses to boost the ailing capacity of fire fighting personnel and developed an operational plan with MOU's that will guide the execution of daily operational duties of the satellite's centres in the two local municipalities.

With the increase in economic and infrastructural development within the GSDM and its LMs, a number of risks and hazards have been experienced. As such, the District has been reviewing the Risk Assessment as well as the compilation of hazards specific contingency plans.

Through its excellent coordination efforts, the District has managed to promote safety and security during the uprisings within the district and has proactively managed public and community



functions including the public viewing areas during the 2010 FIFA World Cup. Banners were displayed to increase and disseminate information on disaster management to the public.

Natural phenomena's in form of storm damages to property, floods and veld fires were experienced in the 2009/2010 financial year in six local municipalities, namely, Albert Luthuli, Dipaleseng, Mkhondo, Lekwa, Msukaligwa and Pixley Ka Seme. None of the incidents warranted the declaration of a disaster, as the municipalities were assisted with disaster relief material within the confined of the district municipality. The Provincial Disaster Management Centre also assisted with additional tents and roof covers to ensure that all affected households received temporary shelter while working towards the full restoration of normal life after the incidents had occurred.

The district municipality has been facilitating the process of the approval and adoption of the district disaster management framework policy by the seven (7) local municipalities in its area of jurisdiction.

**Table 37: District Disaster Management Capacity**

Institution	Fire & Rescue Staff	Disaster Management Staff	Number of Fire & DM Vehicles	Status of Vehicles	Disaster Management Plan
Albert Luthuli	06	-	06 vehicles	04 <b>Opr</b> & 02 u/s	Draft Policy
Dipaleseng	00	01	04 vehicles	All 04 <b>Opr</b>	None
Govan Mbeki	33	02	22 vehicles	14 Operation & 08 u/s	None
Lekwa	25	-	12 vehicles	All 12 <b>Opr</b>	Draft
Mkhondo	08	01	08 vehicles	All 08 <b>Opr</b>	None
Msukaligwa	22	01	07 vehicles	05 <b>Opr.</b> & 02 u/s	Adopted Jan 2008
Pixley Ka Seme	05	-	05 vehicles	03 <b>Opr</b> two U/S	Adopted DRM policy
Gert Sibande	-	02	02 vehicles	All 02 <b>Opr</b>	Adopted Framework

Source: Local Municipalities Data 2010

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.
- Ineffective disaster management forums and task teams to facilitate risk reduction projects.
- Priority is not given by LM's to the refurbishment of fire stations with their equipments and shortage of personnel.

- Appointment of fire personnel in all the local municipalities
- Air pollution
- Flooding (storm water and natural)
- 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 disaster personnel, 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
- Establish a District Disaster Management Advisory Forum and hold consultative meetings
- Finalisation of the 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/tools and equipment
- The development of disaster policy framework, disaster management plans and contingency plans for LMs as well as GSDM.
- Develop Service Level Agreement with Dipaleseng and Mkhondo LM's on the Disaster Satellite Centres

### **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 38 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 38 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 is it highly imperative that education and skills development is given priority attention in the allocation of resources by the various spheres of government.

**Table 38: Highest Level of Education: Age 15+**

	Gert Sibande	Albert Luthuli	Msukaligwa	Mkhondo	Pixley Ka Seme	Lekwa	Dipaleseng	Govan Mbeki
<b>Highest level of education: age 15+ in 2007</b>								
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 & Post grad degree	2,573	221	252	203	211	321	73	1,292
<b>2008</b>								
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 & Post grad degree	2,608	223	252	206	215	326	74	1,312
<b>Functional literacy: age 20+, completed grade 7 or higher in 2007</b>								
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
<b>2008</b>								
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

Global Insight South Africa: Regional Explorer 421 (2.2j),2010

### 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 39: 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 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.

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

## **1.11 Intergovernmental Relations, Good Governance and Public Participation**

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

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

The District is still having a challenge when it comes to integrated planning especially the integration of programs and projects between the three spheres of government, i.e. national and provincial sector departments and municipalities. The manner in which the private sector, especially the commercial sector and non governmental organisations are participating in planning processes within the municipalities 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 of its local municipalities. The Audit Committee is functioning effectively as envisaged. 3-year Audit Risk Plans in terms of MFMA will be produced by Internal Auditors and these would be reviewed annually. Further risk plans also allows the municipality to prioritize its risks into high, medium and low. The high risks are attended to immediately and subsequently the internal controls are strengthened.

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

### **1.11.2 Community Participation and Communication Mechanisms**

The Gert Sibande District Municipality continues to pride itself with progress made on issues of Local government communication. The unit has ensured proper dissemination assimilation of information ensuring that the people of the district are informed of plans and projects provided by the district council. The established communication directorate is responsible for all district marketing, branding, research, media liaison and stakeholder relations. 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 coupled with the proper utilisation of available 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 40: 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	# Mayoral Public Participation Programmes planned for 2011/12	LCF'S	COMMUNICATION POLICY
GOVAN MBEKI	Approved	No	1	16	No	Draft
ALBERT LUTHULI	Approved	No	0	12	No	NONE
LEKWA	Approved	No	1	12	NONE	NONE
MSUKALIGWA	Approved	No	2	16	YES	Policy to be reviewed
DIPALESING	Delayed submission	Yes	1	16	None	Policy Approved
PIXLEY KA SEME	No					
MKHONDO	NONE	No	1	10	NONE	NONE
GERT SIBANDE	Approved	YES	6	16	DCF-YES	Noted and approved council

Key issues pertaining to communication:

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

### 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 Management Committee;
- Gert Sibande Disability Forum; and
- District HIVAIDS Council Departmental HODs Fora.
- District Disaster Management Advisory Forum

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 and Partnerships**

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

In South Africa, after attaining democracy in 1994, the drafters of the constitution sought to ensure that traditional leadership is recognized and was entrenched in the Constitution of the Republic of South Africa, in Chapter 12, which recognised the institution, status and the role of the traditional leadership

During the establishment of Local Houses of Traditional Leaders, much emphasis was placed on the severe service delivery backlogs, which demands partnership between Traditional Leadership structures and Local Government Structures. It is evident that service delivery in rural areas is being affected by the non-involvement of Traditional Leaders in the municipal processes. The MEC for Local Government highlighted the need for the Municipalities to understand the traditional institutions, structures and their cultures. The Traditional Leaders also need to understand Local Government mandates in terms of the Constitution, Section 152. The main objective for the establishment of the District House of Traditional Leaders was to enhance and synergise partnership between Traditional Institutions and Municipalities in order to overcome the issues identified above while enhancing the performance of Local Government.

In May 2010, the MEC for Mpumalanga COGTA published a notice identifying the Traditional Leaders who may participate in the Municipal Council proceedings. The notice set out the Schedule of the Traditional Leaders per municipality where GSDM has Traditional Leaders seating in the Council proceedings, 7 Traditional Leaders at Albert Luthuli and one Leader at Mkhondo and Pixley ka Seme Local Municipalities respectively. GSDM has enhanced the relationship with the House of Traditional Leaders by taking a council resolution responding to the notice by the MEC.

Furthermore, The GSDM has drafted a Memorandum of Understanding between the District and Traditional leaders. The District subscribes to the national and provincial legal framework for co-operative governance and views the existence of traditional leadership within its area of jurisdiction as an opportunity to test its ability to enhance democracy. The GSDM office of Traditional Leaders is housed in the District office to ensure that Traditional Leaders are regularly engaged on developmental issues within their area of operation.

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

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

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

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

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

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

- Participation in developmental decisions
- Building Capacity and Training;
- Promotion of Arts & 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 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.

### **1.11.6.2 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 have been established. Mhlathuze Water-Amanzi has contributed in strengthening the capacity of the GSDM to meet optimum quality water and sanitation service delivery levels in specific municipal functions and operational areas. 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 have taken priority.

The building of the laboratory facility was initiated in 2008 completed in March 2010 with the official occupation taking place in April 2010. Employees were to start the operations at the Laboratory after exposure training at Mhlathuze Water-Amanzi for a period of three months.

GSDM purchased equipment for the start-up and delivery with installation and commissioning beginning in April through to August 2010, which was also the period when the process of implementing and validating the methods was also initiated.

The Laboratory was officially opened in July 2010 by the Minister of Water Affairs and is to this date doing Microbiology, Hydrology and Chemistry analysis indicating operational efficiency at water treatment plants and acceptable water quality within the distribution network as per the SANS241:2006 Standard.

#### **1.11.6.3 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 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.

#### **1.11.6.4 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**

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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.

<b>Strengths (Internal)</b>	<b>Weaknesses (Internal)</b>
Financial viability	Staff retention
IDP	Filling of Critical vacant positions
Internal Controls	Organisational restructuring
Political Stability	Current performance management system
IGR Structures	Transportation
Marketing and branding	Integrated management information system
Water quality systems and services	Backlog eradication
Office accommodation	Formal township establishment
Strategic location to 7 municipalities	Outdated policies
Integrated & Comprehensive Spatial Development Framework	Disaster management
Ability to support Municipalities	Effective employee and stakeholder consultation
<b>Opportunities (External)</b>	Total quality management system
Other sources of revenue	Insufficient operational management
Corridor development	Functioning of IGR
Agro – processing	<b>Threats (External)</b>
Strategic location in South Africa	Pollution
Industrial beneficiation	Powers and functions
Established water quality control & mechanism systems	Mineral rights vs. agricultural usage & environmental protection
Endangered specie conservation	Water Quality
MOU's	Skills shortage
Promotion of PPP's within GSDM	HIV AIDS
Tourism Development	High Unemployed youth

### 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	Some of the Key Issues to be addressed
Capacity Building and Training	<ul style="list-style-type: none"> <li>• Retention and scarcity of skills (Engineers, Accountants, Planners etc)</li> <li>• Capacity development of officials and Councillors</li> <li>• Job Evaluation process</li> <li>• Performance Management &amp; Monitoring</li> <li>• Compliance with legislative requirements</li> <li>• Human Resources Information System</li> <li>• Organisational grading – pay curve</li> <li>• Recruitment and Selection (scarce skills)</li> <li>• Welfare and well-being of staff</li> <li>• Capacity of officials, Consultants and Contractors</li> </ul>
Youth Development	<ul style="list-style-type: none"> <li>• No appropriate strategies and programs for Youth development, including opportunities for employment for young people</li> <li>• Minimum Youth Participation in Local Government matters</li> <li>• Ineffective of Youth developmental organisations[ Youth Councils]</li> <li>• No Policy development for Youth matters</li> <li>• Lack of Youth viable strategic partnership with relevant stakeholders [private &amp; public institutions]</li> <li>• Lack of involvement of youth in Monitoring municipality compliance on policy matters</li> </ul>
Capacity Building and Support for the Disabled	<ul style="list-style-type: none"> <li>• Develop programs and mechanisms to support disabled forums.</li> <li>• To facilitate support for implementation of policies for the disabled in the local municipalities</li> <li>• To champion and assist in the development and support of the disabled in the District.</li> <li>• Integration and support of local municipalities to develop and support disabled programs.</li> </ul>
Sports, Arts and Culture	<ul style="list-style-type: none"> <li>• Lack of Coordination and Support for Effective Participation of Youth in Sports, Arts and Culture</li> <li>• Ineffective Promotion and Development of local talent in Sports, Arts and Culture</li> <li>• Facilitation and Support of local municipalities in development of Sports, Arts and Cultural facilities and traditional Arts</li> </ul>
Office of the Children's Rights	<ul style="list-style-type: none"> <li>• Lack of support and coordination for the emancipation, protection and support for children in need and distress</li> <li>•</li> </ul>

Priority Area	Some of the Key Issues to be addressed
Committee Service:	<ul style="list-style-type: none"> <li>• Timeous submission and approval of items</li> <li>• Timeous preparation and delivery of Agendas for at least 7 days before meetings (Council) and 3 days (Mayoral Committee).</li> <li>• Finalisation of minutes soon after meetings in order to execute resolutions urgently.</li> </ul>
IT service:	<ul style="list-style-type: none"> <li>• Ensuring that computers are upgraded on generally accepted intervals (3 years for laptops, 4 years for desktop computers and 5 years for printers).</li> <li>• Software upgrades to ensure maintain a high standard.</li> <li>• Accepted data storage, backup and recovery programs and procedures.</li> <li>• Enable optimally functional District wide GIS</li> </ul>
Organisational Structure	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>
Powers & Functions	<ul style="list-style-type: none"> <li>• Need to undertake an audit of all the powers and functions been currently performed by varying stakeholders in the District</li> </ul>
Skills Development and Capacity Building:	<ul style="list-style-type: none"> <li>• Mobilizing all stakeholders to enter into a partnership and commit towards a comprehensive strategy aimed at addressing skills shortage in and around the Region</li> <li>• Addressing shortage of scarce and critical skills concomitant with the growing regional economic demands.</li> <li>• Optimising the capacity of Municipalities to effectively perform their functions through continuous skilling of Municipal Employees.</li> </ul>
Municipal Financial Viability	<ul style="list-style-type: none"> <li>• Successful implementation of the Property Rates Act</li> <li>• Standardisation of financial aspects throughout the District.</li> <li>• Sufficient resources to enable municipalities to respond to their mandate.</li> <li>• Adequately supporting all Local Municipalities in all financial matters as and when called upon to do so.</li> <li>• Compliance to all the Local Government Legislation's Financial Management prescribes.</li> <li>• Maintaining a clean Audit across the District.</li> <li>• Ensuring sound Financial Management practices</li> </ul>

Priority Area	Some of the Key Issues to be addressed
Local Economic Development	<ul style="list-style-type: none"> <li>• Partnerships towards progressively responding to skills need by the growing Regional Economy.</li> <li>• Visible promotion of SMMEs</li> <li>• Visible promotion of Tourism aspects of the Region</li> <li>• Place Marketing of the Region as a whole.</li> <li>• Increasing local beneficiation and shared Economic Growth across the District</li> <li>• Promoting and supporting sustainability of the existing businesses within the District.</li> <li>• Identification and implementation of high impact LED projects/programmes.</li> <li>• Providing support services, mentorship and investment towards ensuring sustainability and effective utilization of farms attained through Land Reform Programme</li> </ul>
Human Settlement	<ul style="list-style-type: none"> <li>• Need to speedily address challenges relating to allocation of units per Municipality.</li> <li>• Need to increase the pace with which houses are provided.</li> <li>• Supporting Municipalities with the purchasing of land for residential purposes.</li> <li>• Need to come up with a comprehensive Integrated Human Settlement Strategy for the District.</li> <li>• Need to proactively prevent emergence and spread of informal settlement whilst formalising the existing backlog.</li> </ul>
Electricity	<ul style="list-style-type: none"> <li>• Eradication of the remaining backlogs</li> <li>• Capacity to accommodate new developments</li> </ul>
Roads and Transportation	<ul style="list-style-type: none"> <li>• Addressing the over usage of roads by heavy coal haulage and other freight trucks</li> <li>• Addressing the current state of poorly repaired roads in the District.</li> <li>• Reducing to acceptable levels the volume of haulage trucks on the roads</li> <li>• Improving or reducing the road hazard potential caused by large volumes of overloaded trucks on the roads</li> <li>• Lack of overload monitoring and enforcement resources in the District</li> </ul>

Priority Area	Some of the Key Issues to be addressed
	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Sustainable use and conservation of Water (Water resources)</li> <li>• The modelling of infrastructure through water conservation and demand management studies to reduce losses in the reticulations (Water reticulations).</li> <li>• Performance of a bulk water master plan study for the entire District.</li> <li>• Eradication of the remaining water and sanitation backlogs</li> <li>• Performance of status quo investigations of water services treatment plants to establish the refurbishment and O &amp; M costs and other critical operations information.</li> <li>• The refurbishment and proper operation of the Water and Sewage treatment plants</li> <li>• The proper allocation of funding to the operations and maintenance budgets for the water and sewage treatment plants and associated infrastructure.</li> <li>• The training of operators of the water and sewage treatment plants.</li> <li>• The establishment of an accredited water quality testing laboratory within the GSDM.</li> <li>• The establishment of systems for the proper monitoring and testing for potable and effluent water quality.</li> <li>• 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.</li> <li>• 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.</li> <li>• The performance of an infrastructure investment strategy for the entire GSDM, taking into account all the services that are provided within the GSDM.</li> <li>• Financial Constraints</li> </ul>
Land Use and Spatial Structure:	<ul style="list-style-type: none"> <li>• Inconclusive and less informative Spatial Development Frameworks;</li> <li>• Fragmented Town Planning Schemes.</li> <li>• Inadequate knowledge of land ownership and uses of varying pockets of land across the District</li> <li>• Addressing the problems related to using obsolete Town Planning Schemes that are reactive to development</li> <li>• Addressing the capacity related issues with regard to planning.</li> <li>• 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.</li> </ul>

Priority Area	Some of the Key Issues to be addressed
Community Facilities:	<ul style="list-style-type: none"> <li>• Equitable distribution of facilities across the District as per the spatial dynamics;</li> <li>• Efficient use of these facilities by communities; and</li> <li>• Coherent approach to construction of these facilities among all stakeholders.</li> </ul>
Sports and Recreation:	<ul style="list-style-type: none"> <li>• Vandalism to upgraded facilities.</li> <li>• Addressing the substandard nature of sports facilities</li> <li>• Upgrading/developing at least one sports facility in the District into a regional sports complex.</li> <li>• Upgrading six other facilities to meet the standards acceptable for the various national sport codes including 2010 soccer games</li> </ul>
Thusong Service Centres:	<ul style="list-style-type: none"> <li>• Rate at which TSCs are build/established;</li> <li>• Buy in by Government Departments; and</li> <li>• Need for Youth and Women empowerment services therein</li> </ul>
HIV/AIDS:	<ul style="list-style-type: none"> <li>• High rate of unemployment and poverty</li> <li>• Low literacy rate</li> <li>• Need for specialised housing for terminally ill and Wheelchair bound people.</li> </ul>
Disaster Management	<ul style="list-style-type: none"> <li>• Integrated Institutional capacity</li> <li>• Disaster Risk Assessment</li> <li>• Disaster Risk Reduction</li> <li>• Disaster Response and related Recovery</li> <li>• Insufficient fire fighters</li> <li>• Lack of disaster management personnel in LMs</li> <li>• Inadequate response vehicles and equipments</li> <li>• The review and development of disaster policy framework, disaster management plans and contingency plans for LMs as well as GSDM.</li> </ul>
Education	<ul style="list-style-type: none"> <li>• Equitable distribution of Education facilities;</li> <li>• Inadequate Institutions of Higher Learning; and</li> <li>• Lack of coordinated approach towards skilling of communities</li> </ul>
Waste Management	<ul style="list-style-type: none"> <li>• Unpermitted &amp; illegal land fill sites</li> <li>• Increase in waste generation with no sufficient corresponding planning of future sites</li> <li>• Un-maintained land fill sites</li> <li>• Use of old and obsolete equipment</li> <li>• Increased maintenance costs</li> <li>• Insufficient skilled personnel to adequately man the waste management sections of the municipality</li> <li>• Unresponsive IWMP to deal with real issues on the ground</li> <li>• Existence of some sections of the community not receiving waste collection service</li> </ul>
Cemeteries and Graveyards	<ul style="list-style-type: none"> <li>• management of cemeteries</li> <li>• monitoring of cemeteries for environmental impacts</li> <li>• future planning for land needs</li> </ul>

Priority Area	Some of the Key Issues to be addressed
Health and Environmental Issues	<ul style="list-style-type: none"> <li>• Drafting and Adoption of District by- Laws to regulate Municipal Health Services and Environment</li> <li>• Recruitment and retention of specialised and skilled personnel to render municipal health and environment issues</li> <li>• Acquirement of specialised equipment for monitoring and detection of health and environmental pollutions or agents including ambient air quality</li> <li>• Air quality management</li> </ul>
Good Governance and Public Participation:	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Community participation is also still dominated by issues around provision of basic services, and service delivery mechanisms in most local municipalities need improvement.</li> <li>• Optimal participation of Traditional Leaders in Council's decision-making processes</li> <li>• Mobilizing strategic stakeholders to participate in our stakeholder engagement initiatives</li> <li>• Good and excellent governance across the District.</li> <li>• Place Marketing of the District.</li> <li>• Dissemination and communication of the District's information to the Public</li> </ul>



## **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 aforementioned vision:

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

#### **Corporate Values**

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

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

#### **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 which are part of the turn around strategy.

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)

### KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL TRANSFORMATION

Strategic Objective	Priority Issue	Objectives	Strategies	Owner	KPI	KPI Reference	Baseline	Outer year Targets		
							2009/10	2011/12	2012/13	2013/14
Improve and sustain Financial, Human Resources and Management Excellence	Institutional Capacity	Build and attract specialised human capital	To create a working environment conducive to optimising employee satisfaction to achieve improved service delivery	CS	% of employees who are satisfied with their working environment	1.1	N/A - New KPI1	80%	80%	80%
		To create a healthy working Environment within GSDM	Review and Implementation of the EEP	CS	% of employees from previously disadvantaged groups appointed in the three highest levels of management as per the approved EE plan (NKPI)	1.2	N/A - New KPI	70%	70%	70%
	ICT Services	To ensure alignment of ICT Strategy to GSDM Business Strategy	Manage the risks and constraints of IT and to identify the strategic importance of IT		% Implementation of King 3 recommendations as it relates to IT risk assessment	1.3	N/A - New KPI	80%	100%	100%
	Skills Development and Capacity Building	To ensure the District invest in the skills of its employees to fulfill its roles, in line	Annual review and optimal implementation of the Workplace Skills Development Plan	CS	% budget spent on implementing the Workplace Skills Plan	1.4	N/A - New KPI	75%	75%	75%

<sup>1</sup> N/A New KPI refers to a change in the format of measurement

Strategic Objective	Priority Issue	Objectives	Strategies	Owner	KPI	KPI Reference	Baseline	Outer year Targets		
							2009/10	2011/12	2012/13	2013/14
		with its WSP								
Restore and maintain the institutional integrity of the District and its constituent LMs	Organizational Performance Management	To inculcate the culture of excellence and performance management, monitoring & evaluation within the District	Development and implementation of sustainable Organizational PM system (DM):- Review of PM system	MM	% increase in organizational performance	1.5	N/A - New KPI	Establish credible baseline	5%	

## KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Objective	Priority Issue	Objectives	Strategies	Owner	KPI	KPI Reference	Baseline	Outer year Targets		
							2009/10	2011/12	2012/13	2013/14
Improve the quantity and quality of Municipal basic services to the people	Project Management	To ensure effective and efficient implementation of service delivery projects	Effectively manage the Capital Budget Plan	ITS	% of Capital projects as identified in the IDP completed (excl., multi year projects)	2.1		80%	80%	80%
	Access to Water and Sanitation	To ensure provision of adequate portable water by 2014	Integrated Water Planning	OEM	% compilation of District Integrated Water Master Plan (IWMP)	2.2	25%	41%	dependent on funding	dependent on funding

Strategic Objective	Priority Issue	Objectives	Strategies	Owner	KPI	KPI Reference	Baseline	Outer year Targets		
							2009/10	2011/12	2012/13	2013/14
	Integrated Transport Planning	To integrate Public Transport within the District by 2012	Review and Optimal implementation of the Integrated Transport Plan (ITP)		Review and update 2008 adopted Integrated Transport Plan and submit to Council for approval	2.3		N/A <sup>2</sup>	1	N/A
	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 Integrated Waste Management Plan	2.4		TBA <sup>3</sup>	TBA	TBA
Advance Community Well-being	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		Submission of business plan to source funding to operationalise (3) completed Disaster Management Units	2.5	N/A - New KPI	1	N/A	N/A

<sup>2</sup> N/A refers to the measurement target not appropriate for that year of reporting

<sup>3</sup> TBA refers to target to be assessed, not currently available

Strategic Objective	Priority Issue	Objectives	Strategies	Owner	KPI	KPI Reference	Baseline	Outer year Targets		
							2009/10	2011/12	2012/13	2013/14
			municipalities. Ensure Preparedness for possible disasters according to disaster management plan							
	Municipal Health Services	To provide a equitable and sustainable municipal health services within the District	Establishment and operations of the Water Quality Testing Laboratory		% utilization of Laboratory facilities	2.6	N/A - New KPI	40%	TBA	TBA
			Optimal performance of the function in-line with the legislative prescripts	IGR	# of planned MHS Sectoral forum held	2.8	4	4	4	4
	Community Health & Social Development	To improve the health profile of the community within GSDM	Develop and implement District Health Plan, inclusive of strategies to	OEM	# of District AIDS Council (DAC) meetings held	2.9	4	4	4	4
					Obtain Laboratory accreditation	2.7	N/A - New KPI	Obtain accreditation from SANAS	N/A	N/A

Strategic Objective	Priority Issue	Objectives	Strategies	Owner	KPI	KPI Reference	Baseline	Outer year Targets		
							2009/10	2011/12	2012/13	2013/14
			reduce HIV/AIDS, TB and other communicable diseases within the District							

**KPA3: LOCAL ECONOMIC DEVELOPMENT**

Strategic Objective	Priority Issue	Objectives	Strategies	Owner	KPI	KPI Reference	Baseline	Outer year Targets		
							2009/10	2011/12	2012/13	2013/14
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	Reduce unemployment	IGR	Number of EPWP Full Time Equivalent (FTE's) jobs created	3.1	263 FTE's created out of 13 EPWP compliant projects	350 FTE jobs	400 FTE jobs	450 FTE jobs

**KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

Strategic Objective	Priority Issue	Objectives	Strategies	Owner	KPI	KPI Reference	Baseline	Outer year Targets		
							2009/10	2011/12	2012/13	2013/14
Improve and sustain Financial, Human Resources and Management Excellence across the District	Financial Management	To ensure that Organizational Finances are managed in an effective and efficient manner	To efficiently and effectively manage the financial affairs of the Municipality in line with Financial Management Requirements	CFO	Unqualified Audit Opinion	4.1	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion
	Budget and Expenditure Management Services	Ensure that Budget is adequately prepared and reported on operational strategy to minimize financial impact	Alignment of SDBIP development to monthly expenditure and implementation.	ITS	% of the Municipality's capital budget actually spent on capital projects identified in the IDP	4.2		90%	90%	90%
				MM	% Employee costs of total budget (annual)	4.3	14%	<20%	<23%	<25%
				CFO	Cost coverage ratio as per IDP regulations 2001 (annual)	4.4	75%	75%	85%	100%

**KPA 5: INTERGOVERNMENTAL RELATIONS, GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

Strategic Objective	Priority Issue	Objectives	Strategies	Owner	KPI	KPI Reference	Baseline	Outer year Targets		
							2009/10	2011/12	2012/13	2013/14
Resource Management, Internal Governance and Information	Governance and Administration	To obtain a clean audit	Address prior year emphasis of matter items raised by the AG	MM	To obtain an Audit Report with No Other Matters (Clean Audit Report)	5.1	Other Matters	Capacitate institutional arrangements	Clean Audit Report (No Other Matters)	Clean Audit Report (No Other Matters)
Deepen democracy through effectively and efficiently functional Public Participation structures, mechanism and processes	Ward Committees & CDWs	To ensure that capacity of community Leadership to support local development is strengthened	Support Municipalities to re-launch, resuscitate and Capacitate all the Ward Committees in line with the Ward Committees Guidelines	CS	% of Indirect Allocation spend on Community Participation	5.2	100%	100%	100%	100%
Develop internal and external Stakeholder relationships and partnerships	Governance and Administration		Involve external stakeholders in Council administrative activities	OEM	# of quarterly Council meetings attended by one or more traditional leaders	5.3	N/A - New KPI	4	4	4



Strategic Objective	Priority Issue	Objectives	Strategies	Owner	KPI	KPI Reference	Baseline	Outer year Targets		
							2009/10	2011/12	2012/13	2013/14
Create a single window of co-ordination for the support, monitoring and intervention in municipalities within the District	Coherent Decision-Making	To ensure that decisions across the District are taken in a coherent, efficient and effective manner to influence shared developmental direction of the District	Ensure that there is an agreed approach and programme with key stakeholders that are needed to deliver on strategic objectives	MM	# of District MM Forum meetings held	5.4	N/A - New KPI	3	4	4

**KPA 6: SPATIAL RATIONALE AND MUNICIPAL PLANNING ALIGNMENT**

Strategic Objective	Priority Issue	Objectives	Strategies	Owner	KPI	KPI Reference	Baseline	Outer year Targets		
							2009/10	2011/12	2012/13	2013/14
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	Improve integration, alignment and co-ordination of plans and programmes	OEM	Rating received from Provincial Treasury with regards to submitted IDP	6.1		High	High	High

## 2.3 Projects and Programmes

### 2.3.1 GSDM Programmes and Projects at constituent Local Municipalities

ALBERT LUTHULI	Project Description	Phase no:	2011/12	2012/13	2013/14
Elukwatini	Ring Roads	2	3,000,000	0	0
Elukwatini	Stadium	2	500,000	0	0
Disaster Management Centre	Construction of a Disaster Management Centre	1	4,000,000	0	0
Roads Silobela		New	4,000,000	0	0
Rural area	VIP Rural area	Ongoing	1,500,000	0	0
Boreholes	Provision of boreholes	Ongoing	1,500,000	0	0
<b>GRAND TOTAL</b>			14,500,000	0	0
<b>BULK WATER SUPPLY PROVISION (JOINT DWA, GSDM, MIG)</b>					
Albert Luthuli Local Municipality	Bulk Water Supply Empuluzi and Methula	New	Budget to be finalized by		
	Eerstehoek and Ekulendeni		DWA, GSDM & MIG		

DIPALESENG	Project Description	Phase no:	2011/12	2012/13	2013/14
Balfour Town	Upgrading of Roads	New	4,000,000	0	0
Siyathemba	Upgrading of Roads	New	4,000,000	0	0
VIP	VIP	Ongoing	1,000,000	0	0
Boreholes	Boreholes	Ongoing	1,000,000	0	0
<b>GRAND TOTAL:</b>			10,000,000	0	0
<b>BULK WATER SUPPLY PROVISION (JOINT DWA, GSDM, MIG)</b>					
Dipaleseng	Balfour/Siyathemba/Greylingstad, Willemsdad, Nthorwane Supply Scheme	New	Budget to be finalized by DWA, GSDM & MIG		

GOVAN MBEKI		Phase no:	2011/12	2012/13	2013/14
Leandra	Upgrading of Roads - Leandra	2	2,000,000	0	0
Bethal	Upgrading of Roads - Mzinoni		3,500,000	0	0
Rural	VIP	Ongoing	1,000,000	0	0
Rural	Boreholes	Ongoing	11,000,000	0	0
Bethal	Electricity Refund		2,500,000	0	0
Kinross	Upgrading of Roads	New	2,000,000	0	0
<b>GRAND TOTAL:</b>			12,000,000	0	0

LEKWA	Project Description	Phase no:	2011/12	2012/13	2013/14
Morgenzon	Upgrading of Morgenzon Roads	New	1,700,000	0	0
Rural area 1	Upgrading of Roads and Storm Water in Sakhile	New	4,000,000	0	0
	10ML Water Reservoir	New	4,000,000	0	0
Rural area	Construction of VIP's	Ongoing	1,000,000	0	0
Morgenzon	Upgrading of Morgenzon Stadium	New	1,500,000	0	0
Standerton	Upgrading of Riverpark		4,000,000	0	0
<b>GRAND TOTAL:</b>			13,200,000	0	0

<b>MKHONDO</b>	<b>Project Description</b>	<b>Phase no:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
Ezimbuzini	Upgrading and refurbishment of roads	2	6,000,000	0	0
Driefontein	Conversion of RDP Houses	2	4,000,000	0	0
Amsterdam / Kwa Thandeka	Upgrading and refurbishment of roads	2	4,000,000	0	0
Rural area	VIP Rural area	Ongoing	1,000,000	0	0
eThandukukhanya	Resealing and Repair of Pot holes - eThandukukhanya Taxi Route	New	3,000,000	0	0
eThandukukhanya	Mango Suthu /Poswa upgrading	New	3,000,000	0	0
Amsterdam	Amsterdam Sewer Refurbishment	New	2,000,000	0	0
<b>GRAND TOTAL:</b>			23,000,000	0	0

<b>MSUKALIGWA</b>	<b>Project Description</b>	<b>Phase no:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
Sheepmoor	Upgrading and refurbishment of roads	2	3,000,000	0	0
Davel	Upgrading and refurbishment of roads	3	4,000,000	0	0
Davel	Refurbishment of Sewer Plant	New	2,000,000	0	0
Cassim Park	Roads and Storm Water drainage	2	1,000,000	0	0
Khayelisha	Sewer Upgrade Khayelisha	New	4,000,000	0	0
Khayelisha	Water Reticulation Khayelisha	New	5,000,000	0	0
<b>GRAND TOTAL:</b>			19,000,000	0	0
<b>BULK WATER SUPPLY PROVISION (JOINT DWA, GSDM, MIG)</b>					
Msukaligwa	Ermelo/Wesselton, Breyton/Chrissiesmeer Nyanga & Warburton	New	Budget to be finalized by DWA, GSDM & MIG		

<b>PIXLEY SEME</b>	<b>KA</b>	<b>Project Description</b>	<b>Phase no:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
Amersfoort		Upgrading and refurbishment of roads - MIG	2	1,900,000	0	0
Daggakraal		Upgrading and refurbishment of roads - MIG	2	1,600,000	0	0
Wakkerstroom		Upgrading and refurbishment of roads - MIG	2	4,100,000	0	0
Volksrust		Construction of Bulk Supply line - Volksrust WTP to 8 ML Reservoir	3	3,000,000	0	0
Daggakraal		Upgrade of Water Bulk Supply line from Amersfoort WTP to Daggakraal Pump Station	4	4,000,000	0	0
Amersfoort		Upgrading of Water Treatment Plant	New	4,000,000	0	0
Perdekop		Sewer Reticulation	New	3,000,000	0	0
Vukuzakhe		Upgrading of Sewer Treatment Plant - Vukuzakhe/Georgia gardens	New	7,600,000	0	0
<b>GRAND TOTAL:</b>				29,200,000	0	0

## Summary of GSDM funded projects for the 2011/12 financial year per Local Municipality

Municipality	Amount
Albert Luthuli LM	10,500,000
Dipaleseng LM	10,000,000
Govan Mbeki LM	12,000,000
Lekwa LM	13,200,000
Mkhondo LM	22,000,000
Msukaligwa LM	19,000,000
Pixley ka Seme LM	29,200,000
Total	114,900,000

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

KPA	Programme / Initiative		Budget 2011/12
			R'000
Basic Service Delivery	Electrification Projects by Eskom and Department of Energy		
	Electrification at Albert Luthuli	Electrification of 444 Households	R16 058 401
	Electrification at Mkhondo	Electrification of 445 Households	R 6 959 547
	Electrification at Lekwa	Electrification of 444 Households	R 819 000
	Electrification at Lekwa	Electrification of 59 Households	R 1 389 280
	Electrification at Dipaleseng	Electrification of 213 Households	R 1 533 400
	Electrification at Msukaligwa	Electrification of 992 Households	R 7 236 000
	Electrification at Govan Mbeki	Electrification of 699 Households	R 5 122 200
Basic Service Delivery	<b>Project funded by the Department of Water Affairs</b>		
	<b>Programme / Initiative</b>	<b>Municipality</b>	<b>Budget 2011/12</b>
			<b>R'000</b>
	Operations and Maintenance funds of transferred schemes	Albert Luthuli	R 2,288,000
	Refurbishment of the Carolina Waste Water Treatment Works		R 2,098,000
	WTW readiness for Eerstehoek and Empuluzi studies.		R 4,045,000
	Adopt – a- River		R 200,000
	Rainwater harvesting		R 1,715,000
	Refurbishment of the Kwazanele WWTW	Msukaligwa	R 2,200,000
	Readiness study for the Ermelo North WTW		R 2,045,000
	Rainwater harvesting		R2,000,000
Refurbishment of the Balfour and	R 1,804,769		

KPA	Programme / Initiative	Budget 2011/12
		R'000
	Greylingstad WWTW	
	Readiness study for the Ermelo North WTW	R 2,042,000
	Readiness study for the Ermelo North WTW	R 2,800,000
	Rainwater harvesting	R 2,800,000

KPA	Programme / Initiative	Municipality	Budget 2011/12
			R'000
Basic Service Delivery	<b>ESKOM ROAD INFRASTRUCTURAL PROJECT</b>		
	WP 1 – Re-construction of the R42 from N17 to N3	Impacting Grootvlei Power Station	R 167,117
	WP3 – Re-construction of the roads from Amersfoort to Majuba (R35, P97/1 & D2514)	Impacting Majuba Power Station	R 163,400
	WP 6 - Re-construction of N2/34 from Ermelo to Mooiplaats impacting Camden Power Station	Impacting Camden Power Station	R 205,175
	WP 12 – Preventative Maintenance	Reseal	R 66,472
	WP 11 & 14 – Preventative Maintenance	Fogspray and milling & repair work	R 66,472
	WP 13 – Extension of pothole repair for safety reasons	Safety Enhancement	R 60,000

KPA	Programme	Budget 2011/12
		R'000
Basic Service Delivery	<b>Department Education</b>	
	Mud Schools	9 531 330
	Boarding Schools	142 214 113
	Current Projects	6 766 608
	IDT MUD Schools	51 785 372
	Special Schools	73 664.23
	Technical Schools	3 939 902
	Storm Damaged Schools	1 118 193.33
	Maintenance Projects	1 873 279.00
	Mud Schools - Unconventional	8 000 000
	Intervention Programme	4 000 000
	New Schools	26 451 051
	Boarding School	60 000 000
	Technical Schools	R 64 000.00
	Interventions Projects	5 000 000
Storm Damaged Schools	8 060 000	
	<b>Department of Social Development</b>	
Basic Service Delivery	Construction and Renovation of offices	40609
	<b>Department of Public Works Roads and Transport</b>	
Basic Service Delivery	Albert Luthuli	50563

<b>KPA</b>	<b>Programme</b>	<b>Budget 2011/12</b>
		<b>R'000</b>
	Govan Mbeki	104010
	Msukaligwa	166683
	Lekwa	72352
	Mkhondo	49169
	Pixley Ka Seme	20776

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### **3 PART THREE: OPERATIONAL STRATEGIES (SECTOR PLANS)**

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#### **3.1 Sector Plans**

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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 2009
- Skills Development Plan
- District LED Strategy
- Integrated Waste Management Plan (2006)
- Integrated Transport Plan
- District HIV/AIDS Plan
- Communication Plan
- Disaster Management Plan
- Integrated Water Services Development Plan
- Financial Management
- Employment Equity Plan
- Integrated Environmental Management Framework
- Air Quality Management Plan

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

##### **3.1.1 Organisational Performance Management Systems**

As part of Gert Sibande District Municipality's 2010/11 IDP review process, the Developed Organisational Performance Management Systems was reviewed. 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

## 1. STRATEGIC DEVELOPMENTAL OBJECTIVES

Taking cognisance of the developmental challenges that the District is faced, coupled with the availability of funding allocated to support these initiatives and ultimately realize the aforementioned Vision and Mission, the District has set for itself the following developmental objectives to be pursued in the short to-medium term. The report is presented by Key Performance Area.

#### Scorecard by Key Performance Area:

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

## 2. IDP KEY PERFORMANCE INDICATOR DEFINITIONS

Indicator	IDP Reference	Indicator Definition
% of employees who are satisfied with their working environment	CS1	<p>This indicator reflects the percentage of staff determined to be satisfied with their working environment.</p> <p>The unit of measure is the percentage as determined in a staff satisfaction survey. The frequency of measurement is two yearly.</p>
% of employees from previously disadvantaged groups appointed in the three highest levels of management as per the approved EE plan (NKPI)	CS2	<p>Annually achieve the targets set out in the municipality's Employment Equity Plan thereby achieving 100% of the Employment Equity Plan by 2012.</p>
Implementation of King 3 recommendations as it relates to IT	CS3	<p>This Indicator measures IT alignment with business objectives and sustainability as outlined in the King III Report of 2009.</p> <p>Measured against implementation of intervention measures/mitigating controls to address high risk areas for IT as per the Risk Register.</p>
% compliance to WSP	CS4	<p>A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate interventions which will address the needs arising out of local government skills sector plan, the municipality's strategic requirements as contained in the IDP and the individual departmental staffing strategies. The WSP shall also take into account the Employment Equity Plan ensuring incorporation of relevant developmental equity interventions into the plan.</p> <p>Measured against spending of the training budget.</p>

Indicator	IDP Reference	Indicator Definition
% increase in organizational performance	MM1	<p>This Indicator measures the increase in overall organizational performance as determined through the organizational scorecard compared to the previous year.</p> <p>This indicator is a work in progress and the target for the 2011/12 year is to establish a credible baseline.</p> <p><b>Definition of credible baseline:</b> Organizational Performance for the 2011/12 financial year as determined through the organizational scorecard verified by the Internal Audit Department.</p>
% Employee costs of total budget (annual)	MM 2	<p>Indicates the extent to which income is applied to the payment of personnel. Provides assurance that the proportion of personnel expenditure to total income is manageable and the impact of personnel cost increases on the overall budget is limited.</p> <p><b>Measurement detail:</b> <b>Numerator:</b> Personnel Costs (The amount expended on employees, both part-time and full-time and which cost relates directly to the employment of personnel)</p> <p><b>Denominator:</b> Total Income (Income from all sources, including loans and accumulated surpluses that may be used to defray any expenditure)</p>

Indicator	IDP Reference	Indicator Definition
View of Auditor General	MM 3	<p>This Indicator measures good governance and compliance with legislation and will be evaluated and considered by the Auditor-General in determining his opinion and findings on Predetermine end Objectives, Compliance with the MFMA and Internal Controls. (Report on other legal and regulatory requirements)</p> <p>Clean Audit Report definition - The Municipality will strive to achieve an Unqualified Audit Report with no Other Matters.</p> <p><b>INDICATOR STANDARD/NORM/BENCHMARK 2009/10 - Unqualified with Other Matters</b></p>
# of District MM Forum meetings held	MM 4	This Indicator measures the number of Municipal Managers' Forum meetings held to ensure coordination of district strategy implementation across the district.
% of Capital projects as identified for the current year in the IDP completed	ITS 1	This Key Performance Indicator refers to Capital Projects as identified in the IDP with practical completion status at year end.
% of the Municipality's capital budget actually spent on capital projects identified ito the IDP	ITS 2	<p>% Reflecting actual expenditure/Planned expenditure</p> <p><b>Measurement detail:</b></p> <p><b>Numerator:</b> Actual expenditure - Indirect Allocations/Projects</p> <p><b>Denominator:</b> Budgeted Expenditure - Indirect Allocations/Projects</p>
% compilation of District Integrated Water Master Plan (IWMP)	OEM 1	This indicator refers to the compilation of a comprehensive sustainable integrated high level District wide, water service process perspective with respect to bulk and internal water supply taking cognisance of all factors inclusive of social, economic, technical, institutional, financial, legal and environmental impact ( ref Bid # GSDM 43/2010. Measurement will be based on the actual expenditure incurred compared to the Indirect funding allocation
Review and update 2008 adopted Integrated Transport Plan and submit	OEM 2	

Indicator	IDP Reference	Indicator Definition
to Council for approval		
% review of the Integrated Waste Management Plan	OEM 3	
Submission of business plan to source funding to operationalise (3) completed Disaster Management Units	OEM 4	This Indicator refers to the compilation of a business plan in order to obtain funding ensuring that the completed Disaster Management Centres at Mkhondo and Dipalaseng can become effective operating units. Funding will be sourced internally and externally.
% utilization of Laboratory facilities	OEM 5	<p>This Indicator measures the available capacity for revenue enhancement/self sustainability.</p> <p>Measurement is based on the controlling lab equipment which has been identified as the Spectrometer and Digester for physical and chemical analysis as well as microbiology analysis whereby utilization will be measured by comparing the actual number of tests done to the available capacity of the identified controlling lab equipment.</p> <p>Additional capacity will be made available by the purchase of additional lab equipment to eliminate current process constraints.</p>
Obtain laboratory accreditation	OEM 6	This KPI refers to the accreditation for the Water Laboratory to be obtained from the South African National Accreditation System.
# of quarterly Council meetings attended by one or more traditional leaders	OEM 7	This Indicator measures attendance of Traditional Leaders at Council meetings to reflect community involvement in Council affairs.
Rating received from Provincial Treasury with regards to submitted IDP	OEM 8	<p>This Indicator measures the quality and credibility of the IDP as determined through the analysis process undertaken by National COGTA, Provincial COGTA and Provincial Treasury in line with the Credibility IDP Evaluation Framework.</p> <p>This Evaluation Framework is intended to serve as a tool to guide the crafting, design, improvement and assessment of a credible IDP.</p>

Indicator	IDP Reference	Indicator Definition
		<p>Core criteria to demonstrate municipal strategy, vision and compliance with both legislative and policy intent have been crafted to assist the assessors during the analysis process. This Framework is not intended to serve the purpose of a performance measurement tool, but rather a reference tool, or guideline, towards establishing the quality of a credible IDP.</p>
<p>Number of EPWP Full Time Equivalent (FTE's) jobs created</p>	<p>IGR 1</p>	<p>The indicator measures the number of job opportunities created through the Expanded Public Works Programme (EPWP).</p> <p>1. An EPWP job opportunity:</p> <ul style="list-style-type: none"> <li>• Job opportunity refers to paid work created for an individual on an EPWP job. The same person can be employed on different projects and each period of employment will be counted.</li> <li>• This involves short-term and ongoing work opportunities with an average duration of 100 days.</li> <li>• The EPWP specifically targets the creation of employment for the poor unemployed people who are unskilled or poorly skilled. Through this employment opportunity, the programme provides basic income for these people on a temporary basis.</li> </ul> <p>2. Characteristics of EPWP projects and how they differ from a normal job:</p> <ul style="list-style-type: none"> <li>• They are highly labour intensive: a large percentage of the overall project's cost is paid out in wages to the target group.</li> <li>• They employ large numbers of EPWP target groups.</li> <li>• The EPWP target group is paid wages between R50 and R100 per day.</li> <li>• The EPWP target groups are employed under the working conditions of the Special Public Works Programme (SPWP).</li> </ul> <p>All EPWP compliant projects must have or display the elements of employment, and EPWP projects should either be labour intensive or labour enhanced (activity based).</p>

Indicator	IDP Reference	Indicator Definition
Unqualified Audit Opinion	CFO 1	<p>This Indicator refers to Annual Financial Statements that are free of material misstatement and measures compliance with accounting practices that will be evaluated by the Auditor General in expressing their opinion.</p> <p>The following accounting standards are applicable in the preparation of the Annual Financial Statements:</p> <p>GRAP 1 - Presentation Of Financial Statements;            GRAP 2 - Cash Flow Statements;            GRAP 3 - Accounting Policies, Changes In Accounting Estimates And Errors;            GRAP 4 - The Effects Of Changes In Foreign Exchange Rates;            GRAP 5 - Borrowing Costs;            GRAP 6 - Consolidated And Separate Financial Statements;            GRAP 7 - Investments In Associates;            GRAP 8 - Interests In Joint Ventures;            GRAP 9 - Revenue From Exchange Transactions;            GRAP 10 - Financial Reporting In Hyperinflationary Economics;            GRAP 11 - Construction Contracts;            GRAP 12 - Inventories;            GRAP 13 - Leases;            GRAP 14 - Events After The Reporting Date;            GRAP 16 - Investment Property;            GRAP 17 - Property, Plant And Equipment ;            GRAP 19 - Provisions, Contingent Liabilities And Contingent Asset;            GRAP 100 - Non-Current Assets held for sale and discontinued operations;            GRAP 101 - Agriculture;            GRAP 102 - Intangible Assets;            IAS 19 (AC 116) - Employee benefits;            GAMAP 09 - Revenue.</p> <p><b>Measurement detail:</b>            Numerator: Number of Accounting Standards complied with (Determined through Opinion Expressed by the Auditor General</p>

Indicator	IDP Reference	Indicator Definition
		Denominator: Total number of Accounting Standards applicable to GSDM (As listed above)
Cost coverage ratio as per IDP regulations 2001 (annual)	CFO 2	<p>This indicator measures the municipality's ability to meet at least its monthly fixed operating commitments.</p> <p>Calculation to determine Cost coverage:  <math>A = B + C/D</math> where;  A = Cost Coverage  B = Cash and cash equivalents available at period end  C = Short term investments held at period end  D = Monthly fixed operating expenditure (Expenditure that will be debited to the Income Statement for financial statement purposes in accordance with prescribed financial statement formats, excluding capital expenditure)</p> <p>The benchmark of 1 month represents 100% coverage.</p>
% of Indirect Allocation spend on Community Participation	CS 5	<p>% Reflecting actual expenditure/Planned expenditure</p> <p><b>Measurement detail:</b></p> <p><b>Numerator:</b> Actual expenditure - Indirect Allocations (Public Participation)</p> <p><b>Denominator:</b> Budgeted Expenditure - Indirect Allocations (Public Participation)</p>

### 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 COGTA, 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 General Managers 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 COGTA, which will reflect the key performance indicators per financial year in line with the IDP, and budget allocation subject to compliance to the requirements of the Municipal Finance Management Act 56 of 2003 chapter 9 (81)

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

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

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

### **3.1.2 Spatial Development Framework**

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

#### **LEGISLATIVE IMPERATIVES**

Local Government: Municipal Systems Act, Act 32 Of 2000, Section 26 requires that one of the core components of each municipal IDP 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. This will therefore apply more to Local SDFs than District SDF

In that regard 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 at a macro level. It serves as a visual tool to guide planning and development as underpinned in the IDP of the municipality by way of broader development principles which will find expression at local levels by way of local SDFs and LUMS. The following are the 10 main development principles as per GSDM SDF:

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 Lowveld 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/Thusong 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).

From the above, it is clear that the SDF seeks to guide inter alia the following:

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

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

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

The Gert Sibande District Municipality Spatial Development Framework ranks the urban settlement areas informally as major or minor urban areas based on their size and level of economic diversification as follows:.

### **1. DISTRICT LEVEL URBAN AREAS**

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. This is followed by Ermelo and Piet Retief, which are also important at district level and reflect high levels of economic diversification. Other major settlements include Carolina, Standerton, Volksrust and Bethal with Carolina, Standerton, Volksrust and Bethal completing the list.

### **2 MINOR URBAN PER LOCAL MUNICIPAL AREA**

- **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:** Leandra, Brendan Village and Emzinoni.
- **Lekwa:** Morgenzon/Sivukile, Rooikoppen and Thuthukani. Holmdene and Platrand
- Mkhondo: Amsterdam /Kwa ThandekaDriefontein, KwaNgema, Panbuilt, Iswepe, Dikkiesdorp, Rustplaas Anyspruit.
- Msukaligwa: Chrissiesmeer, Warbuton, Lothair, Sheepmoor, Davel\KwaDela
- Pixley Ka Seme: Wakkerstroom ,Daggakraal, and Amersfoort

### **3 DECLINING URBAN AREAS**

Greylingstad (Dipaleseng), Breyton (Msukaligwa) and Perdekop (Pixley Ka Seme)

### **4 GENERAL LAND USE LOCATIONS:**

Rural land uses in the District are dominated by agriculture and mining, with municipalities to the west dominated by agriculture and industrial use while municipalities in the east have forestry with tourism potential. Conservation areas and game reserves are also 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 processes 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 where possible, important roads do not by-pass urban areas, but continue through them so that they can be transformed to activity corridors. It is important to weigh the option between nuisance created by through traffic against gains brought by it and decisions should be based on such
- 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. This principle as per GSDM SDF is popularly known as the OCTOPUS corridor comprising N2, N17 and N11 all converging on Ermelo.

### **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 review of the District LED Strategy which was adopted by Council in December 2009 took place. The current LED Strategy is divided into three parts A, B & C as discussed below.

Part A is divided into sections 1-5.

Section 1 contains an introduction and background, document outline as well as methodology to the project. This section deals with definitions which include the definition and purpose of the LED which is a participatory process encouraging social dialogue and public-private partnerships within a specified geographical area.

Section 2 provides a synopsis of the legislative and policy framework, which underpins the LED. Amongst them are NSDP Principles; MTEF; National Industrial Development Policy Framework (NIPF) Micro Economic Reform Strategy (MERS); Strategy for Broad based Black Economic Empowerment; Draft Anti Poverty Strategy together with related Provincial and Municipal Strategic or Policy documents.

Section 3 focuses on the delineation of the area in terms of its political and administrative boundaries, settlement patterns as well as its land and environmental profile.

Section 4 is dedicated to the analysis of demography and population dynamics of the District and its constituent local municipalities.

Section 5 presents an overview of the social and development indicators, including poverty, inequality, access to economic assets and unemployment as also discussed in this IDP document.

Section 6 covers the economic indicators of the area as well as analysis of its comparative and competitive advantages. Mining has the highest comparative advantage followed by agriculture and manufacturing.

Part B is divided into sections 7 and 8; where Section 7 the area's major strengths, weaknesses, opportunities, and threats are analysed and key economic constraints and opportunities are highlighted. Reliance on capital intensive limits the number of the people that can access employment while agriculture and forestry which are both labour intensive still lack investment thereby preventing beneficiation.

Section 8 the reports outlines the strategic framework for the LED which includes the LED vision, objectives and pillars, strategic levers and a project selection, appraisal and prioritisation approach.

Part C is divided into sections 9 and 10.

Section 9 contains a matrix of LED programmes and projects which will have high impact in the economy of the District, this includes projects like Bio-fuel plant, solid waste management plant while

Section 10 outlines the institutional options for the implementation of LED which among others include LED Forum and the setting up of the GSDM Development Agency.

### **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 which was adopted in 2006 was commissioned. Hereunder is therefore a concise overview of the Integrated Waste Management Plan. (Dan to give update on progress of this process)

### **Legislative imperatives**

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 for the collection, transportation, treatment and disposal of waste.

By way of this plan GSDM intends to institute a process of waste management aimed at pollution prevention and minimisation at source, managing the impact of pollution and waste on the receiving environment and remediation of 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 clean up campaigns.
- 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 which was adopted in 2008, 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-motorised 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 legislated transport plan. Consequently therefore the 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 2011 /12 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 General Managers who each heads a Department as per approved Organogram.

#### TRANSPORT RELEATED DEPARTMENTS

This responsibility falls within the Office of the Executive Mayor Department. Transport Planning activities are the competence of Directorate Planning 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 and adopted in 2009 and gets updated regulaly when

necessary. The plan now forms the core of all physical development activities in the District's 7 local Municipalities. This will eventually be synergized to result in an efficient transport planning strategy

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

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

Above generates 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
- Workshops held with various stakeholders within the District Municipality
- Steering Committee meetings held on the projects
- Transport Forum meetings

### 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 between the various spheres of government
- 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 Associations & authorities
- Permit issuing procedures are cumbersome & not supported by Bus operators due to lack of consistency between Bus & Taxi operators

#### FINANCIAL

- Lack of finance to maintain public transport vehicle & implement critical transport projects
- Competing basic needs e.g. water, 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 which leads and leads to deterioration of local roads
- Ineffective enforcement due lack of capacity from enforcement officers
- Cumbersome procedures in converting permits to operating licenses.

#### INFRASTRUCTURAL

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

#### INTEGRATION

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

### 7. PUBLIC TRANSPORT PROPOSAL

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

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

#### BUS PROPOSALS (RATPLAN)

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

#### MINIBUS TAXI PROPOSALS (OLS)

- Update of CPTR to include taxi data
- Update of OLS to include proposals bent on guiding OLB in striving to strike on effective balance between public transport supply & utilization.

- Reconcile CPTR with LTPS & RAS before recommending on routes & disposal of operating license applications
- Investigate viability of utilizing surplus taxis owing from license disposal on other sectors of the economy e.g. tourism, senior citizens etc.
- Develop realistic planning tools to assess different costs, service levels and impact on other polices on performance of integrated transport system.

Special category proposals 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

Consisted 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 District HIV/AIDS Plan was reviewed. Hereunder is therefore a concise overview of the District AIDS/HIV Plan.

The 2008 HIV Prevalence Survey indicate Lekwa Local Municipality in Mpumalanga as the local municipality with the highest HIV prevalence in the province and is within our Gert Sibande district, which on its own has the fourth-highest HIV prevalence rate in the country, at 40.5 percent. The Mpumalanga Province is the second-highest in terms of HIV prevalence in the country, after KwaZulu-Natal.

According to the 2008 National Antenatal Sentinel HIV and Syphilis Prevalence Survey, this province is the only one that has shown an increase in the overall prevalence rate in the preceding three years, from 32.1 percent in 2006 and 34.6 percent in 2007 to 35.5 percent in 2008. 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 2010/11 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

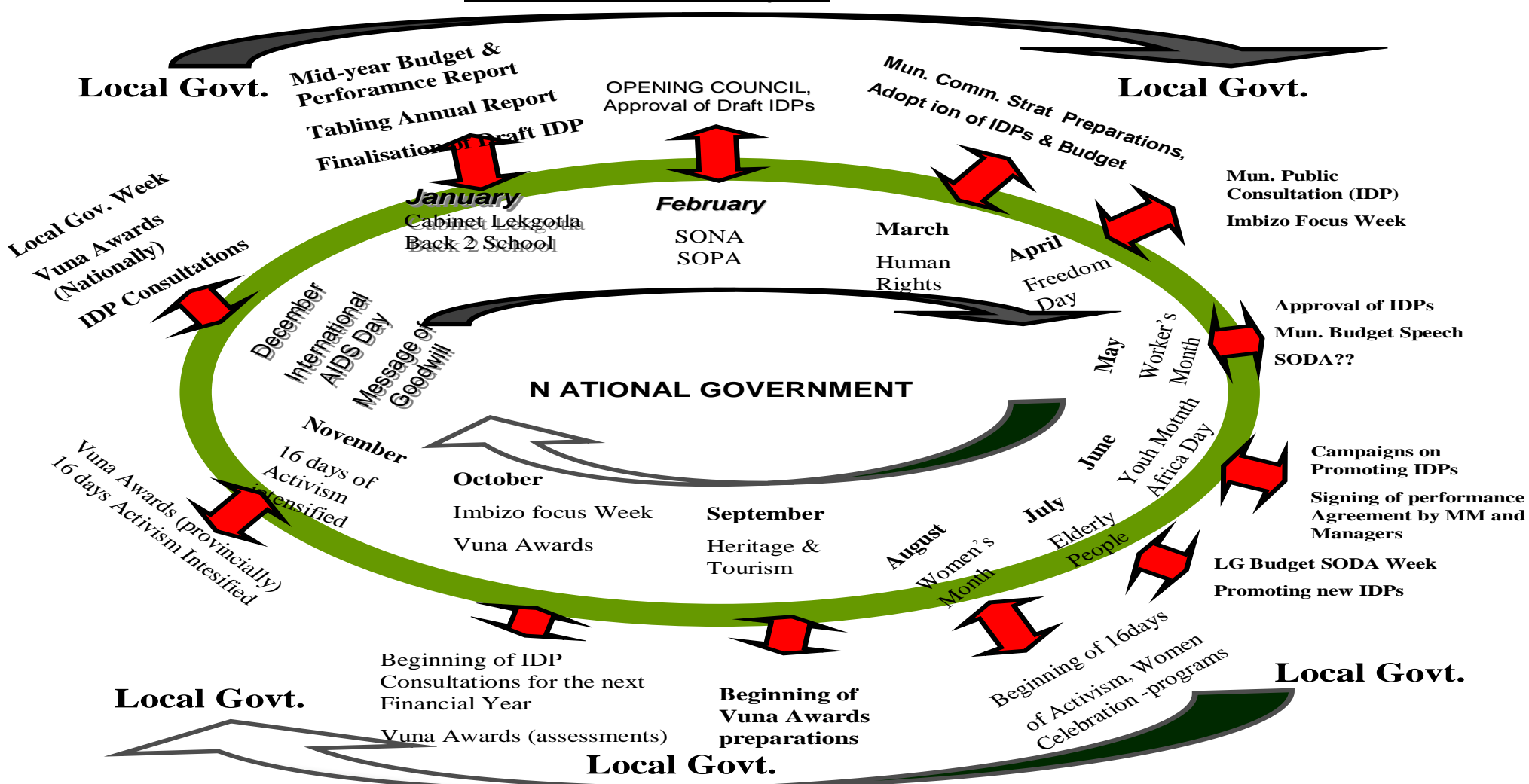
- Embrace the precepts of the Constitution of the Republic of South Africa and other acts of parliament that provide for access to information.
- Stimulate discussions around the developmental issues within the District.
- Encourage the maximum participation of all relevant stakeholders.
- Ensuring the 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—
  - the water services providers which will provide those water services;
  - the contracts and proposed contracts with those water services providers;
  - the proposed infrastructure necessary;
  - the water sources to be used and the quantity of water to be obtained from and discharged into each source;
  - the estimated capital and operating costs of those water services and the financial arrangements for funding those water services, including the tariff structures;
  - any water services institution that will assist the water services authority;
  - 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 –

- the reasons therefore: and
- 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 an 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.

Hereunder is the Prescribed Summary of the Budget by the National Treasury.

<b>DC30 Gert Sibande - Table A1 Budget Summary</b>									
Description	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
<b>Financial Performance</b>									
Property rates	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	-	9,063	9,063	8,000	8,000	8,000
Investment revenue	21,621	24,668	10,200	6,718	3,215	3,129	3,408	3,612	3,829
Transfers recognised - operational	179,509	205,617	251,769	244,148	240,169	240,169	258,092	265,387	281,175
Other own revenue	2,114	7,530	7,234	35,844	37,603	37,323	30,726	770	816
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>203,244</b>	<b>237,815</b>	<b>269,203</b>	<b>286,710</b>	<b>290,049</b>	<b>289,684</b>	<b>300,226</b>	<b>277,769</b>	<b>293,820</b>
Employee costs	23,802	31,992	39,214	57,665	54,268	44,624	63,818	67,647	71,705
Remuneration of councillors	5,052	5,735	7,805	8,676	8,369	8,369	9,152	9,701	10,283
Depreciation & asset impairment	1,501	1,751	2,221	2,055	6,899	6,591	11,933	12,037	12,147
Finance charges	-	4,306	4,548	-	-	-	-	-	-
Materials and bulk purchases	-	-	-	-	-	-	-	-	-
Transfers and grants	110,397	172,617	192,366	120,901	146,508	124,446	169,064	134,103	134,103
Other expenditure	9,871	13,095	14,142	23,551	24,576	22,412	31,393	26,360	27,881
<b>Total Expenditure</b>	<b>150,624</b>	<b>229,496</b>	<b>260,295</b>	<b>212,849</b>	<b>240,619</b>	<b>206,442</b>	<b>285,361</b>	<b>249,847</b>	<b>256,119</b>
<b>Surplus/(Deficit)</b>	<b>52,621</b>	<b>8,318</b>	<b>8,908</b>	<b>73,861</b>	<b>49,430</b>	<b>83,242</b>	<b>14,865</b>	<b>27,922</b>	<b>37,701</b>
Transfers recognised - capital	-	-	-	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	(23,217)	(76,366)	(110,307)	(108,450)	(109,442)	(108,000)	(37,000)	(43,000)	(23,000)
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>29,404</b>	<b>(68,048)</b>	<b>(101,399)</b>	<b>(34,589)</b>	<b>(60,012)</b>	<b>(24,758)</b>	<b>(22,135)</b>	<b>(15,078)</b>	<b>14,701</b>
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	<b>29,404</b>	<b>(68,048)</b>	<b>(101,399)</b>	<b>(34,589)</b>	<b>(60,012)</b>	<b>(24,758)</b>	<b>(22,135)</b>	<b>(15,078)</b>	<b>14,701</b>

<b>DC30 Gert Sibande - Table A1 Budget Summary</b>									
Description	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
<b>Capital expenditure &amp; funds sources</b>									
<b>Capital expenditure</b>	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	-	-	-	-	-	-	-	-	-
Public contributions & donations	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funds</b>	-	-	-	-	-	-	-	-	-
<b>Financial position</b>									
Total current assets	<b>226,298</b>	176,473	61,039	68,839	68,839	68,839	48,022	48,500	48,900
Total non current assets	<b>54,507</b>	126,165	231,980	337,945	334,101	272,001	362,067	405,963	428,853
Total current liabilities	<b>39,546</b>	75,830	59,907	70,206	70,206	70,206	40,000	40,000	40,000
Total non current liabilities	<b>19,224</b>	20,519	21,439	22,356	22,356	22,356	23,206	23,996	24,306
Community wealth/Equity	-	-	-	-	-	-	-	-	-
<b>Cash flows</b>									
Net cash from (used) operating	<b>58,595</b>	10,074	11,129	75,917	56,229	(12,449)	9,147	24,859	41,974
Net cash from (used) investing	<b>207</b>	331	-	-	-	-	-	-	-
Net cash from (used) financing	<b>(5,662)</b>	-	-	-	(4,339)	(4,339)	(8,678)	(8,678)	(8,678)
<b>Cash/cash equivalents at the year end</b>	<b>53,140</b>	63,545	74,674	129,082	105,055	36,377	36,846	53,027	86,323
<b>Cash backing/surplus reconciliation</b>									
Cash and investments available	<b>226,298</b>	176,473	61,039	68,839	68,839	68,839	48,022	48,500	48,900
Application of cash and investments	<b>43,058</b>	76,036	60,114	70,412	70,412	70,412	40,000	40,000	40,000
<b>Balance - surplus (shortfall)</b>	<b>183,240</b>	100,437	926	(1,573)	(1,573)	(1,573)	8,022	8,500	8,900
<b>Asset management</b>									
Asset register summary (WDV)	-	-	-	-	-	-	-	-	-
Depreciation & asset impairment	<b>1,501</b>	1,751	2,221	2,055	6,899	6,591	11,933	12,037	12,147
Renewal of Existing Assets	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-	-	-	-	-
<b>Free services</b>									
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-
<b>Households below minimum service level</b>									
Water:	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-

The budget may be summarized as follows:

### **INDIRECT AND DIRECT ALLOCATIONS**

NO	DETAIL	Budget	Budget	Budget
		2011/2012	2012/2013	2013/2014
	<b>INDIRECT ALLOCATIONS - MAYOR</b>			
1	IDP - NEW AND UPDATE	150000	150000	150000
2	PROMOTION OF THE DISTRICT/COMM	2 300 000	2 500 000	2 500 000
3	UPDATE BULK WATER/SEWER REPORT	500 000	500 000	500 000
4	CO-ORDINATION HIV AND AIDS	300 000	300 000	300 000
5	DISASTER MANAGEMENT	400 000	400 000	400 000
6	PEOPLE WITH DISABILITIES	200 000	200 000	200 000
7	TOURISM DEVELOPMENT(Grootdraai Dam)	3 000 000		
		<b>6 850 000</b>	<b>4 050 000</b>	<b>4 050 000</b>
	<b>INDIRECT ALLOCATIONS - MM</b>			
8	BURSARIES	1 000 000	1 000 000	1 000 000
9	TRADITIONAL AFFAIRS / PROJECTS	300000	300000	300000
10	EMERGENCY / CONTINGENCIES	500 000	500 000	500 000
11	PLANNING	1 500 000	1 000 000	2 000 000
12	PLANNING - GERT SIBANDE VILLAGE	1 000 000	0	0
		<b>4 300 000</b>	<b>2 800 000</b>	<b>3 800 000</b>
	<b>INDIRECT ALLOCATIONS - CORPORATE</b>			
13	REVENUE COLLECTION/DATA CLEANS	100 000	100 000	100 000
14	WOMEN'S DEVELOPMENT CAPACITY	300 000	300 000	300 000
15	RELIGIOUS AFFAIRS(MORAL REGENE	150 000	150 000	150 000
16	IT FOR THE REGION	300 000	300 000	300 000
17	CAPACITY BUILDING/COMM PARTICI	2 000 000	4 000 000	3 000 000
		<b>2 850 000</b>	<b>4 850 000</b>	<b>3 850 000</b>
	<b>INDIRECT ALLOCATIONS - IGR</b>			
18	MAYORAL EXCELLANCE AWARDS	500 000	700 000	700 000
19	SPORT,ART AND CULTURE	250 000	0	0
20	YOUTH DEVELOPMENT	300 000	300 000	300 000
21	OFFICE - RIGHTS OF THE CHILD	100 000	100 000	100 000
22	MUNICIPAL HEALTH & ENVIROMENT	800 000	1 000 000	1 000 000
23	LED AND TOURISM	1 000 000	400 000	400 000
24	RURAL AND AGRI DEVELOPMENT SUPPORT	300 000	600 000	600 000
25	CO-OPERATIVES SUPPORT	300 000	250 000	250 000
		<b>3 550 000</b>	<b>3 350 000</b>	<b>3 350 000</b>
	<b>INDIRECT ALLOCATIONS - FINANCE</b>			
26	INTEREST AND REDEMPTION	8 677 690	8 677 690	8 677 690
27	DEPRECIATION AND LICENCES	2 968 150	2 968 150	2 968 150
28	OPERATION CLEAN AUDIT	500 000	1 000 000	1 000 000
		<b>12 145 840</b>	<b>12 645 840</b>	<b>12 645 840</b>
	<b>TOTAL INDIRECT ALLOCATIONS</b>	<b>29 695 840</b>	<b>27 695 840</b>	<b>27 695 840</b>
	ALLOCATION TO MUNICIPALITIES	116 900 000	93 000 000	93 000 000
	MULTIYEAR PROJECTS	22 268 575		
	DWA PROJECTS		13 206 700	13 206 700
	<b>TOTAL PROJECTS</b>	<b>168 864 415</b>	<b>133 902 540</b>	<b>133 902 540</b>

### **3.3.3 Administration of Act**

For the 2011/2012 financial year an amount of R112, 296,290 is budgeted under this section of the budget, and these amounts are summarized as follows:

<b>Detail</b>	<b>Budget 2011/2012</b>	<b>Budget 2012/2013</b>	<b>Budget 2013/2014</b>
<b><u>COUNCIL</u></b>			
Mayor & Exec Committee	5 940 830	6 297 270	6 675 100
Speaker, Chief Whip & Councillors	5 641 020	5 979 490	6 338 260
Council Support	8 535 240	9 047 360	9 590 190
Communication, Marketing & Tourism	3 735 340	3 959 460	4 197 030
IDP	1 599 940	1 695 930	1 797 710
Water & Sanitation	8 737 530	7 703 790	8 166 020
Planning Services	1 651 100	1 750 180	1 855 170
Disaster Management	3 893 070	4 126 560	4 373 160
<b>TOTAL: Council</b>	<b>39 734 070</b>	<b>40 560 040</b>	<b>42 992 640</b>
<b><u>MUNICIPAL MANAGER</u></b>			
Municipal Manager	3 455 770	3 345 120	3 545 830
Internal Audit	5 694 790	5 069 280	5 373 450
<b>TOTAL: Municipal Manager</b>	<b>9 150 560</b>	<b>8 414 400</b>	<b>8 919 280</b>
<b><u>CORPORATE SERVICES</u></b>			
New Building	4 924 480	5 501 680	5 831 780
Building	11 292 640	11 358 070	11 427 440
IT	4 397 500	4 661 360	4 941 030
Legal	2 639 760	2 798 150	2 966 040
Human Resources	2 349 190	2 490 150	2 639 550
Administration	7 618 550	8 075 670	8 560 220
<b>TOTAL: Corporate Services</b>	<b>33 222 120</b>	<b>34 885 080</b>	<b>36 366 060</b>
<b><u>FINANCE</u></b>			
Finance	7 190 520	7 621 970	8 079 300
Supply Chain Management	1 502 210	1 592 350	1 687 890
Municipal Management & Support	1 277 290	1 297 940	1 375 820
Carwash	664 825	704 720	747 000
MSIG	1 000 000	1 000 000	1 000 000
<b>TOTAL: Finance</b>	<b>11 634 845</b>	<b>12 216 980</b>	<b>12 890 010</b>
<b><u>MUNICIPAL INFRASTRUCTURE &amp; SERVICES</u></b>			
Planning, Implementation & Support	4 838 770	5 129 120	5 436 870
Infrastructure Maintenance	4 402 050	4 666 180	4 946 170
<b>TOTAL: Municipal Infrastructure and Services</b>	<b>9 240 820</b>	<b>9 795 300</b>	<b>10 383 040</b>
<b><u>INTERGOVERNMENTAL RELATIONS &amp; DEVELOPMENT</u></b>			
Intergovernmental Relations	3 285 745	3 482 900	3 691 860
Municipal Health Services	6 028 130	6 389 810	6 773 200
<b>TOTAL: Intergovernmental Relations and Development</b>	<b>9 313 875</b>	<b>9 872 710</b>	<b>10 465 060</b>
<b>GRAND TOTAL</b>	<b>112 296 290</b>	<b>115 744 510</b>	<b>122 016 090</b>

**Expenditure Breakdown**

Detail	Budget 2011/2012	Budget 2012/2013	Budget 2013/2014
	<u>R</u>	<u>R</u>	<u>R</u>
Salaries and wages	52 500 240	55 650 330	58 989 390
Social Contributions	11 317 900	11 996 920	12 715 720
Councillor Allowances	9 151 950	9 701 070	10 283 140
Depreciation	11 932 735	12 036 580	12 146 660
Repair and Maintenance	1 381 880	1 863 740	1 975 570
Contracted Services	2 913 600	2 915 200	3 090 110
General Expenditure	23 097 985	21 580 670	22 815 500
<b>Total</b>	<b>112 296 290</b>	<b>115 744 510</b>	<b>122 016 090</b>

**3.3.4 Donations**

Council receives daily applications for donations. During the 2011/2012 financial year an amount of R200 000 was budgeted. It is suggested that this section of the budget be maintained as follows:

Year	Amount ®
2011/2012	200,000
2012/2013	200,000
2013/2014	200,000

**4. CAPITAL BUDGET**

The proposed capital budget for the next three years may be summarized as follows:

Detail	Budget 2011/2012	Budget 2012/2013	Budget 2013/2014
	<u>R</u>	<u>R</u>	<u>R</u>
New Office Complex & Alterations	27 000 000	20 000 000	0
Lab equipment	1 000 000		
Disaster Centres - Mkhondo, Dipaleseng, Albert Luthuli	4 000 000	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	3 000 000	5 000 000	5 000 000
<b>Sub-Total</b>	<b>37 000 000</b>	<b>43 000 000</b>	<b>23 000 000</b>

## 5. **FINANCING**

The financing of the budget may be summarized as follows:

<b>Detail</b>	<b>Budget 2011/2012 R</b>	<b>Budget 2012/2013</b>	<b>Budget 2013/2014</b>
<b>Revenue</b>			
Grants	-250 492 000	-265 386 520	-281 174 720
Interest on investments	-3 407 810	-3 612 280	-3 829 020
Income from tariffs/Province	-8 000 000	-8 000 000	-8 000 000
Other income	-726 309	-769 890	-816 080
MIG Allocations	-7 600 000		
Loan - Capital Projects	-30 000 000		
Contribution Accumulated Surplus	-22 134 586	-15 078 360	
<b>Total Income</b>	<b>-322 360 705</b>	<b>-292 847 050</b>	<b>-293 819 820</b>
<b>Expenditure</b>			
Allocations to Local Municipalities	116 900 000	93 000 000	93 000 000
Multiyear projects	22 268 575		
DWA projects - Counterfunding		13 206 700	13 206 700
Indirect Allocations	29 695 840	27 695 840	27 695 840
Building - Transitional Cost	4 000 000		
Administration of the Act	112 296 290	115 744 510	122 016 090
Donations	200 000	200 000	200 000
Capital Expenditure	37 000 000	43 000 000	23 000 000
Surplus			14 701 190
<b>Total Expenditure</b>	<b>322 360 705</b>	<b>292 847 050</b>	<b>293 819 820</b>

## 6. BUDGET RELATED POLICIES

The following budget related policies are reviewed with the compilation of the budget annually:

### 6.1 Budget Policy

The objective of the budget policy is to set out the budget principles and guidelines which the municipality will follow in preparing each annual budget, as well as indicating the responsibilities of the Executive Mayor, Municipal Manager, Chief Financial Officer and Heads of Departments in compiling such budget.

### 6.2 Supply Chain Management Policy

This policy applies when the following activities are implemented:

- Procurement of goods and services
- Disposal of goods no longer needed
- Selecting contractors to provide assistance in provision of municipal services otherwise than in circumstances where Chapter 8 of the Municipal Systems Act applies



- In case of a municipality selecting external mechanisms referred to in section 80 (1) (b) of the Municipal Services in circumstances contemplated in section 83 of the Municipal Finance Management Act.

### **6.3 Management and Investment Policy**

This policy is aimed at gaining the optimal return on investment, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes, taking the cash management program of the municipality into account.

### **6.4 Virement Policy**

The objective of this policy is to determine when and how virement can be applied as and when priorities changes during a financial year for different projects or programmes, subject to the implementation of those priorities already identified.

#### **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 their 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**

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#### **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.

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