

# GERT SIBANDE DISTRICT MUNICIPALITY



**FINAL IDP  
2012/13 TO 2016/17**



*Foreword by the Executive Mayor*

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The Gert Sibande Integrated Development Plan (IDP) document is the product of an intense, rigorous community participation process among various groupings. Different fora were utilised in deepening democracy and in ensuring that a structured way of representation influences the content and integration of the plan which is responding to the social challenges facing the Gert Sibande District Municipality communities.

The Gert Sibande District acknowledge the positive participation from sector departments, government parastatals and municipal stakeholders such as community members, Community Based Organisations, NGOs and Traditional Leadership during the process. However, there is still room for improvement. The District Municipality also acknowledges the initiative by National Government to intensify its mandate of service delivery through, amongst others, the Outcomes Approach and took into consideration all these initiatives and programmes by Government.

Thus, this five-year developmental, but politically-driven Plan, is developed to guide socio-economic development in the District. It is an all-embracing plan that defines the synergy between various priority needs and the sector plans that address these needs with specific reference to the following programmes:

- Infrastructure Development
- Social Development
- Municipal Financial Viability
- Economic Development
- Institutional Development

The IDP has identified the key priority issues, objectives, strategies, programmes and projects of the GSDM to respond to the institutional and socio-economic challenges facing the District, and to find better ways to implement programmes to achieve key objectives and measuring municipal performance.

Since the inception of Developmental Local Government in 2001, Gert Sibande District Municipality committed itself in ensuring positive response to the ever changing socio-economic needs of our people, through the development, and most importantly, implementation of a people based Integrated Development Plan (IDP).

The GSDM Development Framework (SDF) and the Local Economic Development (LED) Strategy give us a comprehensive description of our environment and its spatial characteristics. The competitive and comparative advantages and opportunities identified therein, validates the IDP as a popular roadmap to a better life for all. Achievement of our aspirations requires an accelerated degree of intergovernmental action and alignment to ensure that all developmental players in the District align their plans to government-wide priorities.

On behalf of Council, I would once more, like to thank all role players for their contribution and patience during the drafting of this document. It is my greatest pleasure to present this Strategic Municipal Planning Document for the year 2012/13 to 2016/17.

We liberate our communities through serving.

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*Clr TA MNISI*

*ACTING EXECUTIVE MAYOR*

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## Overview by the Municipal Manager

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An Integrated Development Plan (IDP) reflects Council's vision for the long term development of the municipality with special attention on critical developmental issues and internal transformation needs. It is a five-year strategic tool used to address and measure the level of service delivery in the District.

The goals set and projects identified in the IDP are only implemented through proper budgeting which in essence is the enabling tool of the IDP. The budget enables the municipality to meet its obligations, powers, and functions as stipulated in section 84 of the Local Government: Structures Act, Act No. 117, 1998. It is of utmost importance that projects with committed funding in the IDP be monitored so as to ensure that they have improved the lives of our communities after implementation.

Our duty is to ensure efficient and sustainable service delivery to all the communities within the District, both rural and urban. This therefore requires that Council exercises its oversight role in a manner that inflicts accountability on the administrative wing of our institution. Our focus remains that of ensuring coordinated forward planning, through our District Coordinating Forums and other intergovernmental structures, and to formulate policies, systems, and mechanisms responding to the challenges that lie ahead.

The last cycle of the IDPs marked a period of broadened and significant community consultation on issues of local government within the district and strengthened Intergovernmental Relations between spheres of government.

We are proud of continuously receiving unqualified audit reports from the Auditor General which is the evidence of our hard work to ensure compliance and proper management of the public funds. We will continue to encourage integrated forward planning within all our local municipalities in order to efficiently and effectively use the limited resources at our disposal.

Given the geographical, economic and social composition of our communities, we always have to maintain a balance between sustaining and encouraging development in all areas. The HIV/AIDS pandemic has been identified as one of our priority issues that require immediate action. Our unparalleled initiatives in this regard are already at an advanced stage and it is hoped that in conjunction with other key role players our efforts to deal with this pandemic will make a meaningful difference to the lives of our people.

It is a well-learned lesson that the success of any plan is dependent on its execution. We believe that we have committed and dedicated staff, communities and role players to ensure the successful implementation of our IDP and the attainment of our broader objective: to improve the quality of life of all our people.

We acknowledge and appreciate all the efforts of our staff, the contribution of all communities and role-players, and involvement of national and provincial governments in ensuring that we were able to produce a legitimate and an implementable IDP.

*Yours Sincerely*

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**DV NGCOBO**  
**ACTING 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
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

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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

### PART ONE: INTRODUCTION AND CURRENT SITUATION

#### 1 INTRODUCTION

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

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

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

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

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

This document therefore represents the Revised Integrated Development Plan as prepared by the Gert Sibande District Municipality (GSDM) as part of its 2012/13 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).

## 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 above, the Municipal Systems Act, Act 32 of 2000 (MSA) also requires that:

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

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

“The Municipal Council:

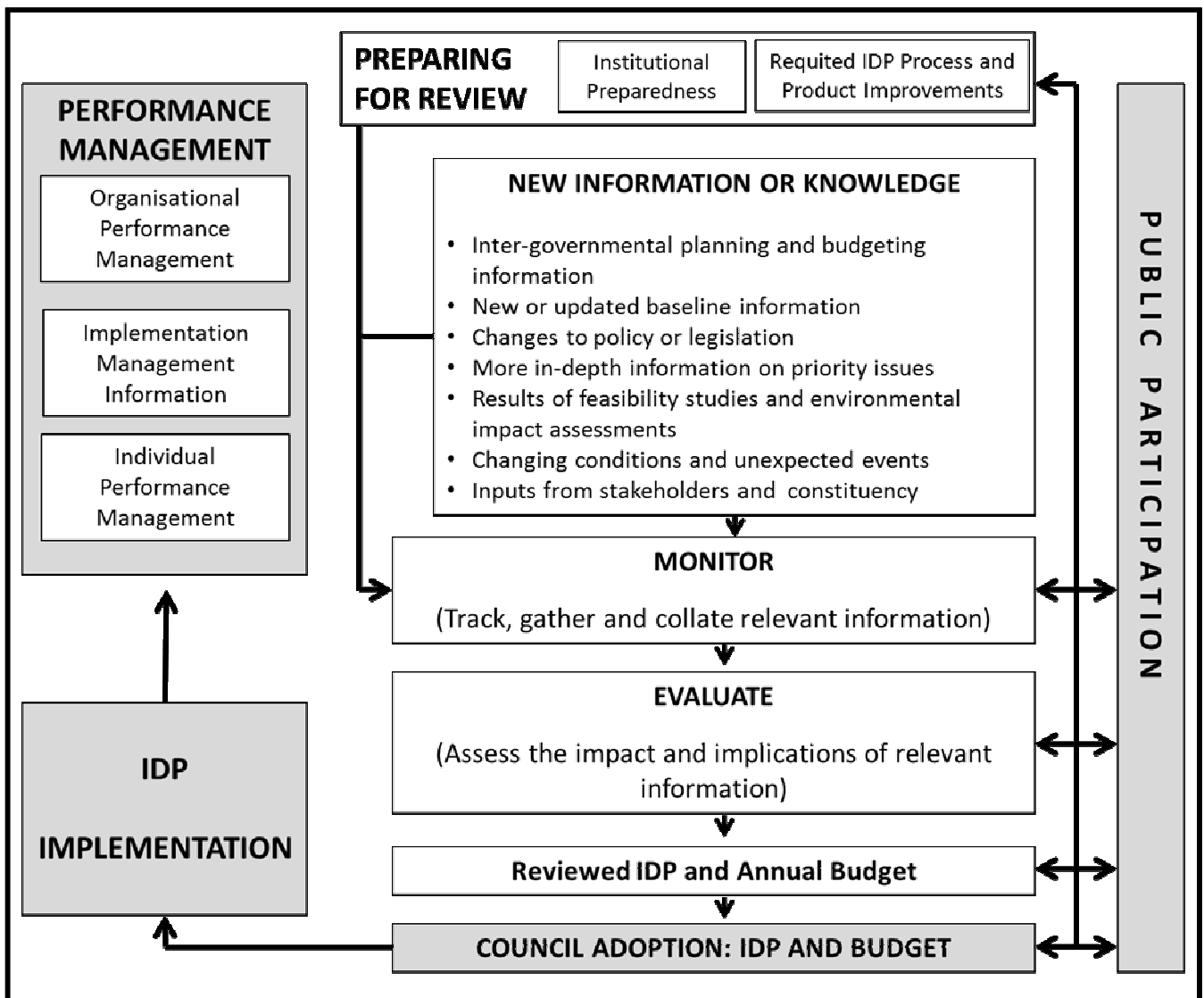
- a) Must review its Integrated Development Plan
  - i) annually in accordance with an assessment of its performance measures in terms of Section 41 and;
  - ii) to the extent that changing circumstances so demand and;
- b) May amend its Integrated Development Plan in accordance with the prescribed process”

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

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

The process described and outlined in **Figure 1** below represents a continuous cycle of planning, implementation, monitoring and review. Implementation commences after the Municipal Council adopts the Final Draft IDP and Budget for the subsequent financial year and Implementation feeds into the Performance Management System of the municipality. Public Participation remains pivotal throughout the process of the IDP as graphically illustrated on Figure 1.

Figure 1: IDP REVIEW PROCESS





### 3 DOCUMENT STRUCTURE

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The GSDM IDP document comprises three main components:

**PART ONE** provides an overview of the legislative framework for the IDP Drafting and Review processes to be 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 in terms of each Key Performance Area (KPA).

**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 in line with 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

This part 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 and the MTEF Budget
- Employment Equity Plan
- Integrated Water Services Development Plan
- Integrated Environmental Management Plan
- Highveld Air Quality Priority Management Plan
- Dust and Offensive Odours Management Plan
- Safe Drinking Water Management Plan

The document then concludes with an assessment on how the IDP complies with policy requirements, and gives an indication on how Implementation Monitoring and Evaluation will be conducted.

## 4 IDP PLANNING PROCESS

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### 4.1 The IDP Process

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During July 2011, the Gert Sibande District Municipality Council adopted and approved a Framework Plan for the drafting of the 2012/13 to 2016/17 IDP review within its area of jurisdiction. This was followed by Process Plans for each of the seven (7) constituent Local Municipalities for their respective IDP Review processes. These plans were adopted in accordance with Section 27 of the MSA relevant legal prescripts and have dictated the process followed in reviewing this IDP.

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

- Institutional Issues;
- Amendments in response to changing circumstances;
- Needs to improve the IDP process and content;
- Mainstreaming of 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 launching and subsequent operations of all the necessary structures such as the IDP Representative Forum, and other IGR Fora.

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

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 IDP Framework Plan

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

The GSDM Framework/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 2011 to its completion during the month of March 2012.

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:

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 Planning and Economic Development	<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.</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> <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 IDP Forum 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 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 consists of community participation structure/stakeholders in their respective organised formations, to represent the interests of all stakeholders and ensure proper communication to guarantee representative and collaborative participation during the review process.</li> <li>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 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> </ul>	<p>Each municipality will be represented by the head of department or second in charge in the department and senior representatives from sector departments operating within the District. The IDP Sectoral Forums will be responsible for:</p> <ul style="list-style-type: none"> <li>Advising the Steering Committee on terms of reference for the various</li> </ul>

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
	<ul style="list-style-type: none"> <li>• Infrastructure and 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 Forum</li> <li>• Pollution and Waste Forum</li> <li>• Authorities Air Quality Forum</li> <li>• Air Quality Stakeholders Forum</li> <li>• Food Control Forum</li> </ul>	<p>planning activities;</p> <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> <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 information assimilation and dissemination tool;</li> <li>- Provide technical guidelines on environment and Municipal health issues , provide assessment of district state in terms of compliance and pollution matters;</li> <li>- Coordinate planning, support, regulatory issue, compliance and enforcement of environmental laws by all authorities;</li> <li>- Coordinate stakeholder participation, implementation guidance and awareness, to provide platform for stakeholders to raise common issues or concerns, to mobilise support and participation on government programmes and give feedback;</li> <li>- Coordinate planning, support, regulatory issue, compliance and enforcement of environmental laws by all authorities.</li> </ul>
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 Local IDPs 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.</li> <li>• Will timeously report on progress which will then be forwarded to the Steering Committee.</li> </ul>
8.	IDP Management Committee	<p>Will be responsible for, among others, the following functions:</p> <ul style="list-style-type: none"> <li>• Chaired by the GSDM IDP Manager 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>

## 4.2 Summary of Community Stakeholder Participation

During the period of September 2011 through to December 2011 the local municipalities in the GSDM conducted their public participation processes with an aim of understanding the developmental and infrastructural issues and challenges experienced by their local communities. During the month of April 2012, the GSDM hosted a roadshow during which the District met each local municipality with the aim of emphasizing Government's commitments via programmes such as the Medium Term Strategic Framework priorities, presenting the draft GSDM IDP, improvement in service delivery, and ensuring better life for all District residents within the constituent Local Municipalities. The following table reflects the GSDM roadshow programme as it was held during April 2012.

Date	Municipality	Venue	Time
10 April 2012	Mkhondo	Municipal Offices(Hall)	09h00
10 April 2012	Msukaligwa	Elle De Bruin Hall	14h00
11 April 2012	Dipaleseng	Municipal Offices Hall	09h00
11 April 2012	Govan Mbeki	Lillian Ngoyi Centre	14h00
12 April 2012	Dr Pixley Ka Isaka Seme	Municipal Offices(Hall)	09h00
12 April 2012	Lekwa	Municipal Offices (Hall)	14h00
13 April 2012	Chief Albert Luthuli	Municipal Offices(Hall)	09h00

The major issues recorded in each of the respective municipalities during this roadshow are summarized as follow:

Municipality	Priority Issues
Mkhondo	<ul style="list-style-type: none"> <li>• More focus to be given on the Coordination of HIV/AIDS Programmes.</li> <li>• District HIV/AIDS Strategy to be accessible to Community.</li> <li>• Water and Sanitation still a problem in most villages.</li> <li>• Shortage of Municipal Dustbins in Households.</li> <li>• Training is needed for People living with Disabilities e.g. Braille and Sign Language Interpretation.</li> <li>• Need for Sport Facilities.</li> <li>• Allocation of sites for Business People or Businesses.</li> <li>• The Promotion of Co-ops.</li> </ul>
Msukaligwa	<ul style="list-style-type: none"> <li>• Moral Regeneration Support.</li> <li>• Priority to be given on Youth Development.</li> <li>• Provision of RDP housing targeting informal settlement dwellers, serviced sites and occupation of RDP housing not by their rightful owners.</li> <li>• Job Creation (Unemployment rate is high and its mainly the youth).</li> <li>• More information to be given on the Awarding of Bursaries and also which Field of Study are being focused on.</li> <li>• District to assist the Local Municipality with funding of small projects, to help reduce the unemployment rate e.g. Car Wash, Cleaning of Streets.</li> <li>• Shortage of Clinics as there is an increasing demand for Clinical Services.</li> </ul>
Dpaleseng	<ul style="list-style-type: none"> <li>• Allocation Land to the Community is still a problem.</li> <li>• Most Crèches are not registered and do not meet all the Standards as required by Law</li> <li>• Lack of Sports Facilities especially in Grootvlei as there is no Sport Facility at all.</li> <li>• A need for a Library as the previous one was burnt down during Service Delivery</li> </ul>

	<p>Protests.</p> <ul style="list-style-type: none"> <li>• The list of Farms Allocated by Public Works to the Community to be made available.</li> <li>• High level of unemployment, non-prioritization of local people when employment opportunities arise.</li> <li>• Existence of areas without access to clean water. This is mainly caused by reservoirs that are old and also small which result to them not handling the capacity.</li> <li>• Lack of community halls and maintenance of existing ones was highlighted as one of the challenges.</li> <li>• A need for more clinics as there is only one Clinic in the entire Municipality. A Generator is needed for the Clinic, as most lives are lost during Power cuts.</li> <li>• Waste Management is still a problem in most wards.</li> <li>• LED should be prioritized, to help with Job creation.</li> <li>• Establishment of Business Forum in the Municipality.</li> </ul>
Govan Mbeki	<ul style="list-style-type: none"> <li>• Potholes and the bad conditions of the roads within the wards. Most roads are not accessible.</li> <li>• More focus to be given to "Rights of the Child".</li> <li>• Monitoring of contractors appointed in the wards, to ensure that they follow the scope of work.</li> <li>• Lack of Storm water management facilities in most areas.</li> <li>• Waste Management is a problem mostly in the informal areas.</li> <li>• Main Road in Charl Cilliers has a lot of accidents, request for Speed humps.</li> <li>• No Clinic in Charl Cilliers.</li> <li>• Lack of access to electricity and dilapidating electricity infrastructure The Electricity gets disrupted on Windy days.</li> <li>• Refuse Removal service is a key challenge for some areas.</li> </ul>
Dr Pixley Ka Isaka Seme	<ul style="list-style-type: none"> <li>• A need for FET College.</li> <li>• Roads are in a bad condition.</li> <li>• Lack of Water and Sanitation in Rural Areas.</li> <li>• Lack of Development or Service Delivery in some Wards especially Ward 7(No development since the year 2000).</li> <li>• Lack of Co-operation by Farmers as they don't allow basic service delivery to take place in their Farms.</li> <li>• Promotion of LED in projects.</li> <li>• Allocation of Bursaries – preference to be given to the poor.</li> <li>• Maintenance of Boreholes.</li> <li>• Lack of Skilled people within the municipality.</li> <li>• Projects or appointed contractors to be monitored frequently by the Municipality.</li> <li>• Land allocation or availability is a critical problem in the Municipality.</li> </ul>
Lekwa	<ul style="list-style-type: none"> <li>• Focus to be given HIV/AIDS, Rights of the Child and Youth Development Programmes.</li> <li>• Allocation of Sites for people living with Disabilities.</li> <li>• Lack of Sports Facilities.</li> <li>• Bad condition of Roads.</li> <li>• The promotion of Tourism.</li> </ul>
Chief Albert Luthuli	<ul style="list-style-type: none"> <li>• Need to show clarity on budget allocation between different service requirements in the municipality (specific reference to the pie chart on capital projects).</li> </ul>

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

- Water and Sanitation
- Roads and storm water
- Education and health Facilities
- Safety and security
- Housing and land
- Economic and Job opportunities for Locals
- Transport (Scholar and special needs)
- Skills Development

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

### **5.1 National Spatial Development Perspective (NSDP)**

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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 instead of investing in physical infrastructure to improve the quality of life of people living in low productivity areas, government should rather invest in people. The logic of the latter argument is that investing in people is a more efficient use of government resources. Investing in people potentially results in increased 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.

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

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

- **Principle Two:** Government infrastructure investment – beyond basic service delivery – will be in areas of high development potential or economic growth.
  - Focusing future settlement and economic development opportunities into activity corridors and nodes adjacent to, or linked to main growth centres.
  - Rather increase the footprint of existing urban areas through incremental development and densification than to initiate new Greenfield developments far removed from all existing infrastructure and economic activity.
- **Principle Three:** Efforts to address inequalities should focus on people and not places.
- **Principle Four:** Areas with high levels of poverty and high development potential should receive investment beyond basic services to exploit this potential.
- **Principle Five:** Areas with high levels of poverty and low development potential should receive investment to provide basic services as well as social transfers, HRD, and labour market information.

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

**Table 1: NSDP Classification for selected Municipalities in Gert Sibande**

	<b>NSDP Classification</b>	<b>Municipal Name</b>
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 2: Business Function Index in the Gert Sibande Area**

<b>Characteristic</b>	<b>Human Settlements</b>
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



## 5.2 National Growth Path

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

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

The following targets have been set nationally, with Mpumalanga Province (and Gert Sibande District Municipality) having to proportionally contribute towards the achievement of these:

**Jobs Driver 1: Infrastructure:** Public investment creates 250 000 jobs yearly in energy, transport, water and communication infrastructure and housing through to 2015.

**Jobs Driver 2: Main Economic Sectors:**

- 300 000 in Agriculture smallholder schemes
- 145 000 jobs in agro processing by 2030
- 140 000 additional jobs in Mining by 2020, and 200 000 jobs by 2030, not counting the downstream and side stream effects.
- 350 000 jobs as per the IPAP 2 targets in manufacturing by 2020
- 250 000 jobs in Business and Tourism by 2020.

**Jobs Driver 3: Seizing the Potential of New Economies:**

- 300 000 jobs to Green Economy by 2020.
- 80 000 in 2030 and 400 000 jobs in 2030 in Manufacturing and the rest in Construction operations and maintenance of new environmentally friendly infrastructure.
- 100 000 jobs by 2020 in the knowledge intensive sectors of ICT, higher Education, Healthcare, Mining related technologies, Pharmaceutical and biotechnology.
- 

**Jobs Driver 4: Investing in Social and Public Services:**

- 250 000 jobs by NGOs like Co-ops and Stockvel.
- 100 000 jobs by 2020 in Public Services (Education, Health and Policing).

**Jobs Driver 5: Spatial Development (Regional Integration):** 60 000 direct jobs in 2015 and 150 000 jobs in 2020 through exports within SADC.

### 5.3 National Development Plan

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

Subsequently, the National Development Plan proposes to create 11 million jobs by 2030 by:

- Realising an environment for sustainable employment and inclusive economic growth.
- Promoting employment in labour-absorbing industries.
- Raising exports and competitiveness.
- Strengthening government's capacity to give leadership to economic development.
- Mobilising all sectors of society around a national vision.

Proposals to increase employment and growth include the following:

- Raise exports, focusing on those areas where South Africa already has the endowments and comparative advantage, such as mining, construction, mid-skill manufacturing, agriculture and agro-processing, tourism and business services.
- Increase the size and effectiveness of the innovation system, and ensure closer alignment with companies that operate in sectors consistent with the growth strategy.
- Improve the functioning of the labour market to help the economy absorb more labour, through reforms and specific proposals concerning dispute resolution and discipline.
- Support small businesses through better coordination of activities in small business agencies, development finance institutions, and public and private incubators.
- Improve the skills base through better education and vocational training.
- Increase investment in social and economic infrastructure to lower costs, raise productivity and bring more people into the mainstream of the economy.
- Reduce the regulatory burden in sectors where the private sector is the main investor, such as broadband internet connectivity, to achieve greater capacity and lower prices.
- Improve the capacity of the state to effectively implement economic policy.
- The upgrading of informal settlements.
- Public transport infrastructure and systems, including the renewal of the commuter rail fleet, supported by station and facilities upgrades to enhance links with road-based services.
- Procuring about 20 000 MW of renewable electricity by 2030, importing electricity from the region, **decommissioning 11 000MW of aging coal-fired power stations**, and accelerated investments in demand-side savings, including technologies such as solar water heating.
- To create a million jobs through agricultural development based on effective land production.

- Ensuring food security and the empowerment of farm workers, and promote industries such as agro-processing, tourism, fisheries and small enterprises in rural areas where potential exists.

## **5.4 Government Outcomes**

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

All Municipalities are expected to consider the 12 Outcomes when reviewing their IDPs and developing their annual Budgets. Below are the 12 Outcomes and the related outputs, together with indicative areas where Mpumalanga Province and Municipalities have a role to play in either contributing directly to the realisation of the Outcomes or facilitate the work of National and Provincial Departments in realising them:

### **OUTCOME 1: IMPROVE THE QUALITY OF BASIC EDUCATION**

#### **Outputs:**

1. Improve quality of teaching and learning.
2. Regular assessment to track progress.
3. Improve early childhood development.
4. A credible outcomes-focused accountability system.

### **OUTCOME 2: IMPROVE HEALTH AND LIFE EXPECTANCY**

#### **Outputs:**

1. Improve quality of teaching and learning.
2. Regular assessment to track progress.
3. Improve early childhood development.
4. A credible outcomes-focused accountability system.

### **OUTCOME 3: ALL PEOPLE IN SOUTH AFRICA PROTECTED AND FEEL SAFE**

#### **Outputs**

1. Reduce overall level of crime.
2. An effective and integrated criminal justice system.
3. Improve perceptions of crime among the population.
4. Improve investor perceptions and trust.
5. Effective and integrated border management.
6. Integrity of identity of citizens and residents secured.

**OUTCOME 4: DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH****Outputs:**

1. Faster and sustainable inclusive growth
2. More labour-absorbing growth.
3. Strategy to reduce youth unemployment.
4. Increase competitiveness to raise net exports and grow trade.
5. Improve support to small business and cooperatives.
6. Implement Expanded Public Works Programme.

**OUTCOME 5: A SKILLED AND CAPABLE WORKFORCE TO SUPPORT INCLUSIVE GROWTH****Outputs:**

1. A credible skills planning institutional mechanism.
2. Increase access to intermediate and high level learning programmes.
3. Increase access to occupation specific programmes (especially artisan skills training).
4. Research, development and innovation in human capital.

**OUTCOME 6: AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK****Outputs:**

1. Improve competition and regulation.
2. Reliable generation, distribution and transmission of energy.
3. Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports.
4. Maintain bulk water infrastructure and ensure water supply.
5. Information and communication technology.
6. Benchmarks for each sector.

**OUTCOME 7: VIBRANT, EQUITABLE AND SUSTAINABLE RURAL COMMUNITIES AND FOOD SECURITY****Outputs:**

1. Sustainable agrarian reform and improved access to markets for small farmers.
2. Improve access to affordable and diverse food.
3. Improve rural services and access to information to support livelihoods.
4. Improve rural employment opportunities.
5. Enable institutional environment for sustainable and inclusive growth.

**OUTCOME 8: SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE****Outputs:**

1. Accelerate housing delivery.
2. Improve property market.
3. More efficient land utilisation and release of state-owned land.
4. Investment in infrastructure.

**OUTCOME 9: A RESPONSE AND, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM****Outputs:**

1. Differentiate approach to municipal financing, planning and support.
2. Community work programme.
3. Support for human settlements.
4. Refine ward committee model to deepen democracy.
5. Improve municipal financial administrative capability.
6. Single coordination window.

**OUTCOME 10: PROTECTION AND ENHANCEMENT OF ENVIRONMENTAL ASSETS AND NATURAL RESOURCES****Outputs:**

1. Enhance quality and quantity of water resources.
2. Reduce greenhouse gas emissions, mitigate climate change impacts, improve air quality.
3. Sustainable environment management.
4. Protect biodiversity.

**OUTCOME 11: A BETTER SOUTH AFRICA, A BETTER AND SAFER AFRICA AND WORLD****Outputs:**

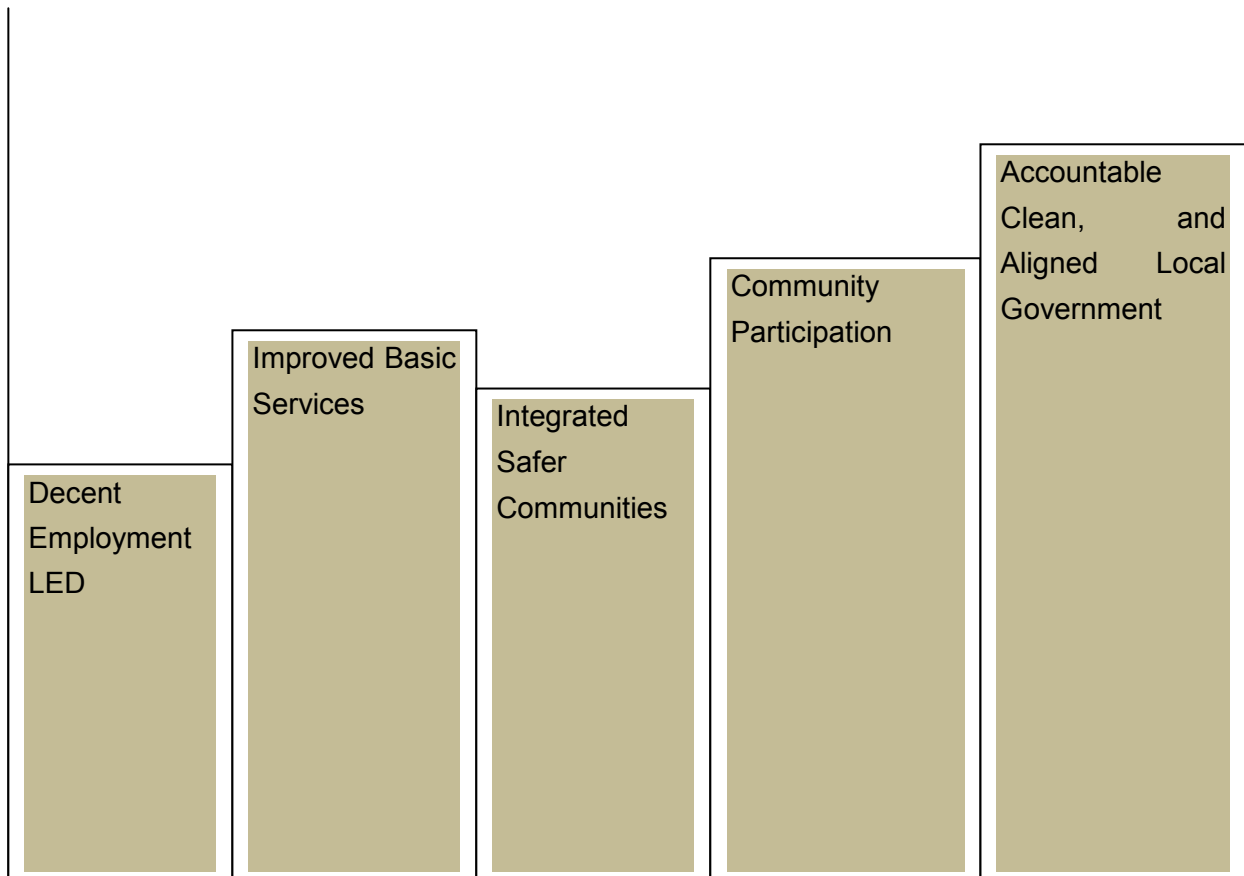
1. Enhance the African agenda and sustainable development.
2. Enhance regional integration.
3. Reform global governance institutions.
4. Enhance trade and investment between South Africa and partners.

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

1. Improve government performance.

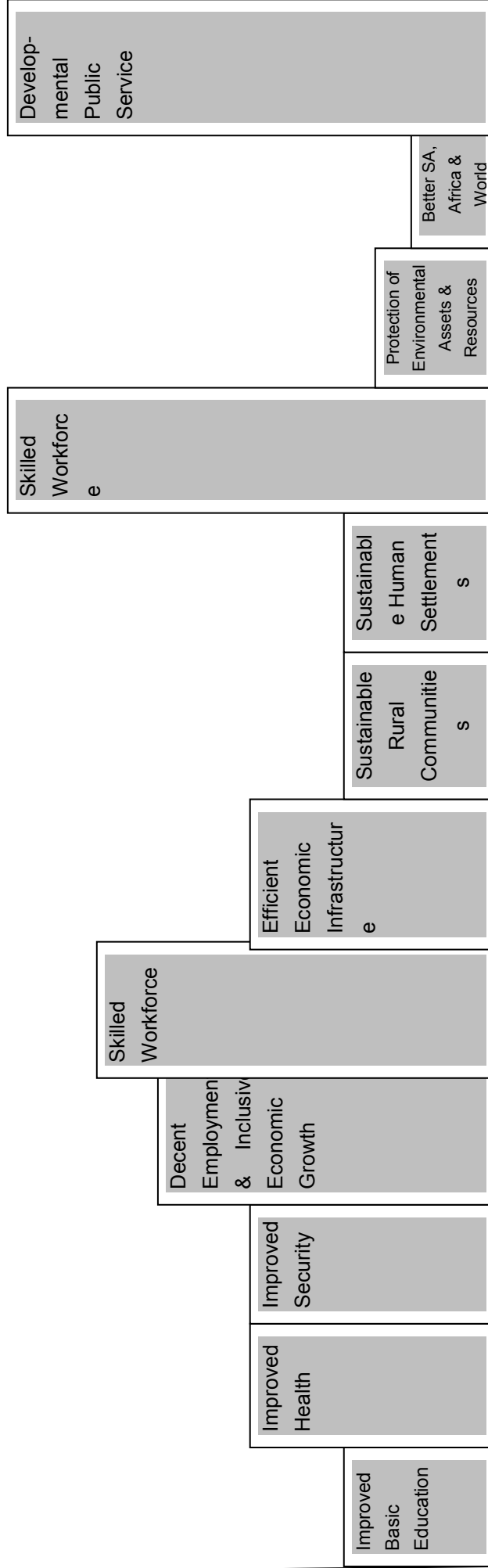
2. Government-wide performance monitoring and evaluation.
3. Conduct comprehensive expenditure review.
4. Information campaign on constitutional rights and responsibilities.
5. Celebrate cultural diversity.

## PROVINCIAL AND REGIONAL PRIORITIES AND OUTCOMES



This indicative graph shows that the GSDM Departmental Budget and Projects, address all of the five regional priorities, with Accountable, Clean and Aligned Government accorded the highest priority.

### NATIONAL PRIORITIES AND OUTCOMES



The above graph is indicative and based on the outcomes addressed collectively by all of the GSDM Departmental allocations in the 2012/13 budget. The graph indicates that all of the priorities and outcomes of national government are addressed, with the creation of decent employment, economic infrastructure, an accountable and effective local government and a developmental public service, accorded the highest priority.

## 5.5 Medium Term Strategic Framework

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

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

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

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

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

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

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

**Expanded Public Works Programme:** The main objective is to launch and/or expand labour-intensive projects which also provide opportunities for skills development for employment and self-employment



through labour-intensive programmes, building capacity for the maintenance of infrastructure, provide community service as well as development of a programme for Early Childhood Development.

**GSDM has established an EPWP unit in the ITS department to facilitate the creation of economic opportunities in the implementation of its Capital projects in the applicable communities. It will be necessary to expand the programme to other sectors of our operations like waste management etc to enhance the poverty alleviation in the District.**

**Development of Small and Micro-Enterprises:** This seeks to harness the entrepreneurial energy within poor communities and encourage self-employment through improving the regulatory environment, to provide micro-credit for productive purposes, address communication failures and to tighten the definition of small businesses and consider exemption from unnecessary regulations.

**GSDM hosted a successful SMME fair on 3<sup>rd</sup> of December 2011. This will go a long way in enhancing growth of SMMEs in GSDM. This is going to be an annual event to ensure that the role of SMMEs in economic development within GSDM continues to be promoted.**

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

**GSDM provides student bursaries at FETs, Universities of Technology and Universities to deserving underprivileged students. Furthermore, the students were, where possible, offered experiential/on the job training after completing their studies to enhance their chances of being absorbed in the job market.**

**Land Reform and Agricultural Support Programmes** by completing within the next three years the land restitution programme combined with intensive agricultural support, with resources allocated for interventions where failures are registered, launch the Agricultural Credit Scheme. The Comprehensive Agricultural Support Programme (CASP) should be expanded to improve the effectiveness of the land restitution and reform programmes, finalise and implement Black Economic Empowerment (BEE) with regard to land acquisition and skills development. It is hoped that this is a matter that the Department of Land Affairs (DLA) will seek to address within its initiative of Area Based Plan (ABP).

**The GSDM has established a land and agricultural coordination unit to streamline rural and agricultural development activities within the District. A rural and agricultural development strategy is being developed and should be ready for implementation in the 2012/13 financial year.**

**Addressing the Needs and Changing the Balances in Welfare Support** in order to reduce dependence on social grants and expanding access to economic opportunities, to expand the employment of Community Development Workers, several MPCCs should have been established in localities, resolving the issue of safe and efficient transport, minimisation of illicit trade and drug-dealing, as well as the international relations for growth and development. **In terms of the GSDM Spatial Development Framework provision**

**has been made for the establishment of MPCC's at strategic locations in each of the municipalities in the District.**

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

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

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

## **5.6 Mpumalanga Growth and Development Path**

The primary objective of the Mpumalanga Economic Growth and Development Path (MEGDP) is to foster economic growth that creates jobs, and reduce poverty and inequality in the Province.

The following main economic sectors (all of which occur in the Gert Sibande District) have been identified as key to spur economic growth and employment creation:

- Agriculture and forestry
- Mining and energy
- Manufacturing and beneficiation
- Tourism and cultural industries.

### **Agriculture**

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

- Massive drive on infrastructure development. This includes, among other things: dams, irrigation, farm roads, silos, pack houses, mechanisation, electricity and infrastructure for agro-processing.

- Massive drive in skills development.
- Comprehensive support to small-scale farmers and agri-businesses.
- Fast-track the settlement of the outstanding land claims.
- Optimal utilisation of restituted and distributed land.
- Increase acquisition of agricultural land for the previously disadvantaged.
- Revisit current legislation to create balanced development in areas of competition between mining and farming.

### **Forestry**

Key areas for intervention to facilitate growth and job creation in the forestry sector evolve around the following:

- Resolve water issues to foster expansion in the forestry industry.
- Accelerate settlement of land claims under forestry.
- Comprehensive support to SMMEs, particularly cooperatives.
- Invest in infrastructure.

### **Mining**

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

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

### **Energy industry**

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

- Invest in industrial infrastructure to encourage enterprise development.
- Enhance skills development, especially in the areas of engineering, artisan, business and project management.
- Provide comprehensive support to SMMEs development.

## **Tourism and cultural industries**

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

- Broadening and diversifying the primarily nature-based tourism product offerings of Mpumalanga into more mainstream segments of the market such as sports events, business/conference meetings, theme/amusement park, and subsequently grow the economy that create jobs, the following key interventions will be critical:
  - Sustained investment in all aspects of the industry – new products, destination marketing, human capital development in the service industry.
  - Investing in economic infrastructure, e.g. airport, International Conference Centre, sports Academy, roads for tourism routes, etc.
  - Comprehensive support to SMMEs to exploit opportunities in the tourism and cultural industries.

## **The Green Economy**

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

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

## **Regional and international cooperation**

The Growth Path also states that the proximity of Mozambique, Swaziland and the other SADC countries, including the memoranda of understanding signed with few overseas countries, provide Mpumalanga with regional and international trade, investment and tourism opportunities. With regard to neighbouring countries, road, rail and air infrastructure is key in terms of facilitating trade and other economic opportunities – e.g. border posts between Gert Sibande District Municipality and Swaziland.

## **Infrastructure as a major job driver**

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

The Mpumalanga Infrastructure Development Plan (MIDP) which is currently underway will guide the province with regard to the rollout of infrastructure projects. The Plan is covering both the economic and social infrastructure and should be completed during 2012.

What is also worth noting is that the Expanded Public Works Programme will feature high as part the roll-out of the Infrastructure Plan. The following projects are listed as priority Economic Infrastructure projects for Mpumalanga Province in the Mpumalanga Growth Path.

### Mpumalanga Infrastructure Projects: Economic infrastructure

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

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

- Pulp and Paper Production Plant
- Mining Supplier Parks
- Industrial Parks
- Regional Library
- Sports Academy
- Craft Hub
- Swaziland Border Posts Upgrade
- Regional Airport Development

## 5.7 Overview of Mpumalanga PGDS

The Mpumalanga Provincial Growth and Development Strategy (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, the 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 Strategy is 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 the PGDS 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 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).

## **5.8 Mpumalanga Rural Development Programme (MRDP)**

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

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

It is important for the GSDM and its local municipalities to draw the concepts and principles of this plan down to local level, through Spatial Development and Rural Development Strategies and other applicable policies.

## **6 STATE OF DEVELOPMENT IN GSDM AND ANALYTICAL OVERVIEW OF DISTRICT POPULATION DYNAMICS**

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### **6.1 General**

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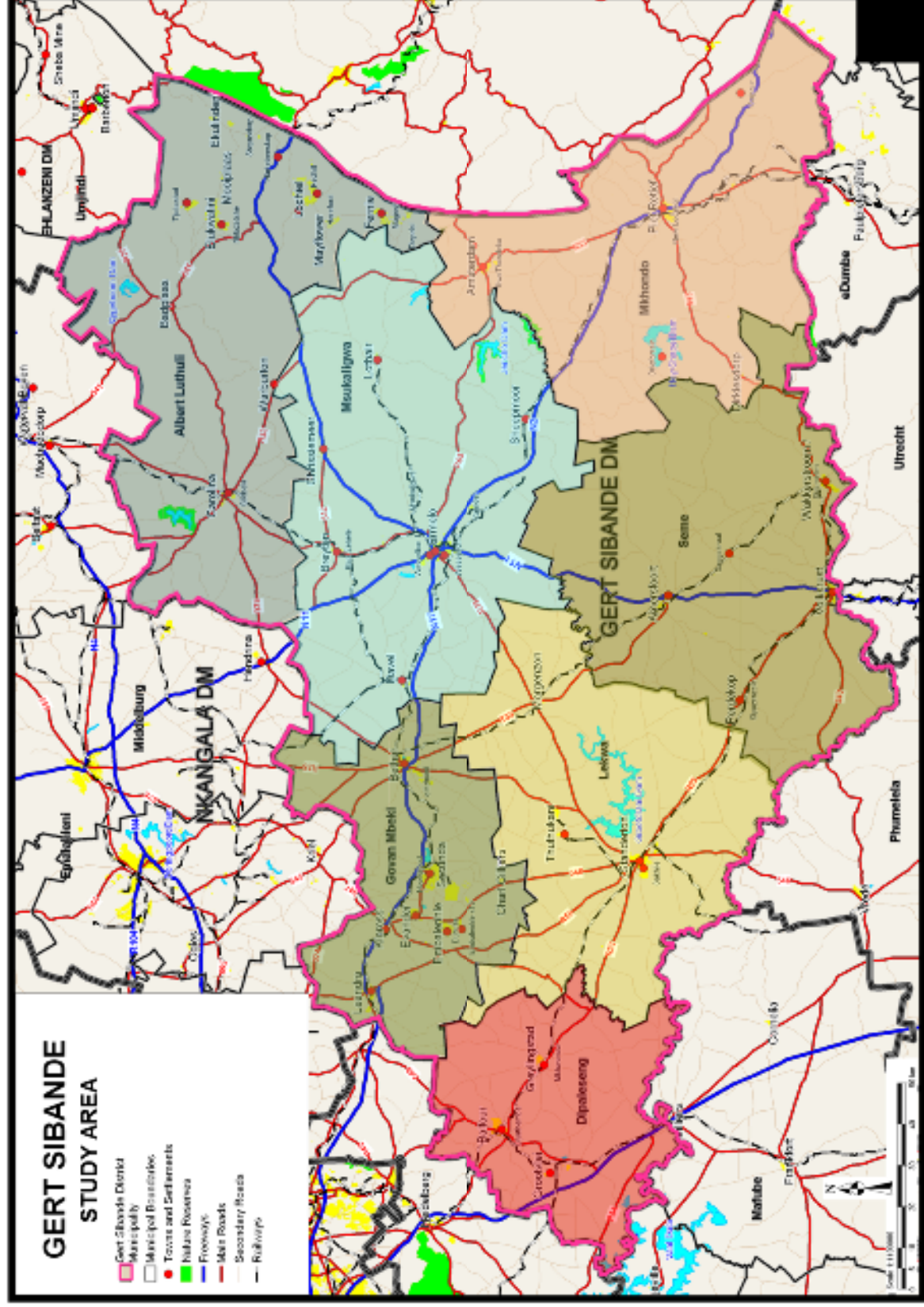
GSDM is demarcated as DC30 as per the Municipal Demarcation Board, and is one of the three (3) District Municipalities that constitute Mpumalanga Province.

The District Municipality is bordered by the Ekurhuleni Metropolitan Municipality to the west and Sedibeng District Municipality to the south-west respectively, and Thabo Mofutsanyane District Municipality to the south-east. The Ehlanzeni District Municipality is located to the north-east and Nkangala District Municipality to the north, while the Amajuba and Zululand District Municipalities in KwaZulu-Natal Province are located to the south-east, and Swaziland to the east.

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

The District comprises seven (7) constituent Local Municipalities as depicted in **Table 3** below and **Map 1** overleaf.

Map 1





**Table 3: Local Municipalities Main Administration Offices**

Local Municipality	Main Admin Location	Central Place Index	Area ( km <sup>2</sup> )	Average Density (Persons/km <sup>2</sup> )
Albert Luthuli	Carolina	1.03	5559	34.91
Dipaleseng	Balfour	1.20	2616	20.99
Lekwa	Standerton	2.98	4585	19.88
Msukaligwa	Ermelo	3.60	6017	20.99
Mkhondo	Piet Retief	2.15	4 882	21.8
Pixley Ka Seme	Volksrust	1.29	5227	12.61
Govan Mbeki	Secunda	3.08	2 955	91.03
<b>TOTAL</b>			<b>31 845, 87</b>	<b>27.97</b>

Municipal Demarcation Board: Municipalities of South Africa

## 6.2 District Population Dynamics

**Table 4: Summary Profile: Gert Sibande District Municipality**

District Name	Gert Sibande
Total Population Size	890699
Percentage of the population 0-14	33.54
Percentage of the population 15-65	62.36
Percentage of the population 65+	4.1
Percentage Black	89.47
Percentage Coloured	1.01
Percentage Asian	0.43
Percentage White	9.1
Population density	27.97
Percentage of the population not born in South Africa	2.3
Sex ratio at birth	96
Disability ratio	448
The major grant received	Child support grant
Percentage of persons over 20 years with no schooling	20.25
Percentage over 20 not attending school	24.65
Percentage between ages 5-24 attending school	23.3
Early Childhood Development Index	1971
Unemployment ratio	257
% economically active	63.2
Major Industry	Wholesale and retail trade
Major occupation	Elementary occupations
Major source of energy for cooking	Electricity
Major source of energy for lighting	Electricity
Major source of energy for heating	Electricity
Percentage with flushed toilet	63.96
Percentage with access to piped water	91.9
Percentage with distance from water less than 200m	83.13
Percentage with distance from water less than 1K	96.51
% with refuse removal	60.5

Most prevalent type of dwelling	Formal dwelling
Average household size	4
Average number of rooms	4
Percentage with telephone/cellular phone	86.96

Source: Statistics South Africa, Community Survey (2007)

The Gert Sibande district has the smallest population size in the province with a population of about 890,699 in 2007. The total number of households is 247,518. The District consists of 7 local municipalities, with Govan Mbeki and Albert Luthuli local municipalities having the largest population of 268,947 and 194,088, respectively. Dipaleseng municipality has the smallest population size of only 37,873 persons. Also indicated in Table 3 is the population density of each local municipality, which is the absolute value of the total population per total area of the municipality in square kilometers. Pixley ka Seme and Dipaleseng have the lowest population per each square kilometer.

The population distribution of these municipalities is indicated in **Table 5** below.

**Table 5: Population distribution of local municipalities in Gert Sibande district in 2007**

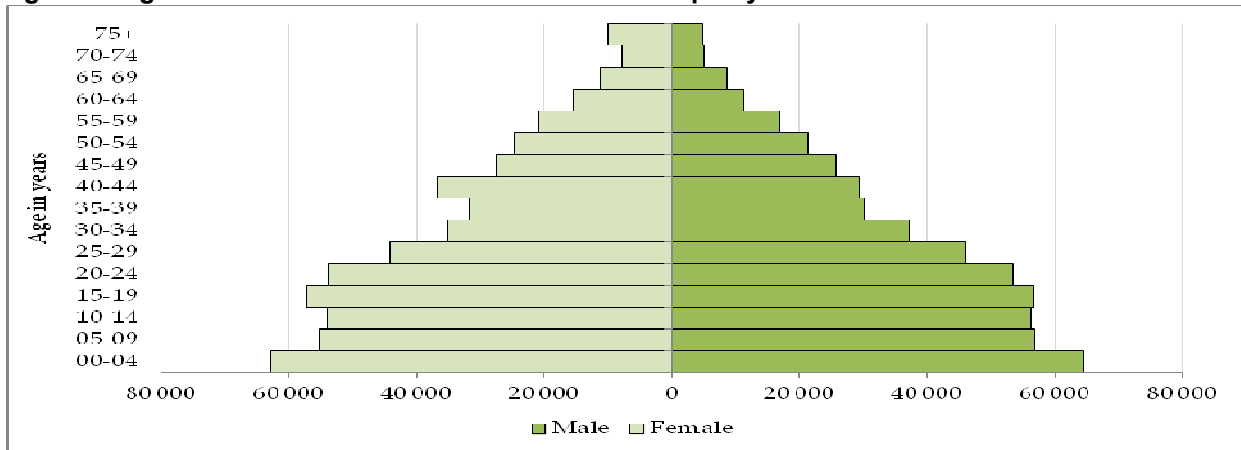
Municipality	Male		Female		Total population		
	Number	%	Number	%	Number	%	Density
Chief Albert Luthuli	90 554	20.7%	103 534	22.8%	194 088	21.8%	34.91
Msukaligwa	60 224	13.8%	66 050	14.6%	126 274	14.2%	20.99
Mkhondo	49 199	11.3%	57 260	12.6%	106 459	12.0%	21.8
Pixley Seme	29 906	6.8%	36 022	7.9%	65 928	7.4%	12.61
Lekwa	44 361	10.2%	46 769	10.3%	91 130	10.2%	19.88
Dipaleseng	18 698	4.3%	19 182	4.2%	37 880	4.3%	14.47
Govan Mbeki	143 905	32.9%	125 042	27.6%	268 947	30.2%	91.03
<b>District Total</b>	<b>436 847</b>	<b>49.0%</b>	<b>453 859</b>	<b>51.0%</b>	<b>890 706</b>	<b>100.0%</b>	<b>27.97</b>

### 6.2.1 Age and sex structure

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

**Figure 2** below provides evidence that the youth cohort (0-34 years) constituted the largest share of 69.8% per cent of the district population. In 2010, 61.6 per cent of Gert Sibande's population was between 0 and 29 years, 23.7 per cent were between 30 and 49 years and 14.7 per cent was 50 years and older. The age cohort of 0 to 04 years represents the most populous age group with 127 297 individuals or some 11.9 per cent of the population in the district.

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



Source: GERT SIBANDE SEP 2011

### 6.2.2 Sex ratio

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

**Table 6: Sex ratio of the Gert Sibande population by each local municipality**

Geography	Sex ratio
Albert Luthuli	87
Dipaleseng	97
Govan Mbeki	115
Lekwa	95
Mkhondo	86
Msukaligwa	91
Pixley ka Seme	83
Gert Sibande	96

Source: StatsSA 2007

The provincial sex ratio is 98, indicating a slight excess of female in Mpumalanga. The sex ratio of Gert Sibande District Municipality also shows an even elevated excess of females versus males, where there are 96 males for every 100 females. Goven Mbeki is the only local municipality in the district with a larger number of males compared to that of females on average. Migration is one of the factors in population dynamics that affect sex ratios. Geographic areas that absorb labour migrants tend to have larger sex ratios, indicating larger presence of males particularly in employment ages. The opposite is true for areas experiencing emigration, they tend to have larger numbers of females compared to males.

**Summary**

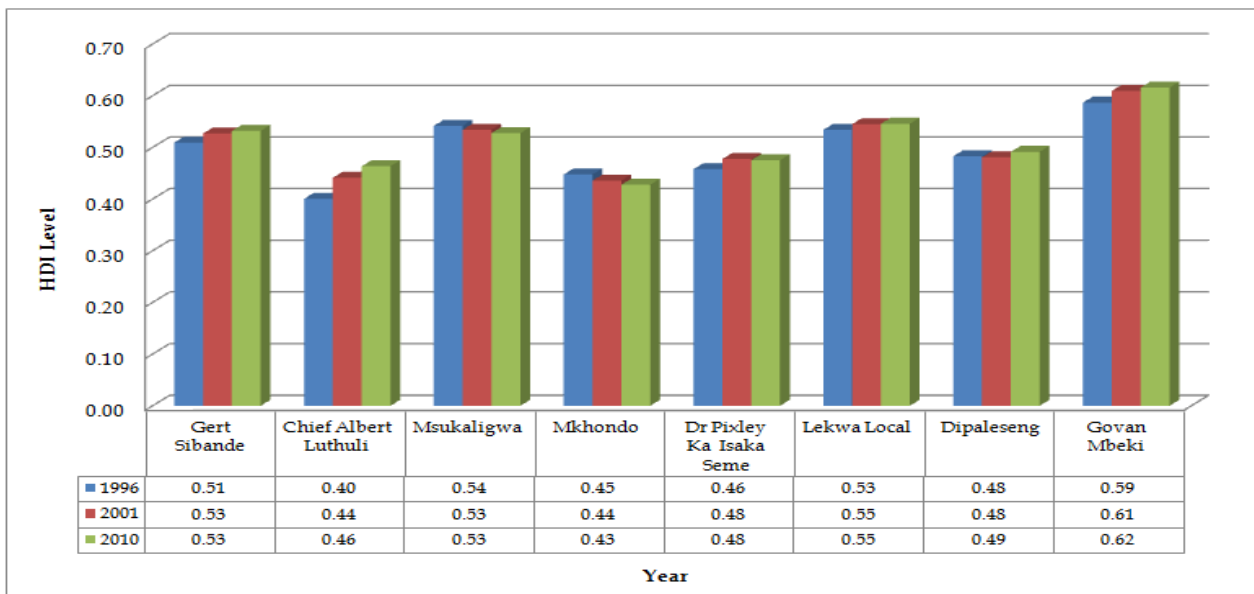
Gert Sibande DM population exhibits many of the national population characteristics. Women and youth are in the majority and there is a relatively high population dependency. These characteristics have several related implications for socio-economic development which include:

- 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.

**6.2.3 Human Development Index**

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

**Figure 3: Human Development Index (HDI) in Gert Sibande and its local municipalities, 1996 – 2010**



Source: Global Insight – ReX, August 2011

Gert Sibande showed a slight increase of HDI score from 0.51 in 1996 to 0.53 in 2010 (**Figure 3**). The district's HDI score is equal to that of Mpumalanga at 0.53. It is less than Nkangala's HDI score (0.58) which is the highest among the three districts in the province. Ehlanzeni had the least HDI score at 0.50. In 2010, Mkhondo (0.43) and Chief Albert Luthuli (0.46) registered the lowest HDI scores whereas Govan Mbeki (0.62) and Lekwa (0.55) recorded the highest HDI scores in the district. According to Table 5 in 2010, Whites in Gert Sibande registered the highest HDI score of 0.88 followed by Asians (0.77) and Coloureds (0.65) whereas Africans (0.47) recorded the lowest score.

**Table 7: HDI by population group in Gert Sibande, 1996 - 2010**

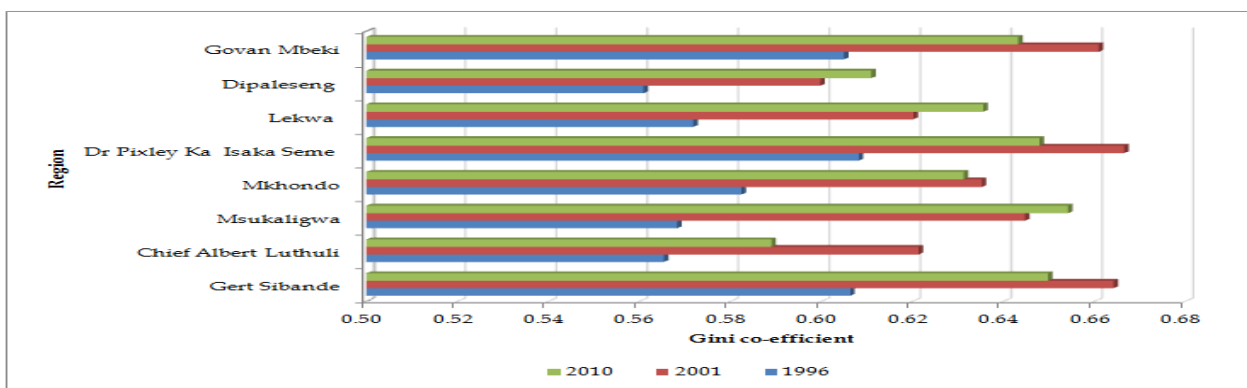
Population group	1996	2001	2010
African	0.42	0.45	0.47
White	0.84	0.86	0.88
Coloured	0.62	0.67	0.65
Asian	0.73	0.75	0.77
Total	0.51	0.53	0.53

Source: Global Insight – ReX, August 2011

#### 6.2.4 Gini Co-efficient

Gini-coefficient is summary statistic of income inequality and is used to show the skewness of income across the population. The Gini-coefficient varies from 0 (in the case of perfect equality where all households earn equal income) to 1 (in the case where one household earns all income and other households earn nothing).

**Figure 4: Gini-coefficient in Gert Sibande and its local municipalities, 1996 – 2010**



Source: Global Insight – ReX, August 2011

**Figure 4** illustrates that Gini-coefficient in Gert Sibande deteriorated from 0.606 in 1996 to 0.650 in 2010. Among seven local municipalities in Gert Sibande, Msukaligwa (0.650) had the most skewed income distribution followed by Dr Pixley ka Isaka Seme (0.648) whilst Chief Albert Luthuli (0.589) and Dipaleseng (0.611) had better equal income distributions in 2010. According to Global Insight, the Gini-coefficient for Africans worsened from 0.52 in 1996 to 0.56 in 2010, Asians from 0.45 to 0.51, Coloureds from 0.54 to 0.63

whilst income distribution among Whites was less skewed from 0.48 in 1996 to 0.42 in 2010 in **Table 8** below.

**Table 8: Gini-coefficient by population group in Gert Sibande, 1996 - 2010**

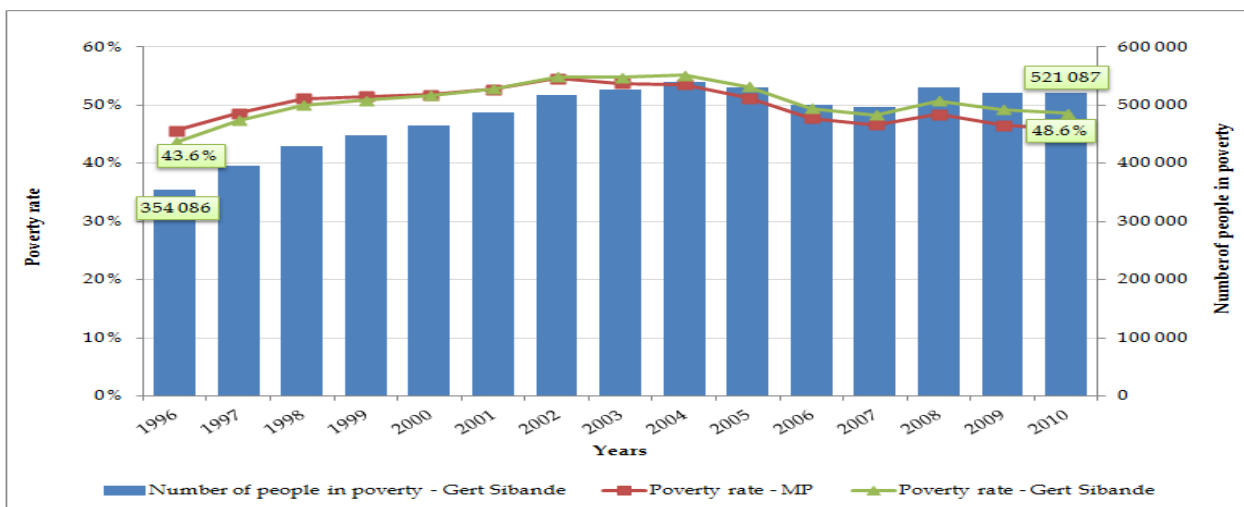
Population group	1996	2001	2010
African	0.52	0.58	0.56
White	0.48	0.49	0.42
Coloured	0.54	0.62	0.63
Asian	0.45	0.51	0.51
Total	0.61	0.66	0.65

Source: Global Insight – ReX, August 2011

### 6.2.5 Poverty

Poverty rate is described as the percentage of people living in households with an income less than the poverty income. Poverty income is defined as the minimum monthly income needed to sustain a household and it varies according to the household size, i.e the larger the household the larger the income would be required to keep its members out of poverty.

**Figure 5: Poverty rates in Mpumalanga and Gert Sibande, 1996 – 2010**



Source: Global Insight – ReX, August 2011

According to the BMR (Bureau for Market Research), in 2010, a household of four members would require a monthly poverty income of R2 544 whilst a household of seven members would require a monthly poverty income of R3 538. Gert Sibande recorded an average size of a household of 3.7 which is the same as the provincial average (3.7) but slightly higher than the national average (3.6).

**Figure 5** demonstrates poverty levels in Gert Sibande from 1996 to 2010. The poverty rate in Gert Sibande increased from 43.6 per cent in 1996 to 48.6 per cent in 2010. This is worse than the provincial poverty rate of 45.8 percent recorded in 2010. Among seven local municipalities in the district, Govan Mbeki (34.8 per

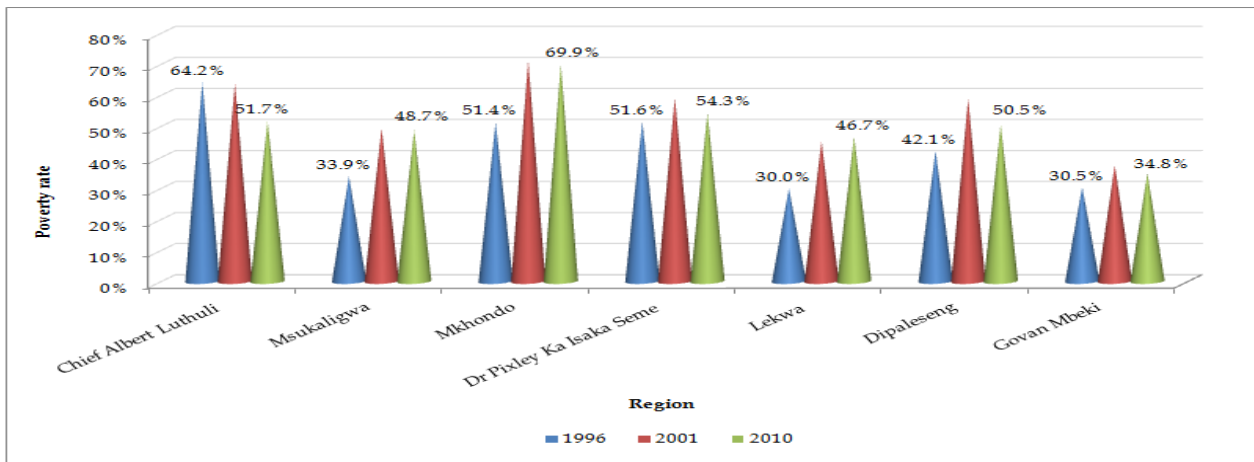
cent) recorded the lowest poverty rate followed by Lekwa (46.7 per cent) whilst Mkhondo (69.7 per cent) and Dr Pixley Ka Isaka Seme (54.3 per cent) registered the highest poverty rates (Figure 5 and Table 9).

**Table 9: Poverty rates by population group in Gert Sibande, 1996 – 2010**

Population group	1996	2001	2010
African	49.9%	59.1%	53.4%
White	2.9%	3.8%	0.7%
Coloured	27.2%	32.4%	34.6%
Asian	4.9%	12.8%	11.9%
Total	43.6%	52.8%	48.6%

Source: Global Insight – ReX, August 2011

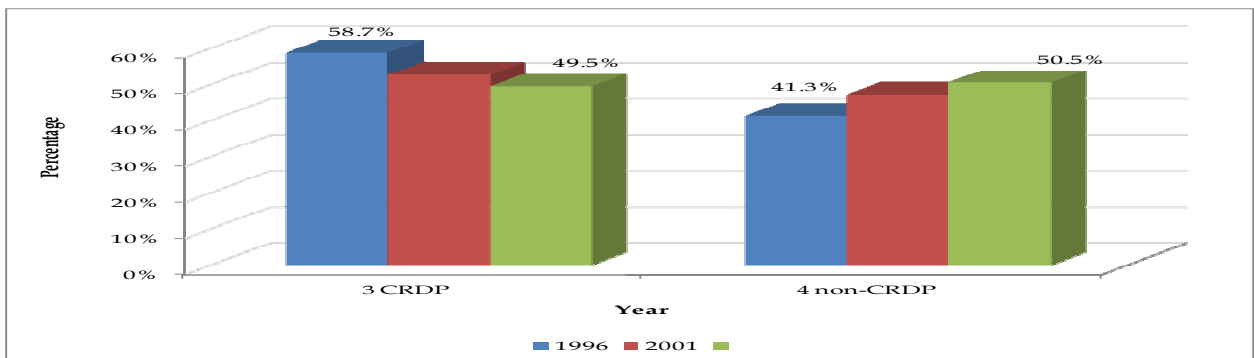
**Figure 6: Poverty rates in Gert Sibande’s local municipalities, 1996 – 2010**



Source: Global Insight – ReX, August 2011

When grouping the 3 CRDP municipal areas into a single entity the poverty rate for the single entity as well as for the 4 non-CRDP municipal areas can be measured. The poverty rate of the 3 CRDP grouping decreased from 58.7 per cent in 1996 to 49.5 per cent in 2010, whereas in the 4 non-CRDP areas, the poverty rate increased from 41.3 per cent in 1996 to 50.5 per cent in 2010 (figure 19). Despite recording a higher poverty rate, the 3 CRDP grouping’s poverty rate decreased by -1.2 per cent, whereas that of the 4 non-CRDP grouping increased by 1.4 per cent over the 14-year period.

**Figure 7: Poverty rates in Gert Sibande’s CRDP & non-CRDP municipal areas, 1996-2010**



Source: Global Insight – ReX, August 2011

## 7 MUNICIPAL TRANSFORMATION AND ORGANIZATION DEVELOPMENT

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### 7.1 Municipal Powers and Functions

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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 where most functions are shared. **Table 10** below depicts Powers, Duties and Functions allocated to GSDM and the respective Local Municipalities within its jurisdictional area as enshrined in different pieces of National, Provincial and Local Government Legislation. Accountability challenges that come with the sharing of Powers and Functions cannot be further ignored, and must be accordingly attended to.

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

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

In view of the above, the District Council, inter alia, investigated the viability of remaining in the Secunda building versus relocating to a more accommodative and central facility in order to respond to concerns around accessibility of the District by all residents. The decision was to relocate to the more central location at Ermelo. Subsequently, Gert Sibande DM has finished constructing phase one of the new offices in Ermelo which has sufficient offices to accommodate all the functions of the District Municipality. The building is designed in such a way as to allow for further extensions without compromising the aesthetical value thereof. It should be emphasised that 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 average travelling times to and from the District Offices are reduced.

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

- Engage CoGTA in undertaking an audit of all the powers and functions currently performed by various stakeholders in the District.
- Need to continually engage within the Inter Governmental Relation Framework and mechanisms in improving the manner in which we perform our functions.
- Need to continually improve the design of the current staffing structures, so as to ensure that all the employees match and are able to perform all the assigned functions.
- Enhance the Municipal Monitoring and Evaluation processes.





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

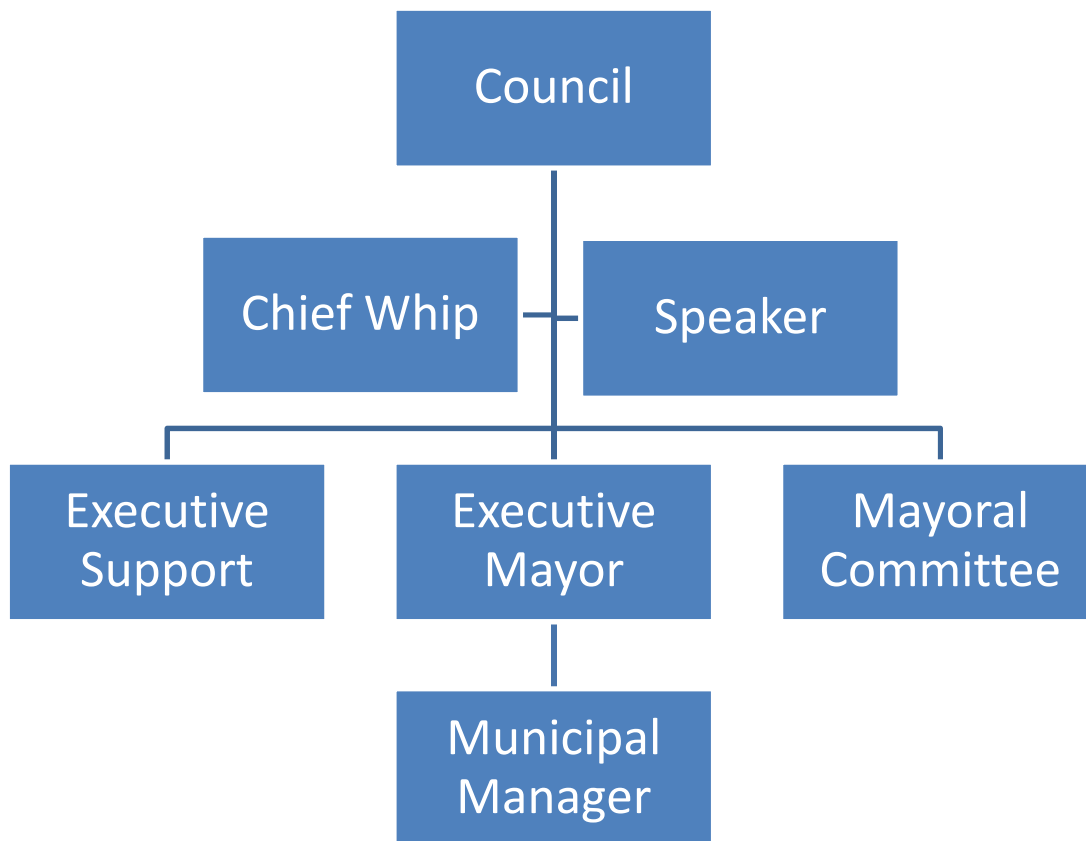
## 7.2 Organizational Design

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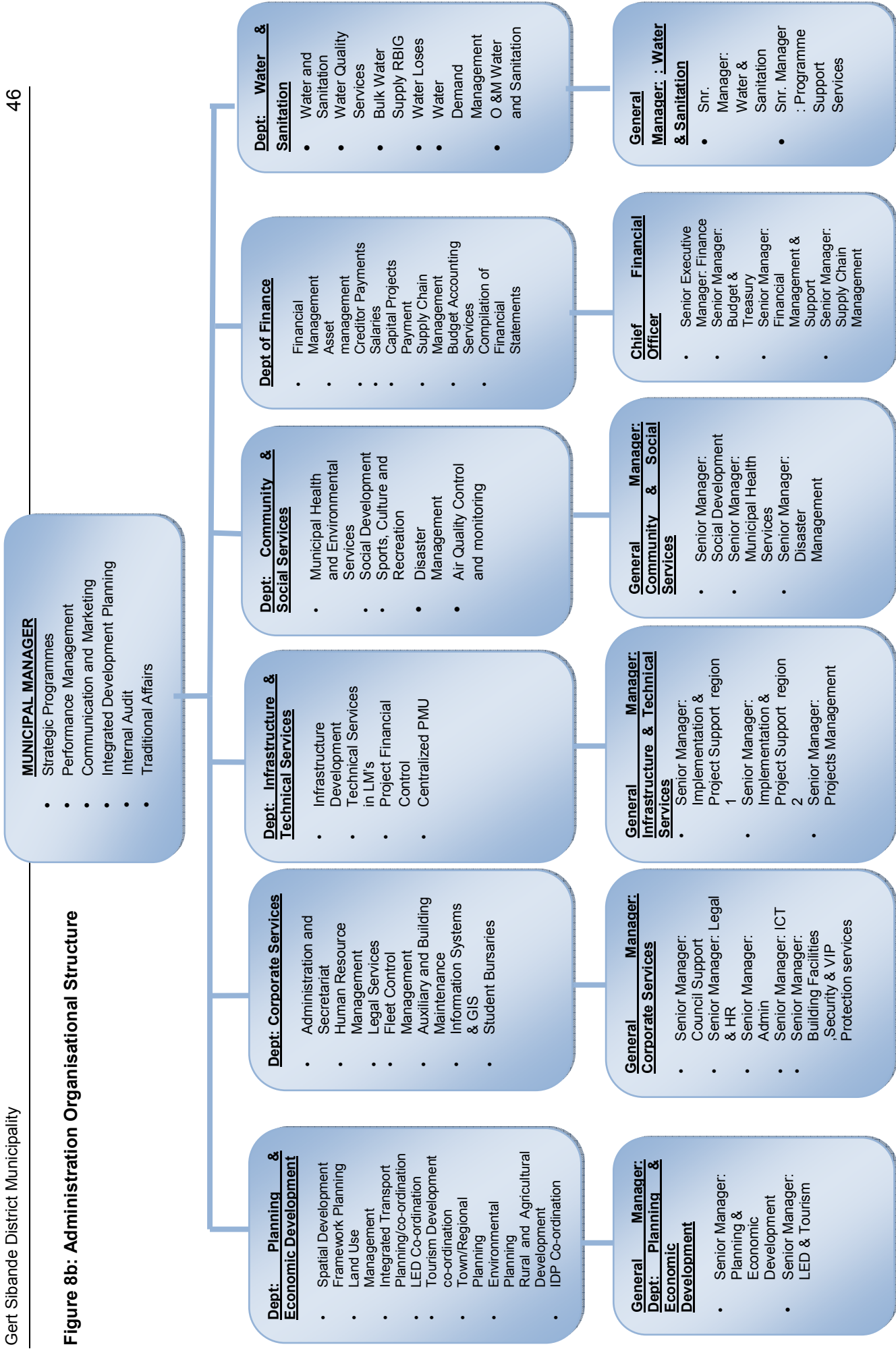
Gert Sibande District Municipality comprises of both a Political and an Administrative component, with the former constituted of the Council, the Executive Mayor, six Mayoral Committee Members, the Speaker and Chief Whip as reflected in **Figure 8a** below. A similar arrangement is also implemented across the constituent Local Municipalities with the GSDM area of jurisdiction.

The Political component of Council is supported by an Administrative component which consists of the following: Office of the Municipal Manager, Corporate Services, Finance, Infrastructure and Technical Services, Intergovernmental Relations, Social and Community Development (**Figure 8b**).

**Figure 8a: Gert Sibande District Municipality: Political Organisational Structure**



**Figure 8b: Administration Organisational Structure**



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

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

### **7.3 Institutional Capacity**

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In an endeavour to be adequately responsive to the developmental mandate bestowed upon municipalities, the Gert Sibande District Municipality and all the Local Municipalities within its area of jurisdiction have accordingly approved their respective staff complements. GSDM has all the top management positions filled and actions are in place to fill all other critical vacancies. Among them are the Town and Region Planner, Senior Manager IDP, Labour Relations Specialist, Director Supply Chain Management and Chief Air Quality Management Officer. These positions will take priority in making sure that the municipality is geared towards service delivery.

**Table 11** (overleaf) 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 and Monitoring
- Compliance with legislative requirements
- Human Resource Development System
- Organisational grading
- Employment Assistance Programme

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

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

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

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

**Table 11: Institutional Capacity / Institutional Plans**

ISSUES	GERT SIBANDE	ALBERT LUTHULI	DIPALESENG	GOVAN MBEKI	LEKWA	MKHONDO	MSUKALIGWA	PIXLEY KA SEME
Organizational Structure	Approved	Approved	Approved	Approved	Approved	Approved	Approved	Approved
Total Staff Composition	242	583	246	1619	527	462	606	361
Filled Positions	139	406	70	1386	520	462	594	349
Job Evaluation	Yes	No	No	Not finalized	Yes	No	Yes	Under Review
Information Management System	Yes	No	No	Yes	Yes	No	Yes	Yes
Delegations	Approved	Approved	Approved	Approved	Approved	Approved	Approved	Approved
PMS	Organisational Finalised	In Progress	To be implemented	Approved.	In Planning Phase	Partly Completed	Policy adopted but not yet implemented	Adopted by Council: CRA61/2009
Skills Development Plan	Approved	Approved	2007/2008 Plan in Place	Approved	Submitted & approved	Approved & in Place	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
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).

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

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

Councillors and municipal staff are bound by a Code of Conduct which sets out standards of ethical behaviour and requirements for good governance. Schedule 1 of the MSA and MFMA Regulations set out the provisions for the Code of Conduct for Councillors.

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

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The advent of the Local Government Turn Around Strategy (LGTAS) has brought about numerous challenges in local government both contextually and in so far as implementation is concerned. However, the GSDM endeavoured to synchronise all administrative processes relating to the LGTAS. The GSDM LGTAS highlighted several service delivery programmes in the previous financial years. Most significantly, major strides have been made in terms of achievements in this regard. Prime to these, are infrastructure development projects at the constituent local municipalities, as well as financial and administrative assistance being given to local municipalities. Furthermore, all the projects and MTAS implementation are part of the broader IDP and Service Delivery Budget Implementation Plan (SDBIP) programmes.

## **7.6 Committee Service**

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

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

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



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## 7.7 ICT Services

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Information and Communication Technology consist of internal and external services where internal services are focused with the day to day running of line-function departments. This is through the provision of standardised, cost effective technology enabling the municipality to achieve its optimal goal. The GSDM is an organisation that aspires to grow and market itself externally, as it is part of the Global Village where information and communication are equally vital care is thus taken that all documentation and records are stored electronically, and are accessible to the public to enhance communication to and from the District.

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, as well as safeguarding of data. This does not only apply to the Gert Sibande District Municipality, but the responsibility further impacts on the working relations with the respective Local Municipalities in the District. This involves the upgrading of their IT equipment and especially the safe backup of data, and also web based communication and distribution 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:

- Ensuring that all computers are upgraded at 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

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## 7.8 Skills Development and Capacity Building

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

- High level, world class engineering and planning skills for the “network industries”, transport, communications and energy at the core of our infrastructure programme;
- City, Urban and Regional Planning and Engineering Skills which are desperately needed by our municipalities;

- 
- Artisans and Technical Skills, with priority attention to those needs for infrastructure development;
  - Management and Planning Skills in education, health and in municipalities;
  - Specific Skills needed by the priority ASGISA, sectors starting with tourism, BPO and cross-cutting skills needed by all sectors especially finance, project management and managers in general; and
  - Skills requisite to Local Economic Development needs of municipalities, especially developmental economists.

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

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

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

## **8 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 matters have to be taken into consideration:

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

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The GSDM is dealing with a huge backlog in terms of providing in the basic needs of its community. Financial investments towards accelerating the provision of free basic services and other major infrastructural projects have assisted in making sure that more people are enjoying the benefits of democracy. Much has been done towards attaining the MDGs while improving the lives of all our communities, but access to additional funding from the Treasury Departments is of paramount importance. Currently the District has a fairly strong balance sheet and would be able to attract capital from the respective Government Departments. The factors influencing this year's budget preparation were the National Government priorities which, amongst others, include the following:

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

## **8.1 Credit Control and Debt Collection Strategy for Local Municipalities**

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With the recently completed GSDM GIS data cleansing operation of all seven local municipalities, the process should now be internalised to the day-to-day operations to ensure that the data maintained on financial systems are accurate. The accuracy of data will ensure that realistic revenue projections are done and hence collections would also be more effective. Furthermore, the incorporation of the Municipal Property Rates Act by local municipalities into their operations, as well as the management and recovery of outstanding debt is of extreme importance. The implementation of the Property Rates Act will enable local municipalities to maximize their fixed revenue so as to finance their operational expenditure. In future GSDM's funding allocation will be applied in priority to areas in the local municipalities where other significant service delivery demands are required.

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

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

## **8.2 Local Municipal Support: Municipal Property Rates Act 6 of 2005 (MPRA)**

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

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

A survey tabled by SALGA pertaining to the implementation of the MPRA was undertaken by Provincial Treasury and the results are highlighted on **Table 12** below.

**Table 12: Progress Report on Implementation of the Property Rates Act, Act No 6 of 2004 as at November 2010.**

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

From Table 12 it may be deduced that Msukaligwa, Govan Mbeki and Pixley Ka Seme Local Municipalities have successfully implemented the Property Rates Act.

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

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

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

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 13: Gert Sibande Revenue Breakdown 2010/11 Financial Year**

Financial Year	Revenue								OWN REVENUE
	Equitable Share	NDP	FMG	MSIG	MIG	NEP	WSOS	SCTCR	
	(R'000)								
2010/11	238,148	0	1,000	1,000	0	0	0	0	15,148

Information as obtained from the 2010 DORA & National Treasury Budget information for the 2010 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 14: Municipal Infrastructure Expenditure 2010/11 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)
2010/11	109,152	115,048	1,000	1,000	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 15: Capital Expenditure versus Operating Expenditure Ratios 2010/11**

Municipalities	BUDGETED AMOUNTS			
	Capital Expenditure	Operating Expenditure	Total Budget	Capital Exp vs. Total Budget
	(R'000)	(R'000)	(R'000)	%
	2010/11	109.2	236.0	345.2

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

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

### **8.3 Supply Chain Management**

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

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

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

GSDM thus adopted a SCM Policy, appointed an SCM Senior Manager, and is working towards establishing a fully fledged SCM unit. This will enable GSDM to effectively and efficiently execute all its procurement processes within the spirit of the Law, and ensure excellent performance of all its Powers and Functions.

### **8.4 Audit Reports**

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Gert Sibande District Municipality has received unqualified audit reports for the 2007/8, 2008/9, 2009/10 and 2010/11 financial years.

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

- Monitor 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.

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- 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.

## **9 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.

### **9.1 Municipal Audit Committee**

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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.

## 9.2 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 and assimilation of information ensuring that the people of the district are informed of plans and projects provided by the District Municipality. 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 the GSDM as best performing municipality on issues of local government communication in the province by SALGA.

Our strategies are 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 maintain 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 in **Table 16** below.

**Table 16: 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
DIPALESENG	Delayed	Yes	1	16	None	Policy Approved



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

### 9.3 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;
- Municipal Health and Environmental Services; 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 these structures, which are composed of multidisciplinary stakeholders in their organised forms. They meet regularly throughout

the year to deliberate on developmental challenges confronting the District, and in so doing harness their shared understanding of these challenges and required interventions thereof.

In compliance to the IGR Act, the District has 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.

## **9.4 Traditional Leadership and Partnerships**

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

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

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

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

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

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the District office to ensure that Traditional Leaders are regularly engaged on developmental issues within their area of operation.

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

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

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

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

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

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

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

- 
- Economic Development; and
  - Agriculture

The following Key Issues pertaining to the involvement of Traditional Leaders within Local Government in the GSDM are prevalent:

- 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.

## **9.5 Supporting Local Municipalities**

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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 is a key driver in improving governance of local municipalities within the District as a whole as continuously highlighted in sections 7, 8 and 9 of this document.

As part of the Support envisaged by the District to its Local Municipalities, GSDM is in the process of establishing the Centralised Project Management Unit (CPMU).

The purpose of the establishment of a Centralized Project Management Unit (CPMU) is to manage the Municipal Infrastructure Grant (MIG) funded capital development projects of all the Local Municipalities (LM's) within the Gert Sibande District Municipality (GSDM) region and specifically to align its activities with all principles and objectives in relation to the design of the Local Municipalities (LM's) MIG Capital Programme according to the existing MIG Policy Framework.

Fundamentally, the CPMU will not be a GSDM or LM entity as such, but will be a Service Provider which will be accommodated in its own "premises" in a location to be mutually agreed by all the LM's.

All aspects, including all principles, objectives, sector conditions and outcomes contained within the MIG Guideline Document and the MIG Policy Framework document to be adhered to.

The Labour Intensive objectives as detailed in the Expanded Public Works Framework document and the Code of Good Practice for Special Public Works 25/01/2002, will form an integral component of the CPMU.

Due cognisance to be taken of the municipal and regional integration of all funded programmes within the framework of all of the LM's existing and future Integrated Development Plans.

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The alignment of the approaches and processes of existing infrastructure programmes to those of all new funded programmes to be adhered to.

The following are key areas of intervention to be handled by the CPMU:

- a. Ensure adequate Linkages between infrastructure planning and the IDP in each LM
- b. Development of the Infrastructure Investment framework for all the Local Municipalities.
- c. Development of service profiles so as to align the operations and maintenance plans to the respective budgets
- d. Create a linkage between infrastructure creation to socio- economic impact.
- e. Create and link GSDM to Provincial Data base.
- f. Foster the involvement of Communities to infrastructure development, implementation and maintenance.
- g. Promote job creation through the implementation of infrastructure development, and
- h. Capacity building on project management for the staff of the Local Municipalities.
- i. Reporting to the Local, District, Provincial and National Government structures as may be applicable on the implementation and execution of projects funded through Conditional Grants as may be received.

The CPMU will be responsible for the administration and financial management within the municipal and national accounting systems for infrastructure projects. In order to ensure that the implemented projects remain sustainable, the CPMU will assist the Local Municipalities to make the necessary provision for Operations and Maintenance (O&M) in their budgets.

The CPMU will develop adequate capacity to handle the work and will continually engage the local Municipalities to ensure that the necessary expertise is developed at all levels of Local Government.

It is the responsibility of the CPMU to ensure that the municipality has the resources to fulfil the operations and maintenance obligations for all capital projects.

The CPMU will assist wherever possible with regard to the planning and implementation of the Operations & Maintenance programmes, directly or indirectly.

## **9.6 Partnerships**

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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.

### **9.6.1 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 and 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.

### **9.6.2 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 strengthen 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.

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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.

### **9.6.3 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 enhance socio-economic development in the District. 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.

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.

### **9.6.4 Alliance with SASOL**

The District has engaged SASOL with the 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, the majority of the communities within the District have not benefited through

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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.

## **10 LOCAL ECONOMIC DEVELOPMENT**

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### **10.1 Regional Economic Growth and Spatial Features**

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

- Manufacturing mainly by SASOL
- Mining: coal, gold, quarry etc
- Energy Generation and Supply via Amajuba, Thuthuka, Grootvlei and Camden
- Agriculture: crops and livestock
- Forestry in the eastern parts
- Tourism
- Services

These key sectors are discussed in detail in the GSDM LED Strategy which was approved in December 2009.

Areas like Standerton, Ermelo, Bethal and Piet Retief are strong in agricultural activities varying between crops and livestock farming.

The forest industry consists of forest plantations 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 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 and wetlands, and cosmos country regions of the District Municipality.



The mining sector is one of the main contributors to the Province's GVA with the major concentration within Govan Mbeki LM with smaller operations of 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, and thus lessening dependency ratios.

## 10.2 Employment Levels

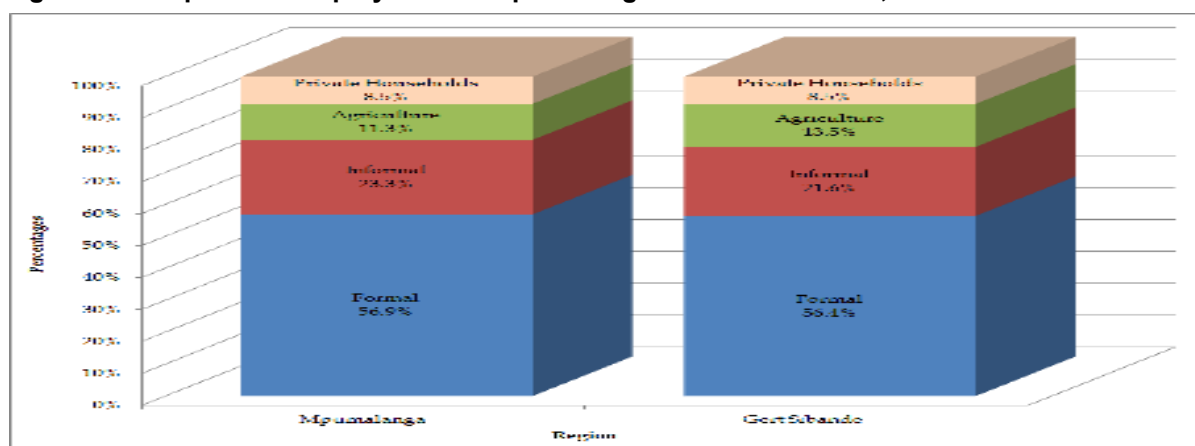
**Table 17** below depicts the labour force profile of the district from 2001 to 2010 where the population aged 15 to 64 years in District increased from 560 328 to 675 494. Labour force or the Economically Active Population increased from 308 843 in 2001 to 352 000 individuals while the number of employed also increased from 211 767 in 2001 to 253 000 representing 27.5 per cent of the provincial employed in the same period. The number of unemployed increased from 2001 by 5 980 individuals to 95 768 recorded in 2010 but the unemployment rate (strict definition) decreased from the 29.1 per cent recorded in 2001 to 27.2 per cent in the district for 2010. The absorption rate decreased marginally from 37.8 per cent to 37.5 per cent while the labour force participation rate also decreased by 2.9 percentage points to 52.2 per cent in 2010.

**Table 17: Labour force profile of Gert Sibande, 2001-2010**

Indicator	2001 '000	2007 '000	2010 '000
- Population 15-64 years	560 328	644 546	675 494
- Labour Force/EAP	308 843	348 500	352 327
- Employed	211 767	254 792	253 000
- Unemployed	89 780	86 757	95 768
- Not economically active	251 485	296 046	323 167
<b>Rates</b>			
- Unemployment rate (strict definition)	29.1%	24.9%	27.2%
- Employed/population ratio (absorption rate)	37.8%	39.5%	37.5%
- Labour force participation rate	55.1%	54.1%	52.2%

Source: Global Insight – ReX, August 2011(SERP)

Gert Sibande had almost 253 000 individuals that were employed in 2010. **Figure 9** shows aggregated employment in Mpumalanga and Gert Sibande district in 2010. Gert Sibande's formal sector employment contributed 56.4 per cent in the district while the informal sector contributed 21.6 per cent. Private households employed 8.5 per cent, which was equal to the provincial share. Gert Sibande (13.5 per cent) employed more than the provincial agriculture (11.3 per cent) in 2010.

**Figure 9: Comparative employment in Mpumalanga and Gert Sibande, 2010**

Source: Global Insight – ReX, August 2011

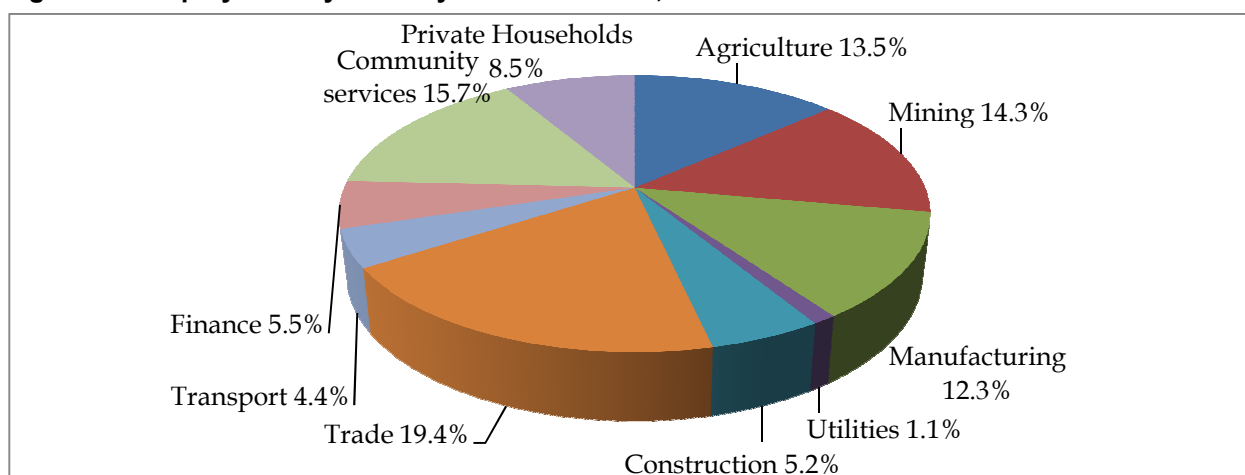
In 2010, the aggregated employment per local municipality in district showed that Govan Mbeki was dominant in the formal sector to the tune of 68.3 per cent. The informal sector dominated in the Chief Albert Luthuli with a share of 33.4 per cent. Mkhondo and Dipaleseng were the main employment providers of agriculture and private households with their respective shares of 28.7 per cent and 11.4 per cent in **Table 18** below.

**Table 18: Formal and informal employment in Gert Sibande's local municipalities, 2010**

Sector	Chief Albert Luthuli	Msukaligwa	Mkhondo	Dr Pixley ka Isaka Seme	Lekwa	Dipaleseng	Govan Mbeki
<b>Formal</b>	42.2%	49.0%	40.5%	43.7%	58.0%	41.5%	68.3%
<b>Informal</b>	33.4%	21.1%	21.3%	26.3%	14.7%	18.6%	21.9%
<b>Agriculture</b>	17.3%	20.2%	28.7%	18.9%	17.8%	28.5%	2.7%
<b>Private households</b>	7.2%	9.7%	9.6%	11.1%	9.5%	11.4%	7.1%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Source: Global Insight – ReX, August 2011

**Figure 10** shows employment by industry in Gert Sibande. Trade (19.4 per cent), community services (15.7 per cent), mining (14.3 per cent) and agriculture (13.5 per cent) contributed the largest shares towards employment in the district in 2010. Utilities (1.1 per cent) and transport (4.4 per cent) sectors recorded the lowest employment contributions and during the period under review.

**Figure 10: Employment by industry in Gert Sibande, 2010**

Source: Global Insight – ReX, August 2011

**Table 19** illustrates sectoral employment per local municipalities in Gert Sibande in 2010 where Msukaligwa employed the largest share of individuals in agriculture (24.2 per cent) and Mkhondo (24.2%). Lekwa (36.5%) was a leading employer in terms of utilities; Govan Mbeki contributed the majority of employment in manufacturing (68.6%) and dominated most sectors in the district except for utilities and agriculture.

**Table 19: Sector employment per local municipalities in Gert Sibande, 2010**

Economic sector	Chief Albert Luthuli	Msukaligwa	Mkhondo	Dr Pixley Ka Isaka Seme	Lekwa	Dipaleseng	Govan Mbeki	Gert Sibande
Agriculture	9.7%	24.2%	24.0%	7.9%	20.6%	5.5%	8.2%	100
Mining	3.6%	10.3%	5.4%	0.9%	23.9%	0.9%	55.0%	100
Manufacturing	2.7%	7.5%	8.4%	2.0%	9.6%	1.0%	68.6%	100
Utilities	2.7%	10.4%	5.7%	19.2%	36.5%	6.0%	19.6%	100
Construction	6.6%	13.6%	7.4%	12.7%	10.9%	2.6%	46.2%	100
Trade	8.7%	15.3%	8.6%	5.9%	10.9%	2.3%	48.3%	100
Transport	9.3%	20.9%	8.9%	5.7%	9.7%	1.7%	43.8%	100
Finance	5.7%	19.1%	8.5%	6.4%	11.2%	1.6%	47.4%	100
Community services	13.2%	19.9%	13.9%	5.9%	16.9%	3.1%	27.1%	100
Households	6.3%	18.3%	12.7%	7.3%	17.4%	3.5%	34.4%	100
Total	7.5%	16.1%	11.3%	5.6%	15.7%	2.6%	41.2%	100

Source: Global Insight – ReX, August 2011

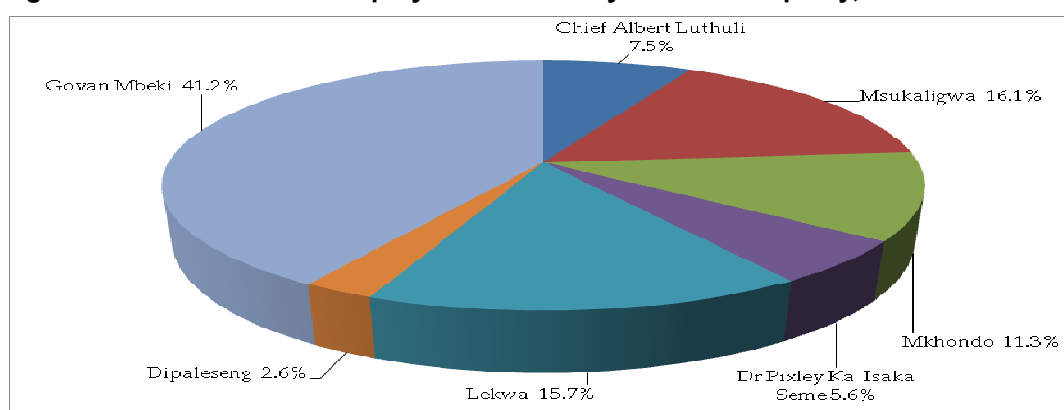
The 4 non-CRDP areas in the district dominated all the sectors in the district mining (90.1%) and manufacturing (86.8%) were main employers. CRDP areas recorded less employment having the highest at 41.5 per cent in Gert Sibande's total employment in 2010 although still lower than non-CRDP areas (**Table 20**).

**Table 20: Sector employment per local municipalities in Gert Sibande, 2010**

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

Source: Global Insight – ReX, August 2011

In 2010, Govan Mbeki (41.2 per cent) and Msukaligwa (16.1 per cent) provided the highest employment to the district employment with the highest shares whereas Dipaleseng (2.6 per cent) and Dr Pixley ka Isaka Seme (5.6 per cent) recorded the lowest employment shares in Gert Sibande (**Figure 11**).

**Figure 11: Gert Sibande's employment shares by local municipality, 2010**

Source: Global Insight – ReX, August 2010

### 10.3 Unemployment Levels

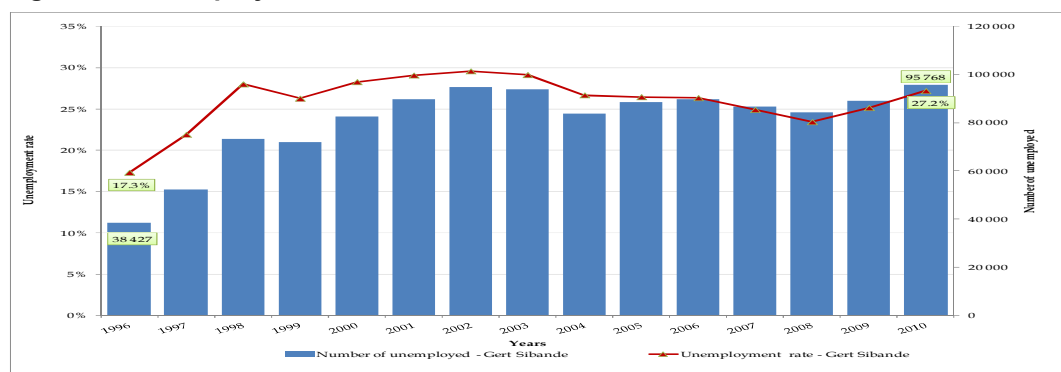
Unemployment remains one of the pressing socio economic challenges throughout South Africa, Mpumalanga and globally. High rates of unemployment have direct links with the other social issues and problems such as poverty, inequality, social instability and crime. In assessing the unemployment in Gert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

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

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

**Figure 12** depicts Gert Sibande's unemployment averages both the number of people unemployed and the unemployment rate from 1996 to 2010. In 1996, unemployment rate in Gert Sibande increased from 17.3 per cent in 1996 to 27.2 per cent in 2010. This is better than the unemployment rate of Nkangala at 27.7 per cent but worse than that of Ehlanzeni at 21.4 per cent. The number of unemployed in the district increased from 38 427 in 1996 to 95 768 unemployed people in 2010. The unemployed number in 2010 is higher than the previously recorded highest number of unemployed in 2002 of 94 307 people.

**Figure 12: Unemployment in Gert Sibande, 1996 – 2010**



Source: Global Insight – ReX, August 2011

In 1996, Lekwa recorded the lowest unemployment rate at 13.5 per cent while Chief Albert Luthuli had the highest unemployment at 28.1 per cent. Dr Pixley Ka Isaka Seme (22.5 per cent) had the lowest unemployment rate in 2002 and Chief Albert Luthuli recorded the highest unemployed at 40.6 per cent. In 2010, Govan Mbeki managed to record the lowest unemployment rate (23.0 per cent) in the district followed by Dr Pixley Ka Isaka Seme with 23.1 per cent. Chief Albert Luthuli (42.7 per cent) and Dipaleseng (35.0 per cent) recorded the highest unemployment rates in the district both in 2001 and in 2010 (Table 18). The 4 non-CRDP areas unemployment increased from 15.8 per cent in 1996 to 24.6 per cent in 2010. The 3 CRDP areas had a higher unemployment rate of 20.6 per cent in 1996, increasing to 33.1 per cent by the 2010.

**Table 21: Unemployment rates in Mpumalanga, Gert Sibande and its local municipalities, 1996 - 2010**

Region	1996	2001	2010
Gert Sibande	17.3%	29.1%	27.2%
Chief Albert Luthuli	28.1%	40.6%	42.7%
Msukaligwa	15.5%	25.9%	25.3%
Mkhondo	16.2%	28.2%	28.0%
Dr Pixley ka Isaka Seme	14.1%	22.5%	23.1%
Lekwa	13.5%	25.5%	25.4%
Dipaleseng	16.4%	32.0%	35.0%
Govan Mbeki	16.9%	28.5%	23.0%
CRDP areas	20.8%	32.5%	33.1%
Non-CRDP areas	15.8%	27.5%	24.6%

Source: Global Insight – ReX, August 2011

## 10.4 Economic Development Objectives

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

- Partnerships towards progressively responding to 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.

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

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

## **10.5 Economic Potential/ Endeavours in GSDM**

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

The beneficiaries of the land re-form projects within the District are to date faced with uncoordinated capacity building and limited support which has led to challenges in maintaining the sustainability in most of the previously economically viable farms. The District, in collaboration with its relevant stakeholders, has started to coordinate development and support for 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 and Land Reform, 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 a robust Agricultural Development Strategy addressing the following key development areas:

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

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.

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### **10.5.2 Regional Fresh Produce Market**

GSDM is a rich agricultural hub, with different agricultural products being exported from the District in raw form and brought back as finished 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.

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

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

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

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

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

The objectives to be achieved through the Agency include, but are not limited, to the following:

- Attract specialised skills to drive the implementation of the economic and development programs and projects
- Increase implementation capacity and 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.

#### 10.5.4 Potential Economic Development Corridors

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 following (also refer to **Map 2**):

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

#### Implications / Actions:

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

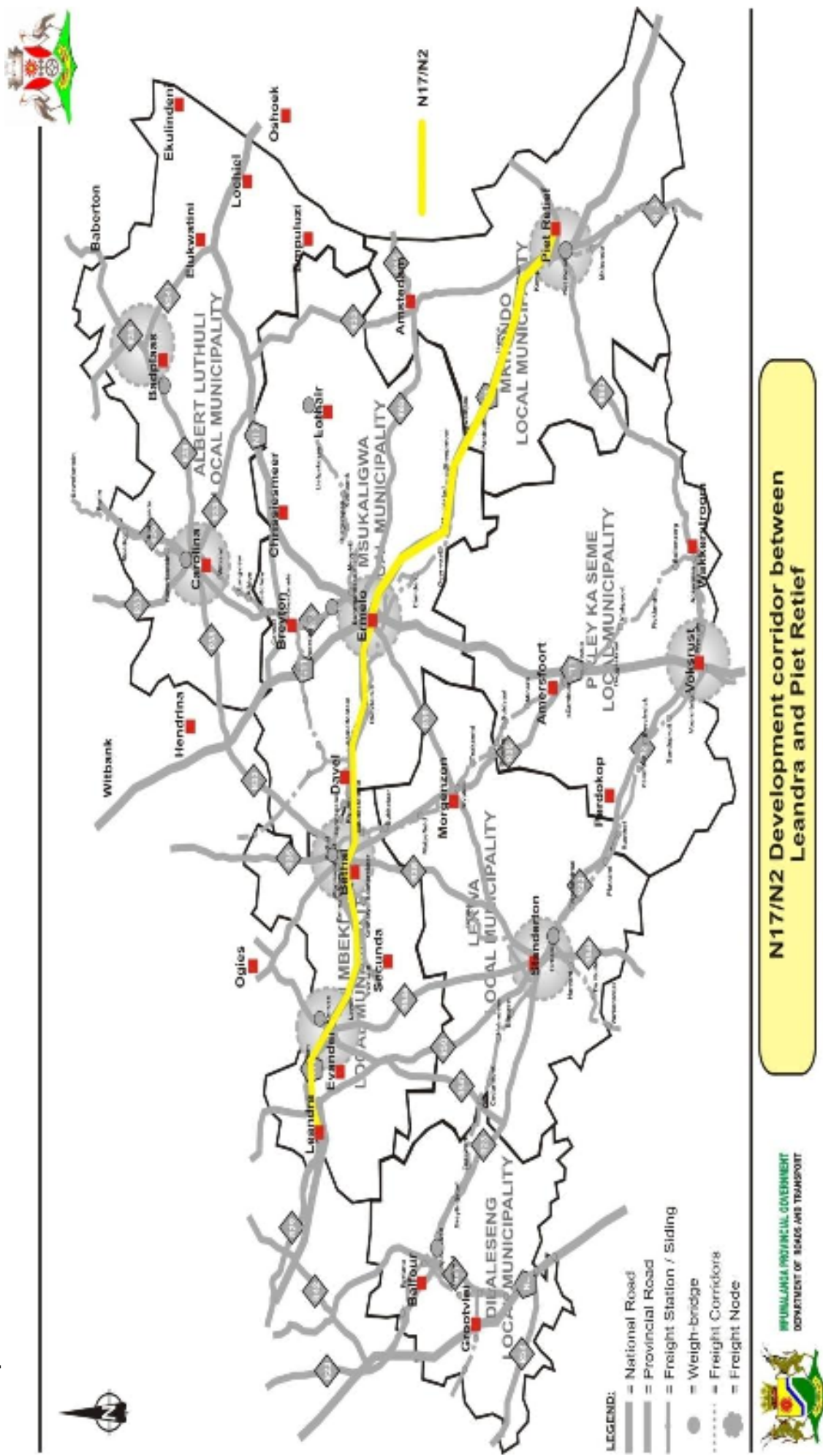
- 
- Formalisation of the provincial road link between Badplaas and Barberton as a short-cut route to the Lowveld Tourism Precinct.

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, translate into improved revenues for the local municipalities which will assist them to provide more and improved services.

Map 2



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## **10.5.5 Strategic Development Initiatives**

### **10.5.5.1 Heyshope Dam Scoping Study**

The dam area, by virtue of its location and unique features, comprising aquatic feature, secluded location with both rural and urban characteristics, has the potential to be developed into 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.

### **10.5.5.2 District Industrial Development Strategy (DIDS)**

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

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

### **10.5.5.3 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. This will be complemented by the hosting of mining summits.

### **10.5.5.4 New Regional Information Management and Tourism Exhibition Centre**

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

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#### **10.5.5.5 Development of the District Biodiesel Plant**

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

- Poverty levels in GSDM are unacceptably high, with six of the seven Local Municipalities battling with poverty rates above 45%.
- An integrated Agricultural and Agri-business Development model is financially feasible and sustainable;
- More than a thousand (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 is to be conducted with the usage of a Public-Private Partnership (PPP) as a vehicle for financing the project with Black Communities in the proximity of the project having significant equity in the enterprise.

- In conjunction with the detailed feasibility study, that 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 pledge their optimal support.

#### **10.5.5.6 SMME/Co-operatives Development and 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

#### **10.5.5.7 Responsible Tourism Development, Promotion and Support**

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

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

Tourism development in GSDM should, amongst other things, consider the following:

- The availability of tourist attraction facilities and natural sites e.g. conferencing facilities, casino, resorts, motels, game farms, wetlands and Bed and Breakfast accommodation.
- The new tourism phenomena offering unique tourist adventure i.e. the township and industrial tourism, in our petrochemical, energy generation industries, and visits to township traditional sites.
- The District also boasts the following attractive leisure and conservation areas:
  - Lake Chrissimeer (wetlands) has a large collection of bird species in the country
  - Badplaas Resort boasts with its conference facilities, game reserve and leisure facilities for both adults and 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
  - Improve and develop the River Park valley for tourism in Standerton.

#### **10.5.5.8 Development of a Regional Airport**

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

#### **10.5.5.9 Development and operationalization of a Region Library and Exhibition Centre**

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

#### **10.5.5.10 Promotion of Urban Renewal Programmes within the Municipality**

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

#### **10.5.5.11 Promote the Expansion of the Greening Economy in the District**

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

#### **10.5.5.12 Regional Training (Skills Development)**

There is a dire need to liaise with institutions like SEDA and FETs and other relevant government departments within the Region to develop required skills that would be in line with the District's comparative and competitive advantage, e.g. the development of skills in the mining, agricultural,

tourism, and forestry sectors. It is also important to form partnerships with the private sector in the development of such skills, e.g. ABSA and ESKOM have already indicated their readiness to be involved in such ventures. The district needs to work closely with these willing partners for the good of the Region.

#### **10.5.5.13 Establishment of a Regional Sports Complex**

The District has a challenge in terms of sub-standard Sports Facilities which in most cases might not meet the minimum standards for the various national sports codes. The following key issues have identified with regards to sports facilities.

- Addressing the substandard nature of sports facilities.
- Upgrading/developing at least one sports facility in the District into a regional sports complex.
- Upgrading six other facilities to meet the standards acceptable for the various national sport codes.

#### **10.5.5.14 Build more united, non-racial, integrated and safer communities**

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

- Integrated Human Settlement Development (Housing: Institutional Arrangement)
- Improving road networks and linkages
- Establish and assist in strengthening Community Policing Fora
- Spatial Development planning that will support the integration of communities and address all forms of racial discrimination.

## **11 INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY**

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### **11.1 Access to Services: Regional Distribution**

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The delivery of basic services is essential in improving the quality of life and sustainable development for communities. The percentage of households served is highest around the major towns and settlements in each municipal area and it rapidly declines into the rural areas. Water and electricity are the two most extensive services provided in the District followed by sanitation. In order for a household to be considered having adequate access to sanitation, the household should have a facility that; removes human waste, is affordable, hygienic, and accessible. Outcome 8 provides for sustainable human settlements and an improved quality of life sets out clear outputs on the provision



of targets for local municipalities as a primary responsibility of Department of Cooperative Governance and Traditional Affairs to contribute in achieving these national targets:

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

**Table 22: Basic service delivery in South Africa, Mpumalanga and Districts, 1996 - 2009**

Indicator	National target 2014	Mpumalanga	Gert Sibande	Nkangala	Ehlanzeni
% of households with formal housing/dwelling	–	79.8%	71.0%	74.4%	89.7%
Formal dwelling backlog		198 999	80 411	76 552	42 037
% of households with hygienic toilets	100%	53.9%	80.0%	49.1%	42.8%
Sanitation backlog	–	453 304	55548	152 253	232 901
% of households with water at/above RDP level	100%	76.8%	92.0%	82.7%	67.5%
Water backlog	–	227 748	22501	51 608	132 297
% of households with electrical connections	92%	82.1%	80.4%	84.8%	81.4%
Electricity backlog	–	175 614	54 531	45 523	75 560
% of households with formal refuse removal	75%	45.4%	59.2%	48.0%	34.1%
Formal refuse removal backlog	–	536 917	113 165	155 440	268 312
Infrastructure index	–	0.64	0.70	0.65	0.60

Source: Global Insight – ReX, August 2011

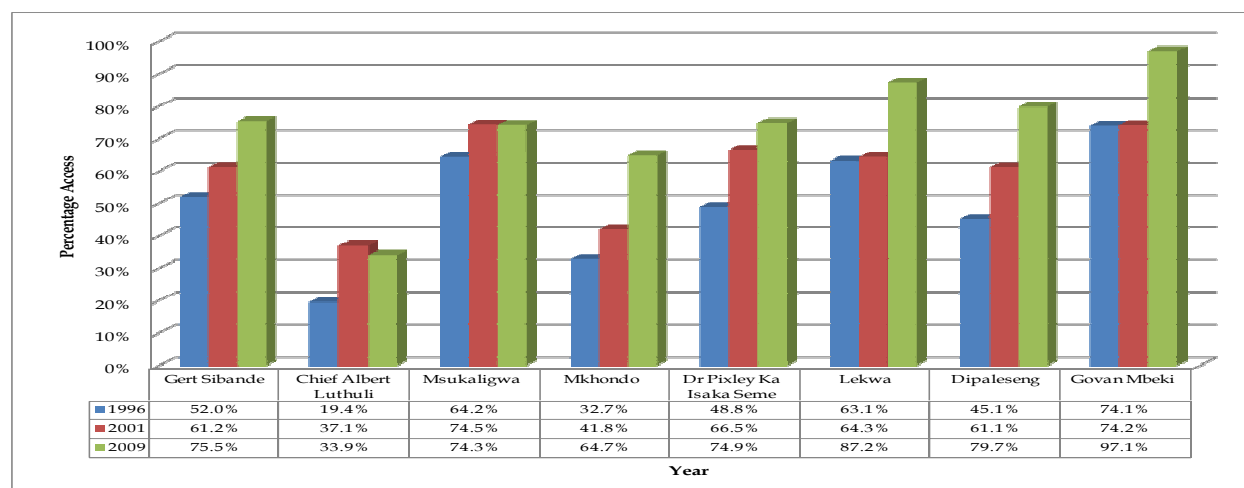
The infrastructure index ranges from the value of 0 to 1, where 0 indicates that all households in the region have no infrastructure of any kind whereas a value of 1 denotes that all households have an access to the minimum or basic level of service. In 2009, Gert Sibande recorded the lowest number of water backlog whilst formal refuse removal recorded the highest number of backlog among basic services. Among three districts in Mpumalanga, Gert Sibande managed to register the highest infrastructure index (0.70) followed by Nkangala (0.65) and Ehlanzeni (0.60). This is also higher than both provincial (0.64) and national (0.69) levels. Table 8 shows the basic service delivery on national, provincial and district level.

#### *Households with Hygienic toilets*

**Table 22** and **Figure 13** demonstrate the percentage of households with hygienic toilets in Gert Sibande and its local municipalities from 1996 to 2009. In 2009, Gert Sibande managed to record a percentage of hygienic toilets at 85 per cent from 52.0 per cent in 1996, thus represents an

improvement of 33 percentage points. This is higher than both national (69.2 percent) and provincial (53.9 percent) figures. Among seven local municipalities, Chief Albert Luthuli (33.9 percent) and Mkhondo (73.5 percent) recorded the lowest percentages of households with hygienic toilets in 2009 whereas Govan Mbeki (97.1 per cent) and Lekwa (92.6 percent) registered the highest percentages of households with hygienic toilets during the period under review.

**Figure 13: Percentage of households with hygienic toilets in Gert Sibande and local municipalities, 1996 – 2009**



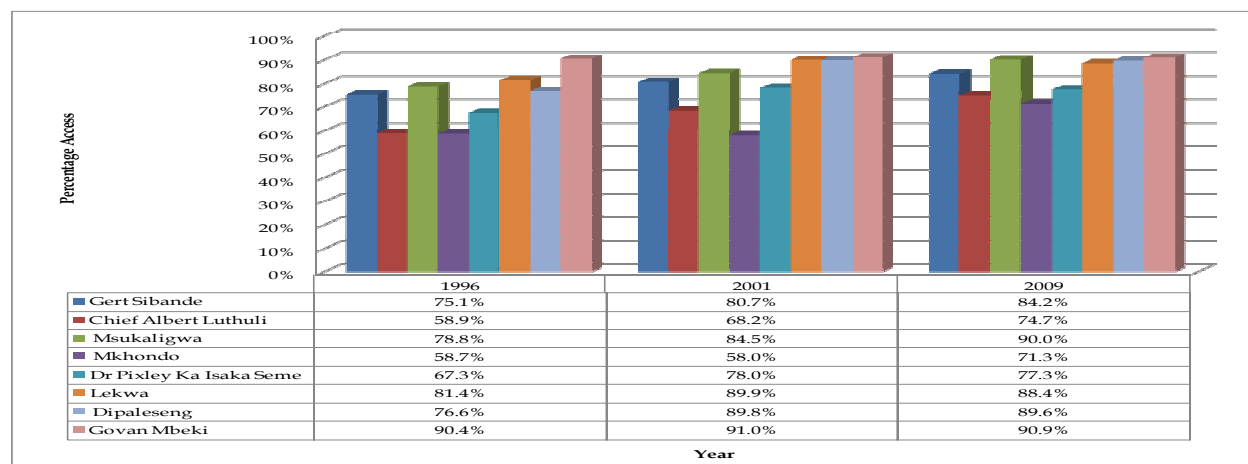
Source: Global Insight – ReX, August 2011

In 2009, Gert Sibande showed a backlog of 68 151 households with hygienic toilets, this constituted 15.0 percent of the overall provincial sanitation backlog of 453 304. Among seven local municipalities in the district, Chief Albert Luthuli recorded the highest backlog of hygienic toilets at 30 067 whereas the lowest backlog was registered in Dipaleseng (2 372) during the period under review.

#### *Households with piped water at/above RDP-level*

It is evident from **Figure 14** that the percentage of households with piped water at/above RDP-level in Gert Sibande improved from 75.1 percent in 1996 to 92 percent in 2009, thus represents an increase of 17 percentage points. It's however higher than the provincial percentage (76.8 percent) but lower than the 2014 national target of 100 percent. In 2009, the lowest percentages of households with piped water at/above RDP-level were recorded in Mkhondo and Albert Luthuli at 74.6 percent and 85 percent respectively whilst Govan Mbeki (95.9 percent) and Msukaligwa (95.5 percent) recorded the highest percentages.

**Figure 14: Percentage of households with piped water at/above RDP-level in Gert Sibande and local municipalities, 1996 – 2009**



Source: Global Insight – ReX, August 2011

A backlog of 22 151 households without piped water at/above RDP – level was recorded in Gert Sibande in 2009. Chief Albert Luthuli registered the highest number of households without piped water at/above RDP - level at 8 000 followed by Mkhondo at 8841 whilst Dipaleseng and Lekwa recorded the lowest backlogs at 1 225 and 961 respectively.

## **11.2 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.

### 11.2.1 Integrated Water Services

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.

### 11.2.2 Water Conservation and Demand Management. (Water Services)

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

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

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

Every WSA 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.

### 11.2.3 Water Backlog

The District through its Water Blue Print will strive to contribute towards attaining the Millennium Development Targets through ensuring access of water to all by 2014 through partnerships with all spheres of government and the private sector (the 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.

From **Table 23**, there is a total of 21 813 households which have inadequate access to water services while there is 9866 households which need infrastructure upgrade, extension and operation and maintenance. About 688 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 260 474 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.

**Table 23: 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 Undertermined)</i>	7705	145	2033	868	6976	2225	1861	21813
<i>Inadequate (Infra Needs Extension, Upgrade, O&amp;M)</i>	4001	521	0	3012	2332	0	0	9866
<i>Inadequate (Need Housing)</i>	0	367	0	0	321	0	0	688
1. None or inadequate (incl. no Service, Access Undetermined, Need Housing)	7705	512	2033	868	7297	2225	1861	22501
2. Communal water supply	6392	1215	9552	3332	2773	3767	5556	32587
3. Controlled volume supply	0	0	0	0	0	0	0	0
4. Uncontrolled volume supply:	33074	10167	75361	30056	24796	37689	16744	227887

yard tap or house connection								
5. Total served (2+3+4)	39466	11382	84913	33388	27569	41456	22300	260474
Service Interruption (Infra Extension, Upgrade, O&M) as % of Total Served	10%	5%	0%	0%	2%	17%	0%	16%
<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))

**Table 24: Residential Consumer Units – Detailed Service Level Summary of 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
Goval 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))

#### 11.2.4 Sanitation

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

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

**Table 25: 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]

**Table 26: 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 (**Tables 25 and 26**). 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%)

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of the households without sanitation. There are 24% of households within the GSDM that have inadequate or no sanitation services.

### **11.2.5 Rudimentary Water Supply (Rural and Farms Area including schools)**

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

### **11.2.6 Water Conservation and Water Demand Management**

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

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.

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

- investigate the potential influence on future water requirements in the WMA and the system that supply the GSDM district in terms of WC/WDM activities based on reliable information derived from real case studies;
- identify and develop strategies to improve the effective and efficient use of existing and available water resources in all water sectors (urban, mine, industrial and agricultural);
- assess the likely costs associated with the possible WC/WDM activities to enable the savings to be compared with alternative augmentation schemes, implementation of alternative technologies, and options exercise when planning/costing future Levels of Services for water and sanitation;



- Assess the current and planned WC/WDM measures within the GSDM and its WMAs in order to provide realistic future demand scenarios to the study team responsible for the reconciliation of demand and supply.

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

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

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

### Water Quality

Municipal Health & Environmental Services is monitoring water quality through service level agreements with the local municipalities to assist them also with their green drop, blue drop water quality management program. The current strategy is to do regular random monthly sampling of identified sampling sites for water intended for human consumption for analysis in terms of SANAS241 and selective surface and ground water sampling for suspected pollution monitoring. Random bottled water is done at retail and local supply level to ensure compliance.

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

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Key Issues amongst which the District and all the Local Municipalities have to deal with pertaining to Water Services include the following:

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

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

- Bulk water and sanitation treatment plants require refurbishment and an amount of R133 million rand (including for escalation) is required to refurbish the infrastructure. This funding is not budgeted for and it is proposed that external source funding be obtained to perform the work.
- That all municipalities engage in asset management strategies to apply preventative maintenance, replace what needs replacing, and extend the useful life of infrastructure without having to replace infrastructure at a high capital cost etc.
- Proper training of the operators of the treatment plants to effectively operate the plants.

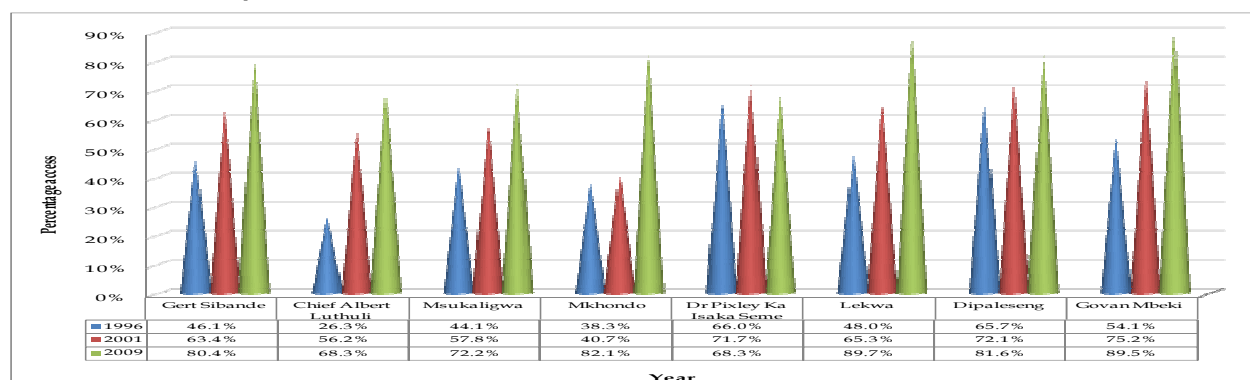
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- Most of the municipalities do not have water conservation and demand management strategies or programmes, and few have systems for performing water balances.
  - Very little work is currently being performed on this vital aspect of water services, with little or no expertise available within the GSDM area to perform the required work.
  - General operations and maintenance of the water and sewerage reticulation
  - Development of maintenance, refurbishment and water quality monitoring plans
  - Municipalities to improve on the frequency and number of water quality samples that are analysed in each municipality and that each respective local municipality within Gert Sibande District Municipality enter into the appropriate agreement with the GSDM for the utilisation of the District Municipality Water Quality laboratory, which will include for the collection of the correct number of samples for analysis
  - That all municipalities make submissions for the next round of the Green and Blue drop assessments and utilise the information already contained in the WSDP's for this submission
  - That projects be prioritised and the correct and appropriate service level / technology be considered, dependant on the affordability of the consumer;
  - Consolidation of Water Services by-laws with the Municipal Health Services by-laws
  - Ring-fencing their water authority functions from their water operations functions
  - Most municipalities are struggling with revenue and debt collection.
  - There is a need for support from the District to the local municipalities for the proper management of water services provider / Intermediaries contracts.
  - Municipalities require District support with the registration of water and sewage treatment plants with the Department of Water and Environmental Affairs.
  - The performance of an infrastructure investment strategy with assistance from the GSDM where resources are available.

### **11.3 Status of GSDM Electrification Programme**

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**Figure 15** demonstrates the percentage of households with electrical connections in Gert Sibande and local municipalities from 1996 to 2009. In 2009, Gert Sibande managed to record 80.4 percent of households with electrical connections from 46.1 percent in 1996. This is however higher than the provincial percentage (80.2 percent) but lower than the 2014 national target of 92 percent.

**Figure 15: Percentage of households with electricity connections in Gert Sibande and local municipalities, 1996 - 2009**



**Source: Global Insight – ReX, August 2011**

Among seven local municipalities in Gert Sibande, Lekwa (89.7 percent) and Govan Mbeki (89.5 percent) managed to record the highest percentages of households with electrical connections whilst both Chief Albert Luthuli and Dr Pixley ka Isaka Seme registered the lowest percentage of 68.3 percent.

In 2009, Gert Sibande recorded 54 531 households without electricity connections. This represents 31.1 percent of the provincial electricity connections backlog. Dipaleseng (2 153) and Lekwa (3 509) recorded the lowest numbers of households without electricity connections in the district whereas Chief Albert Luthuli and Msukaligwa to recorded the highest backlogs at 14 433 and 11 872 respectively.

#### **Key issues pertaining to Electricity:**

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

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## 11.4 Roads and Transportation

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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. National, provincial and municipal roads construction and maintenance is joint effort from three spheres of government, hence the significance of a joint alliance to be established towards addressing matters of common interest. The National Roads like N17, N11 and N2 have undergone reconstruction which improves the mobility of transport as these link the District with the neighbouring provinces and Swaziland.

In supporting its constituent local municipalities the District has invested R23 106 000.00 in purchasing of equipment and vehicles for roads maintenance to address the backlogs on rural roads. There is a total of 28 road construction equipment and 7 fire engines. During 2008/09 Financial Year GSDM procured a fleet of seven water tankers and compaction roller that will be utilised by Local Municipalities as part of their equipment respectively to construct and maintain various rural road networks as response to the roads challenges confronting the District rural areas. There are however still challenges that must be confronted in collaboration with all the relevant stakeholders, so that all our roads are safer and infrastructure is supportive to the economic demands therein. The District has also invested funds in the maintenance of roads within its constituent local municipalities.

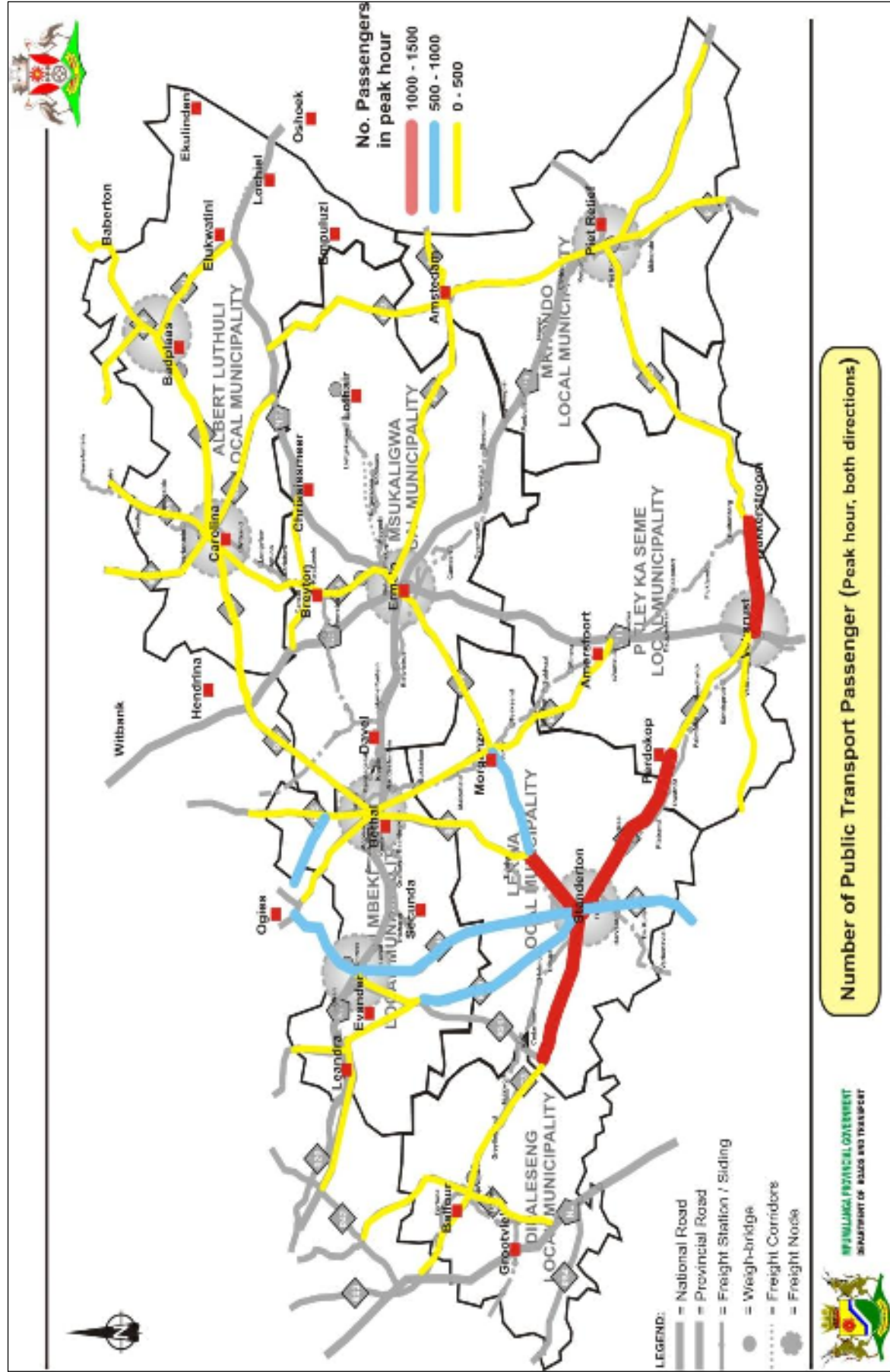
A Comprehensive Integrated Transport Plan covering both freight and passenger transport issues (see **Maps 3 and 4**) was completed in September 2008 for the entire District and its implementation started in the second half of the 2008/09 financial year. The Plan was informed largely by the situation on the ground and will be utilized together with other documents to guide project implementation responding to previously identified problems. The Department of Public Works Roads and Transport has embarked on different road upgrades which are mainly labour intensive projects thus creating job opportunities for the local communities. Some of the programmes like Siyatentela which is routine road maintenance are done through the EPW Programme. The Department has also built foot and river bridges and traffic control facilities which assist with road enforcement especially for the coal haulage traffic. ESKOM, working together with SANRAL and MPWRT, is also running programmes to either construct or repair especially the potholes within the GSDM. It will be necessary to update/review the DITP to take account of current issues in the next budget year.

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

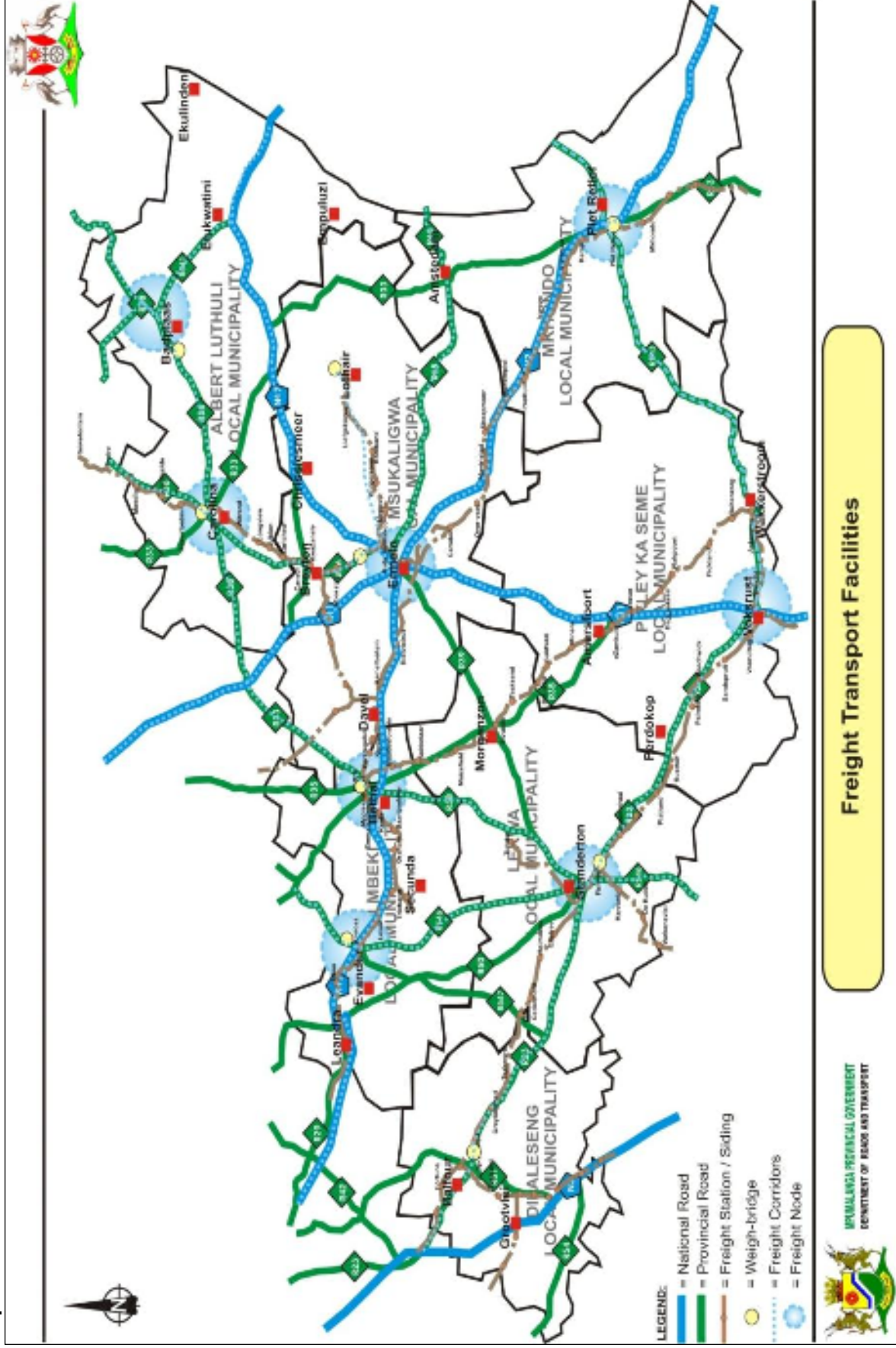
- Addressing the over usage of roads by heavy coal haulage and other freight trucks
- Supporting Municipalities in improving the status of rural road network
- Establishment of the District fleet mechanical and maintenance workshop
- Reducing to acceptable levels the volume of haulage trucks on the roads

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- Improving or reducing the road hazard potential caused by large volumes of overloaded trucks on the roads
  - Improve overload monitoring and enforcement resources in the District
  - Upgrading of roads from gravel to surface
  - Development of a Provincial Infrastructure Master Plan
  - Strengthen Monitoring and evaluation of Road Infrastructure
  - Reviewing the now outdated DITP for use by Local Municipalities as well as in line with the recently promulgated National Land Transportation Act (NLTA 2009)
  - Assist provincial and national government and Prasa in the investigation/planning of a rail link from Lothair to link up with the rail network in Swaziland which provides rail access to Maputo harbour and Richards Bay.

Map 3



Map 4





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## 11.5 Waste Management

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

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

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

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

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

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

## 11.6 Waste Disposal

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

**Table 27: Waste quantities per category, per municipality as of 2005**

Municipality	Domestic	Building Rubble	Garden	Hazardous	Industrial	Total Waste Produced	Total Waste Produced
	Tons per Month	Tons per Month	Tons per Month	Tons per Month	Tons per Month	Tons per Month	Tons per Annum
Albert Luthuli	173	15	25	0*	0	213	2 556
Dipaleseng	33	10	6	0*	1	501	5941
Govan Mbeki	15 611	1 463	2 342	0*	86	19 502	234 024
Lekwa	1 540	535	1 165	0*	0	3 240	38 880
Mkhondo	3 972	63	212	0*	141	4 388	52 656
Msukaligwa	799	330	151	4	0	1 280	15 360
Pixley ka	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 that 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.

**Table 28** 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 IWMP, 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 28: Number of Formal Households with Access to Waste Collection**

Municipality	Level of service	No. h/holds of Business sites &	No. h/holds serviced (formal) of	No. h/holds serviced (informal & Rural) of	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 29: Estimated budget to eradicate waste management backlogs in GSDM**

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

Source: GSDM IWMP, 2007

**Table 29** 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 / Singqobile.

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 30: 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

## 12 SOCIAL DEVELOPMENT AND COMMUNITY SERVICES

### 12.1 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 Local Municipalities only have 1TSC, with only Msukaligwa and Dipaleseng having 4 each.

**Table 31: Community Facilities**

Status	Albert Luthuli	Msukaligwa	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: GSDM Update with Mpumalanga Province: 2011

As per 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.

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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.

## **12.2 Municipal Health Services**

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

The following municipal health services are provided as part of the free basic services to the community:

- (a) water quality monitoring;
- (b) food control;
- (c) waste management;
- (d) health surveillance of premises;
- (e) surveillance and prevention of communicable diseases, excluding immunisations;
- (f) vector control;
- (g) environmental pollution control;
- (h) disposal of the dead; and
- (i) chemical safety,

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

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

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

- Regulatory Services [development & review of By-Laws, District Health Plans]
- Compliance Monitoring and Enforcement
- Awareness and Capacity Building
- Community and Stakeholder Mobilisation
- Inter-sectoral collaboration and partnership
- Surveillance of high risk communities, environmental health risk areas

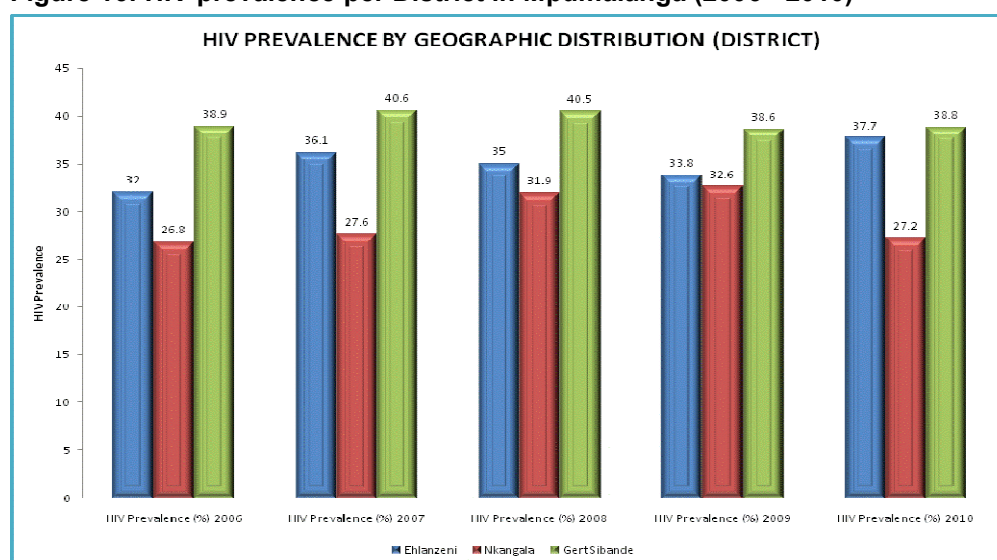
- Increase surveillance to minimise unsafe foodstuff Cosmetics and disinfects sales or distribution

### 12.3 HIV/AIDS, Home Based Care and Orphans

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

Our District Gert Sibande District Municipality has been identified as one of the most affected areas in the Country (see **Figure 16**). Amongst the three (3) District Municipalities of Mpumalanga, we have a higher HIV prevalence rate at 38.8% (2010 DOH Survey) which shows an increase from previous stats of 2009 which was 38.2% This is a serious matter which needs immediate attention and the District, Province (Department of Health and Social Development) and SANAC are doing their best to alleviate this problem and come up with solutions. One of them is engaging on a Massive National HIV Counselling and Testing Campaign which began in April 2010 until June 2011. This Campaign was launched at Gert Sibande District; Lekwa Local Municipality has been identified to be leading in HIV Prevalence amongst the seven (7) Local Municipalities of Gert Sibande District. This was followed by a Provincial launch that took place in Lekwa Local Municipality.

**Figure 16: HIV prevalence per District in Mpumalanga (2006 - 2010)**



Source: National Antenatal Survey 2010 (South Africa)



**HIV Prevalence Rate per Municipality (2006 – 2010)**

Municipality				HIV Prevalence 2010
Albert Luthuli LM				33.3%
Dipaleseng LM				25%
Govan Mbeki LM				32.7%
Lekwa LM				50%
Msukaligwa LM				47%
Mkhondo LM				45%
Pixley KaSeme LM				40%
Gert Sibande District				38.8%

Source: DOH, Mpumalanga

From the above information it is clear that the municipality that recorded the highest HIV prevalence according to Mpumalanga Provincial Department of Health is Lekwa, with 50% of women in ANC tested positive, followed by Msukaligwa at 47%, Mkhondo at 45% and Pixley ka Isaka Seme at 40%. This means that special intervention programs should focus on these areas in order to deal with this scourge, amongst others; HCT Campaigns, Awareness campaigns focussing on the youth, community dialogue, strengthening support groups for people living with HIV & AIDS and focussing on personnel within the District Municipalities.

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

The locality of the District Municipality poses a threat as it is situated where there is a lot of traffic passing through including trucks. Due to poverty and scarcity of jobs, some members of the community around Gert Sibande resort to prostitution. There are also a lot of mines and farms where there is movement of people leaving their homes to go and stay at faraway places and during that time changing of partners takes place.

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

**HOME BASED CARERS**

As a District we have been involved working together with the Department of Health in the training of Home Based carers and distribution of Home Based Care Kits. Home Based Carers are to be recognised and appreciated for the work they are doing for our communities. It is encouraging to note

that some Stakeholders are taking care of their needs such as supplying them with the necessary items to take care of the sick and sometimes provide training.

### **ORPHANS AND VULNERABLE CHILDREN**

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

### **ACHIEVEMENTS**

- Annual Commemoration of the World AIDS Day.
- Provincial Commemoration of World AIDS Day at Govan Mbeki Local Municipality (GSDM) on 1 December 2009.
- Successful Commemoration of National World AIDS Day in Driefontein – Mkhondo Local Municipality in 2010.
- The HIV & AIDS awareness campaign held in December 2011 in Msukaligwa Local Municipality, which was followed by HCT Campaign.
- Successful Launching of Provincial HCT Campaigns in 2010 at Lekwa Local Municipality as per directive from the President of SA for all South Africans to “Know their Status”.
- Massive HCT Campaigns in the District.
- Launch of Medical Male Circumcision at Mkhondo Local Municipality.
- Distribution of Home Based Care kits.
- Annual HCT Campaign to employees within GSDM.
- Good stakeholders’ collaboration.

Statistics reveal that in Mpumalanga Province there has been a decrease in Mother to Child Transmission (MTCT). Provincial HIV Counselling & Testing (HCT) almost reached the target set as more and more people are becoming aware of the importance to be counselled and tested. Centres for ARV’s distribution have also increased and more people access treatment without any hindrances although there are still gaps to be filled. Medical male circumcision is currently doing well as more people have been encouraged to be circumcised to prevent the spread of HIV.

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.

## **12.4 Sports and Recreation Programmes and Projects**

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

The District is also confronted with this challenge hence the need to coordinate, facilitate and support development of Sports, Arts and Culture within the District. Sport and Recreational programmes play a major role in youth development and they contribute towards social harmony and reduction of crime.

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

- The municipality to formulate a sport and recreational policy.
- Local authorities within our district to renovate, upgrade and develop sports and recreational facilities.
- The local authorities to set-aside from their budget an amount of money that will enable the re-birth of sports and recreations within our communities in the form of tournaments and leagues.
- Members of Mayoral Committee responsible for Sports and Recreation to facilitate together with various sporting and recreational codes school-based days for sports and recreation in all the municipalities in the district.
- Local authorities to create office space for Sport, Recreation, Arts and Culture Councils.
- Local authorities to help in the facilitation of all various sporting and cultural codes to design and develop resource mobilisation policies and strategies for self-sustainability of these bodies.
- Local authorities to enter into Service Level Agreement with various sporting, arts and cultural federations on the maintenance and utilisation of facilities.
- District Municipality to be more visible in its coordination role between local authorities and the Department of Culture, Sports and Recreation.

- 
- Sports and Recreational codes to come together and form exclusive codes of good practice in the space of Indigenous Games and formalise this aspect as part their activities.
  - Indigenous Games should for part of the School Sport Curriculum.
  - The proposed District Mayoral Games should also have a special focus on Indigenous Games.
  - The District Municipality to build sufficient institutional capacity from within as the means to offer sufficient support to various sporting, arts and cultural codes in the district.
  - In building such institutional capacity, the district and all local authorities to be highly considerate of individuals who have experience or who are currently involved in the space of sports, arts and cultures as potential candidates for such positions.
  - District Municipality to assist various sporting, arts and cultural codes in the development of sustainable plans/ business plans and help to facilitate on engagement with potential private sector sponsorship and donor agencies in the space of sports, recreations, arts and culture.

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

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

- Upgrading, adequate maintenance and rehabilitation of all facilities
- Developing at least one sports facility in the District into a regional sports complex.
- Facilitate and support upgrading of six other facilities to meet the standards acceptable for the various national sport code
- Facilitate the revival of Sports, Arts and Culture councils
- Coordination and facilitation of opportunities for young talent to be exposed and supported through development
- Involvement and participation of the business sector and other stakeholders in promoting sport and recreational activities is highly encouraged. This would indirectly promote a healthy society and would contribute towards local economic development

## **12.5 Welfare: Disability Coordination and Support**

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There is a serious lack of reliable and relevant information on the nature and prevalence of disability in South Africa. Historically this has been due to a variety of reasons, such as failure to mainstream disability into Government statistical processes, the use of divergent survey methodologies, negative

attitudes towards persons with disabilities, poor infrastructure and violence in underdeveloped areas which impedes data collection and diverse definitions of disability.

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

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

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

**Table 32: Prevalence of disability in GSDM**

	2001	2007
Percentage disabled	4.5	6.1
Sight	12.9	28.3
Hearing	9.4	14.3
Communication	3.7	2.9
Physical	44.4	25.8
Intellectual	5.7	6.6
Emotional	18.8	11.4
Multiple disability	5.1	10.7

The disability ratio in Gert Sibande district was 448 in 2007, indicating that there were 448 people with disabilities per 10,000 persons in the District Council. Table 1 show that there was a slight increase in the percentage of people with disabilities in the district between 2001 and 2007. When looking at the percentage distribution of the disabled population by type of disability, one observes that in 2001 close to half of the people with disabilities in the district had a form of physical limitation, followed by emotional challenges. By 2007, the most prevalent forms of disability were sight and physical limitations. This is an observed pattern of changes in disability in aging populations. This is an important disaggregation to note for knowledge of what types of resources are needed by people with disabilities within the district.

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 are implemented within the communities should prioritise the needs and conditions of people with disabilities and ensuring that employment opportunities are created for them.

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

#### Number of People with Disabilities in each local municipality

Local Municipality	Figures of PWD
Chief Albert Luthuli	2995
Dipaliseng	1287
Lekwa	2494
Msukaligwa	3217
Mkhondo	4377
Pixley Ka Isaka Seme	988
Goven Mbeki	4334

The District Disability Forum is operational. The Forum promotes coordination of services. Organisations of people living with disabilities have a platform to be involved in service delivery and these stakeholders have influence in policy matters. The district municipality has also facilitated and supported the Department of health to meet its backlog of providing the needy people with wheel chairs while the Business sector has donated assistive devices including spectacles, talking watches and hearing aids to those in need of such.

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

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

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

## 12.6 Youth Development

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

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

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

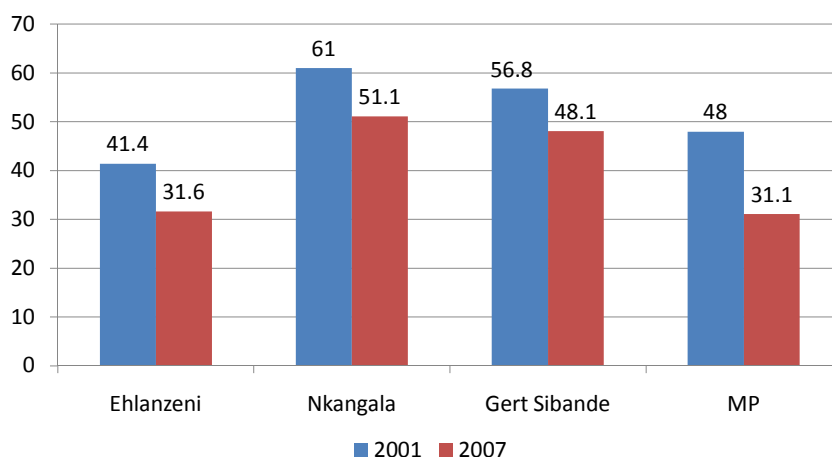
- Young women;
- Youth with disabilities;
- Unemployed Youth;
- School aged and out of school Youth;
- Youth based in rural areas; and
- Youth at risk.

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

From the below data, it is clear that the majority of people in the District constitute youth from the age group 15 to 34. This means that focus in terms of investment should be on youth Development in order to ensure a sustainable future.

<b>DC30: Gert Sibande District Municipality</b>			
	<b>Male</b>	<b>Female</b>	<b>Total</b>
0-4	50405	51062	101468
5-9	52272	52977	105250
10-14	55282	55635	110917
<b>15-19</b>	<b>52236</b>	<b>54041</b>	<b>106277</b>
<b>20-24</b>	<b>38153</b>	<b>41655</b>	<b>79808</b>
<b>25-29</b>	<b>34186</b>	<b>38443</b>	<b>72629</b>
<b>30-34</b>	<b>30144</b>	<b>33376</b>	<b>63520</b>
35-39	29025	31570	60596
40-44	24966	26412	51377
45-49	19623	20751	40374
50-54	14733	15675	30408
55-59	10137	11214	21351
60-64	8010	11062	19072
65-69	5101	7844	12945
70-74	4027	6365	10392
75+	5126	8497	13623
<b>Total</b>	<b>433428</b>	<b>466580</b>	<b>900007</b>
<b>Created on 02 August 2011</b>			
<b>Space-Time Research Web page:</b>	www.str.co	m.au	

## Youth's Unemployment Trends



Mpumalanga recorded a decline in unemployment amongst the youth between 2001 and 2007. However, the highest decline was recorded at Nkangala district, which is higher than the provincial average at almost 10%. **Source: StatsSA, Census 2001 and Community Survey 2007.** Notwithstanding the decline in unemployment in the District, there is still a significant number of youths who are unemployed.

### Achievements

Youth Development is not the responsibility of Young people alone but it needs an integrated approach where all government departments and other stakeholders work together. The District has a large population of youth with a high percentage of unemployment and lack of **requisite** education level or skills to fully leverage the employment market. The District is fully aware of this unacceptable situation and has recognised this challenge and given priority through its bursary and EPWP programmes. It is also envisaged to create and support specific interventions for the youth to actively participate in the Districts economic growth areas and employment opportunities.

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

The District through its bursary and EPWP programs within its infrastructural projects is assisting with job creation, training and development of the youth. Through its procurement and strict usage of local labour the GSDM is contributing to alleviating the challenges faced by the youth. It has also facilitated and started capacity building of youth councils in the local municipalities including the establishment of youth desks to look into the issues and concerns of the youth at local level.



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

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

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

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

The Summit focused on the following areas:

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

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

- **Education and Skills Development**
  - Early Childhood Development
  - Adult Basic Education and Training
  - Basic Education and Training
  - Further Education and Training
  - Higher Education and Training
  - Learners with Special Needs
  - Culture of Learning and Teaching
  - School Safety
  - Civic Education
  - Skills Development

- 
- **Economic Development and Job Creation**
    - Regional Economic Drivers
    - Industrialisation
    - Tourism
    - Farming, Agriculture and Processing
    - Mining and Mineral Resources
    - Information Communications Technologies
    - Construction
    - Other Issues of Interest from the Commission
  
  - **Rural and Agricultural Development**
    - Access to State Land (farms)
    - No Funds for maintenance of farm given to Youth farmer
    - Tender on Land reform and agriculture.
    - No youth is represented on senior management position on Rural, Agriculture and Land Reform from Gert Sibande District Municipality.
    - Access to market is not possible, a special to youth who are currently farmers.
    - How does the Agri-BBEE assist the Youth who are doing farming?
    - No youth structure represented on Land reform office –in the approving committee of farm.
    - A serious need for enterprises and skills development
    - Regulation of Ownership
    - Monitoring and Mentorship
    - The Support to Land Rehabilitation Programmes
    - Assistance from the public and private sector
  
  - **Health**
    - Health Education
    - Primary Health Care
    - Communicable Diseases
    - Reproductive Health
    - Home-based Care
    - Hospital Revitalisation
    - Emergency Services
    - HIV and AIDS
    - Alcohol and Substance Abuse
  
  - **Culture, Sports and Recreation Summit Resolutions (see programme on Sports and Recreation noted earlier in this report)**
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## Recommendations

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

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

Key Issues pertaining to Youth Development includes the following:

- Development of a Youth Development Strategy linked to current policies
- Enhance Youth Participation in Local Government matters e.g. involvement of youth in Monitoring municipality compliance on policy matters
- 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.

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## 12.7 Gender

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There are many compelling reasons as to why Local Government must look at its gender policies and practices. Consider some of the ways in which women's concerns, work and issues are interwoven into Local Governance issues on a virtually daily basis. The table below indicates that there are more females than males in the Economically Active Population within Gert Sibande DM. The concentration is visible especially in the 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 decrease as we begin to see more unemployed females than males from the age 40 to 59.

**Table 33: Gender Disparities and unemployment rates**

<b>Gert Sibande DM</b>	<b>Unemployment 2009 official definition (%)</b>	
<b>Labour</b>	<b>Unemployment rate,</b>	<b>Number of Unemployed people</b>
Male	18.1%	34,216
Female	28.4%	40,160
Total	22.5%	74,376

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

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

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

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

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

Key Issues pertaining to Gender include among others the following:

- Ensure involvement of all sectors and response of their programmes to gender mainstreaming;
- Pay more attention to issues affecting women;
- Harness the access of economic opportunities to women in the District;
- Mainstreaming of Women in the development initiatives of municipalities;
- Prioritise a number of women empowerment issues and find ways of mainstreaming them in all the decision making, planning and budgeting process of the District;
- Ensure that men are also involved in gender mainstreaming issues;
- Develop a Gender Mainstreaming Policy and plan.

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## **12.8 Rights of Children**

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

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

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

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## **12.9 Thusong Services Centres (TSCs)**

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

- 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.

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An amount of R11,355 million was made available for the 2007/08 financial year for the appointment of the Centre Managers and IT Specialists to the already renovated TSCs buildings that were to be commissioned in the first quarter of 2007/08. Sixteen (16) positions were advertised and Service Level Agreements were to be finalized with the relevant sector departments by July 2007.

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

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

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

- Mpuluzi                      Albert Luthuli Municipality
- Tholulwazi                 Govan Mbeki Municipality

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

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

## **12.10 Safety and Security**

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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.

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

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

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

Key Issues pertaining to Safety and Security include the following:

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

## **12.11 Disaster Management**

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

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

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

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

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

### **Capacity Building**

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

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

### **Infrastructure and Rescue vehicles for capacity building and preparedness**

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

### **Risk assessment and planning**

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



The following activities will be undertaken;

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

### Reduction and awareness

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

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

### Disaster Response

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

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

### Information, Communication and Knowledge Management

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

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

Institution	Fire & Rescue Staff	Disaster Management Staff	Number of Fire & DM Vehicles	Status of Vehicles	Disaster Management Plan Framework &
Chief Albert Luthuli	07	-	06 vehicles	All operational	Draft Policy
Dipaleseng	00	-	03 vehicles	All operational	None
Govan Mbeki	33	02	22 vehicles	14 operational	None
Lekwa	25	-	12 vehicles	All operational	None

Mkhondo	08	-	08 vehicles	All operational	None
Msukaligwa	22	02	07 vehicles	All Operational	Adopted DRM Plan Jan 2008
Dr. Pixley Ka Isaka Seme	05	00	2 vehicles	All operational	Adopted DRM Policy
Gert Sibande District Municipality	-	04	04 vehicles	All 4 Operational	Adopted Framework and Supporting Policy for Execution

Source: Local Municipalities Data 2010

The following are some of the challenges and hazards which are prevalent within the district:

- No budget allocation in LMs for disaster management activities.
- No disaster officer in LMs to address the disaster management daily activities.
- Ineffective disaster management forums and task teams to facilitate risk reduction projects.
- Priority is not given by LM's to the refurbishment of fire stations with their equipments and shortage of personnel.
- Appointment of fire personnel in all the local municipalities
- Air pollution
- Flooding (storm water and natural)
- Veldt fires
- Road accidents
- Dam failures
- Hazmat spills

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

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

- Capacity building programme
- Establishment of veldt fire management structures in Dr. Pixley Ka Isaka Seme Local Municipality in partnership with Working On Fire, Dr. Pixley Ka Isaka Seme and GSDM **(PPP)**
- Continuous capacity Assessment and planning
- Implementation of Risk Reduction and Awareness Programmes
- Sufficient provision of relief material and support to LM during Incidents
- Provision of fire fighting tools for Lekwa Local Municipality

- 
- Development of MOU's with Dipaleseng and Mkhondo LM
  - Development of MOU with Dr. Pixley Ka Isaka Seme for the allocation of a Fire Station/Satellite Disaster Management Centre to support veldt fire management programmes and general fire and rescue services operations.
  - Establishment of central communication centre in LM's with satellite centres to facilitate central communication, coordination and incident management.

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

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

## **12.12 Gert Sibande District Library Services**

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

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

In order to encourage the utilisation of the District Library, the National Library week will be celebrated annually. Library week has been celebrated in South Africa since 1988. This would highlight the important role that libraries play in a democratic society by making services accessible to the previously disadvantaged communities. Libraries contribute to developing the nation by providing access to information and increasing computer skills. It would also contribute towards access to history, new ideas and innovations.

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

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

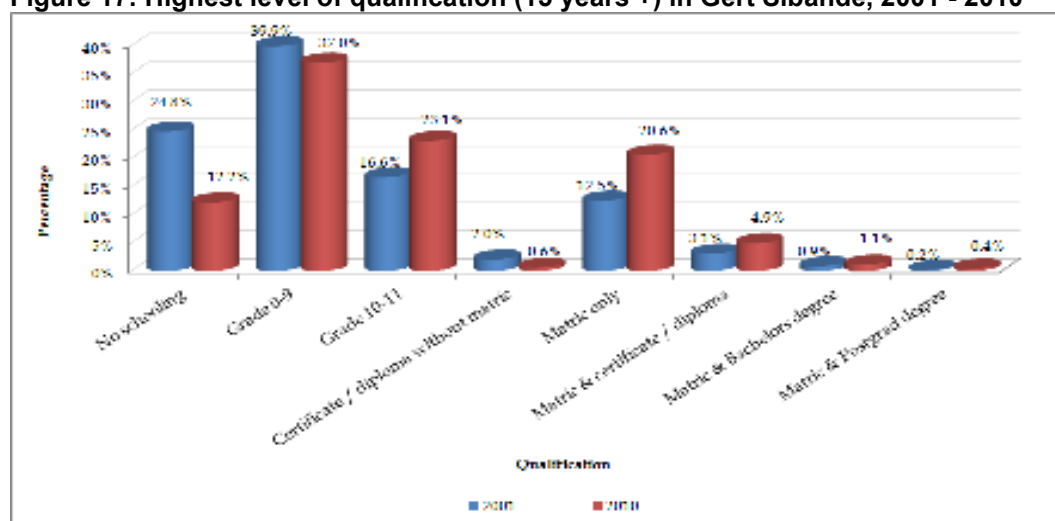
## **12.13 Education**

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### **12.13.1 Literacy and Education Levels**

Functional literacy is defined as the proportion of persons aged 20 and above that have completed Grade 7 and enables 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 presented 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 earn more than those with poorer literacy skills, even when taking account of other factors which affect work performance.

Outcome 1 concentrates on the improved quality of basic education and with detailed outcomes for the institutions to address the challenges of the district in terms of education. The percentage of people (15 years +) with no schooling in Gert Sibande DM decreased from 24.8 per cent in 1996 to 12.2 per cent in 2010 whilst the percentage of people with matric and post matric qualifications increased from 16.6 per cent to 27.1 per cent during the period under review (**Figure 17**). It is also evident that the number of people with no schooling and without matric is decreasing as more people are now opting to finish their matric and continue to obtain certificates, diplomas or degrees.

**Figure 17: Highest level of qualification (15 years +) in Gert Sibande, 2001 - 2010**

Source: Global Insight – ReX, August 2011

**Table 35** displays the highest level of qualification in Gert Sibande and its local municipalities. In 2010, Govan Mbeki which is a more urban municipality in the District at 7.6% recorded the lowest percentage of residents with no schooling whilst Dr Pixley ka Isaka Seme has recorded the highest percentage (17.6%). Govan Mbeki (34.2 %) together with Msukaligwa (26.1%) recorded the highest percentages of people with matric only and post matric qualifications indicating the positive results of efforts related to basic education.

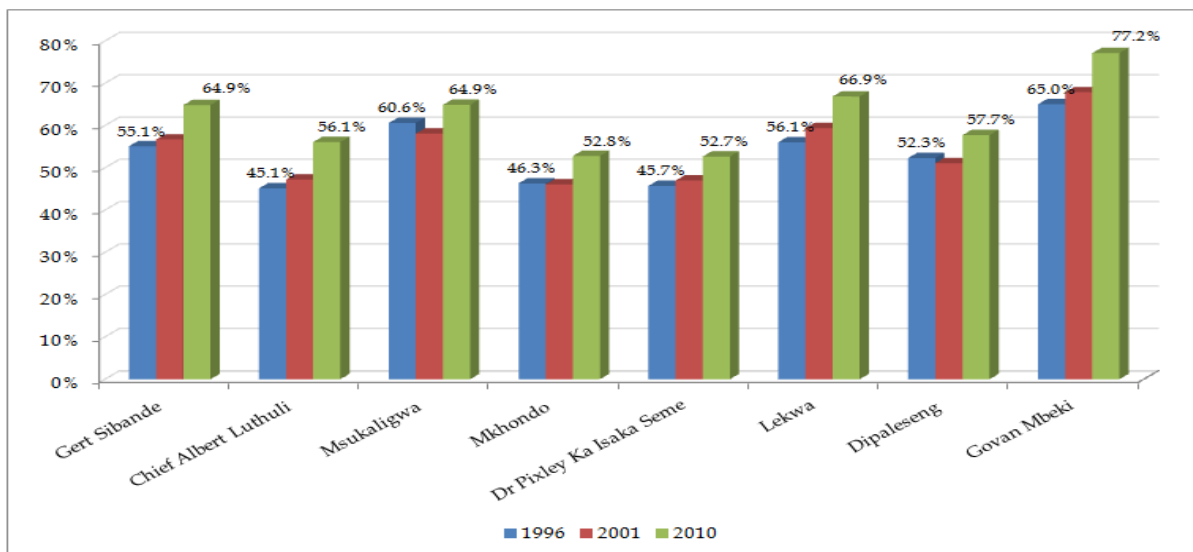
**Table 35: Highest level (15 years+) qualification in Gert Sibande's local municipalities, 2010**

Indicator	Albert Luthuli	Msuka-ligwa	Mkho-ndo	Pixley ka Seme	Lekwa	Dipale-seng	Govan Mbeki
No schooling	16.0%	12.8%	16.1%	17.6%	9.1%	13.7%	7.6%
Grade 0 – 9	34.9%	36.3%	40.0%	40.4%	42.3%	41.5%	33.5%
Grade 10 – 11	24.4%	23.9%	21.8%	19.8%	21.9%	22.6%	24.0%
No matric & certif/diploma	0.5%	0.6%	0.5%	0.6%	0.6%	0.7%	0.7%
Matric only	18.4%	20.2%	17.2%	15.9%	19.8%	17.0%	25.5%
Matric & certif/diploma	4.6%	4.8%	3.3%	4.1%	4.8%	3.5%	6.4%
Matric & Bachelor degree	0.9%	1.0%	0.8%	1.1%	1.1%	0.7%	1.6%
Matric & Postgraduate degree	0.2%	0.3%	0.3%	0.4%	0.4%	0.3%	0.7%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Source: Global Insight – ReX, August 2011

The Department of Education through its provision of educational infrastructure like classrooms has programmes that eradicate mud and unsafe structures, repairs to storm damaged schools and general renovations. Each year there are new projects like special schools and technical schools and provision of mobile classrooms.

**Figure 18: Functional literacy rates (15 years +) in Gert Sibande and local municipalities, 1996 and 2010**

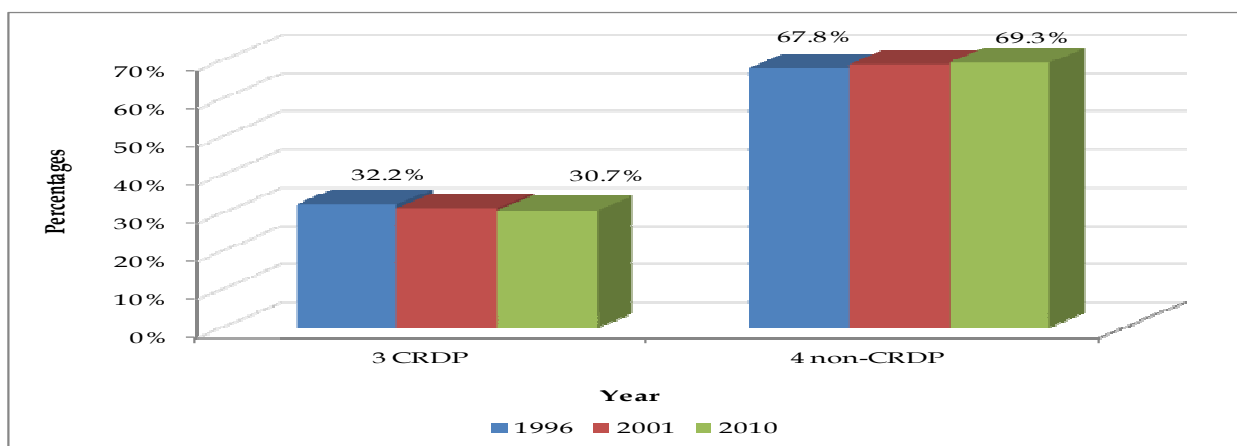


Source: Global Insight – ReX, August 2011.0

Gert Sibande’s functional literacy rate (age 15+ and completed grade 7 and higher) increased from 55.1 percent in 1996 to 64.9 percent in 2010, thus represents a change of 9.7 percentage points (**Figure 18**). Govan Mbeki’s functional literacy in 2010 was the highest in the district at 77.2 percent followed by Lekwa (66.9 percent) whereas Dr Pixley ka Isaka Seme (52.7 percent) and Mkhondo (52.8 percent) recorded the lowest percentages of functional literacy in 2010.

The functional literacy rate of the 4 non-CRDP municipal area grouping improved gradually from 67.8 percent in 1996 to 69.3 percent in 2010, a 0.2 growth rate over the 14-year period (Table 11). The functional literacy rate in the 3 CRDP grouping deteriorated by 1.5 percentage points between 1996 (32.2 percent) and 2010 (30.7 percent). The distinction between the two groupings is evident in **Figure 19**.

**Figure 19: Functional literacy rates in Gert Sibande’s CRDP & non-CRDP municipal areas, 1996-2010**



Source: Global Insight – ReX, August 2011.0

According to the 2010 matric results in Mpumalanga as depicted in **Table 36**, Gert Sibande recorded a matric pass rate of 59.3 percent, which is better than the provincial average of 56.3 percent achieved in the same year. Gert Sibande recorded better pass rates than both Nkangala (59.0 percent) and Ehlanzeni (54.7 percent). The district has shown an improvement in its results with increase of 5.0 percentage points increase from 2008 where it recorded a 54.3 pass rate.

**Table 36: Comparative grade 12 results for districts in Mpumalanga, 2008-2010**

District	2008 % Pass rate	2009 % Pass rate	2010 % Pass rate
Ehlanzeni	45.9	43.4	54.7
Gert Sibande	54.3	52.2	59.3
Nkangala	59.2	53.6	59.0

Source: Provincial Department of Education, 2011

### 12.13.2 Education Facilities

**Table 37** 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 37: Education facilities breakdown**

Status	Albert Luthuli	Msukaligwa	Mkhondo	Pixley Ka Seme	Lekwa	Dipaleseng	Govan Mbeki
Independent Schools	5	3	1	1	3	1	5
Public Primary Schools	105	69	79	43	38	21	62
Public Secondary Schools	54	22	29	10	29	6	21
FET Collages	1	2	0	0	1	0	1
Tertiary Institutions	0	0	0	0	0	0	1

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 ratios, rather than bringing more facilities which might be under-utilised or turned into white elephants

It is also clear that there is no institution of higher learning or university, within the GSDM area. There are plans to establish a Mpumalanga University which will have one campus in each district in the Province. As the GSDM has a comparative advantage in agriculture and that agriculture is the highest employing sector in the District, it is prudent then that the Gert Sibande campus must offer specialised

training on Agriculture and Forestry to cater for the already thriving industries in the region. This will make a major contribution towards skills development in the region while ensuring that the youth becomes a skilled and capable workforce which is the national priority.

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

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

#### **12.14 Cemeteries and Graveyards**

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

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

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

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

### **13 HUMAN SETTLEMENT**

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Organised human settlements remain the function of the Department of Human Settlements; to this extent the District plays a supporting role in terms of ensuring all the necessary development requirements in collaboration with its constituent local municipalities. The District Municipality provides, upgrades and maintains bulk infrastructure services to cater for both new and existing settlements.

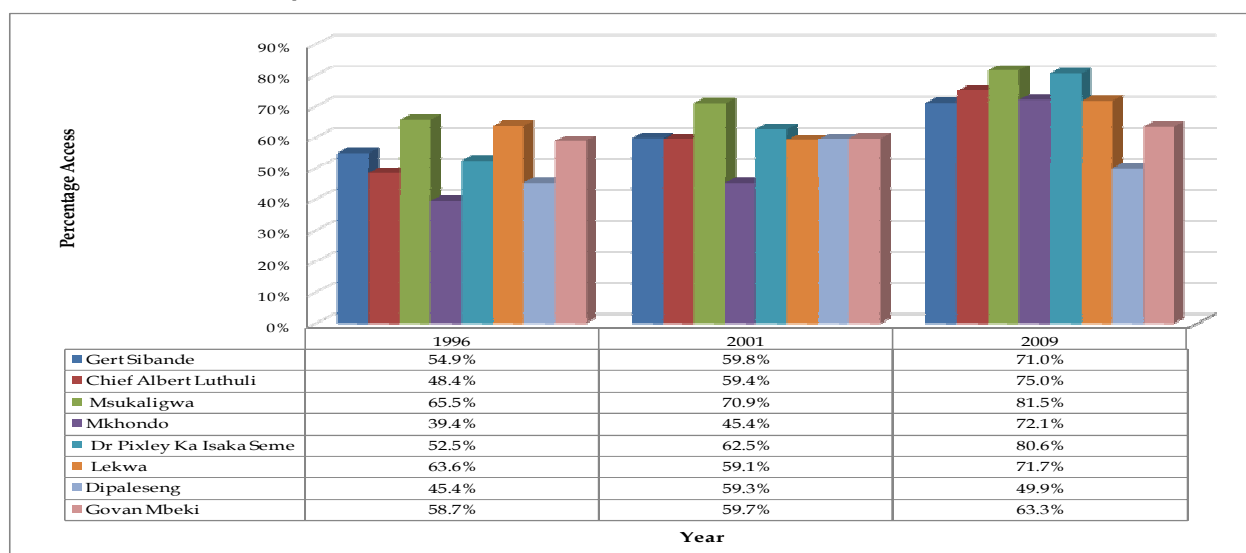


Assistance is also provided in terms of assessing development applications as well as the proclamation of unproclaimed Townships to ensure compliance with approved framework plans. The District intends to embark on a project to compile a database of all unproclaimed areas in the District and determine the cause of the delays with the intention to assist unblocking the bottlenecks in the system.

#### *Households with Formal Dwellings*

It is evident that from **Figure 20** that the percentage of households with access to formal dwellings in Gert Sibande increased from 54.9 percent in 1996 to 71.0 percent in 2009. In 2009, the highest percentages of households with access to formal dwellings was recorded in Msukaligwa (81.5 percent) and Dr Pixley ka Isaka Seme (80.6 percent) whilst the lowest percentages of households with access to formal dwelling were recorded in Dipaleseng (49.9 percent) and Govan Mbeki (63.3 percent).

**Figure 20: Percentage of households with access to formal dwelling in Gert Sibande and its local municipalities, 1996 - 2009**



Source: Global Insight – ReX, August 2011

A backlog of 80 411 households without formal dwellings was registered in Gert Sibande in 2009, thus representing a share of 40.4 per cent of overall provincial backlog of formal housing (198 999). Dr Pixley ka Isaka Seme (4 586) had the lowest number of households without formal dwellings whilst Govan Mbeki recorded the highest backlog of 31 672 households without formal dwellings during the period under review.

The housing backlog in GSDM as depicted in **Table 38** below is estimated at about 89 529 units. The biggest backlogs were recorded in the Albert Luthuli and Govan Mbeki Local Municipalities respectively, which is mainly due to the influx of people seeking employment opportunities.

**Table 38: 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
<b>GDSM Total</b>	<b>30082</b>	<b>4042</b>	<b>9444</b>	<b>25134</b>	<b>1960</b>	<b>119</b>	<b>12248</b>	<b>6500</b>	<b>247517</b>	<b>89529</b>

Source: Mpumalanga Department of Human Settlements 2010

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

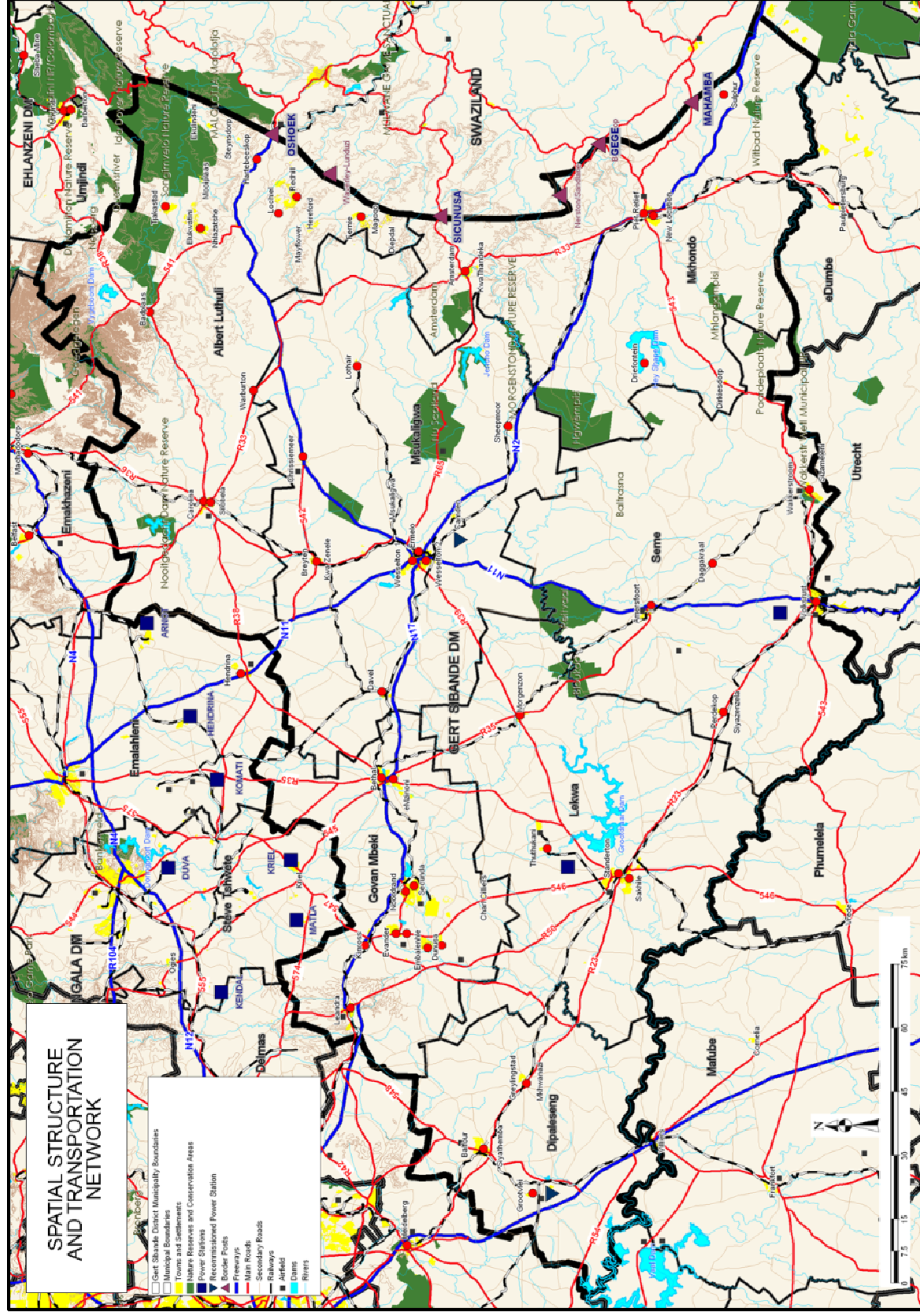
This strategy should address the key issues relating to housing in the GSDM which include, amongst others, the following:

- Need to speedily address challenges relating to allocation of units per Municipality.
- Need to increase the pace with which houses are provided.
- Supporting Municipalities with identifying and purchasing of land for residential purposes.
- Support/inform compilation of local Human Settlement Strategies for each local municipality.
- Need to proactively prevent emergence and spread of informal settlement whilst formalising the existing backlog and identifying stalled Township proclamations and unblocking the bottlenecks.

## 14 DISTRICT LAND USE AND SPATIAL DEVELOPMENT

**Map 5** below reflects 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.

Map 5



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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. All but 1 LM (CALM) have reviewed their SDFs and all reasonable efforts have been made to align them with the GSDM's modern SDF principles. Other issues of misalignment will be addressed in the envisaged GSDM SDF review/update which will, amongst others, incorporate new government policies like the National Growth Plan, the Comprehensive Rural Development Programme (CRDP) and the new Mpumalanga Growth Path.

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

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

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

## **15 ENVIRONMENTAL MANAGEMENT AND PROTECTION**

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The following are key environmental management services provided in partnership with other sector departments:

- (i) Air Quality Management
- (ii) Waste Management
- (iii) Water Quality
- (iv) Environmental Pollution Control
- (v) Environmental Impact Assessment
- (vi) Compliance Monitoring and Enforcement

The District aims through its environmental management services, to promote and conserve the environment while maintaining and supporting responsible economic and social development needs.

The following will be objectives:

- To promote Bio-diversity
- Water conservation, prevention of water pollution, rehabilitation of water sources
- Rehabilitation and revival of local streams, wetlands and rivers (water networks)
- Conservation and Rehabilitation of the sensitive ecosystems
- Awareness and promotion of sustainable environmental use and practices
- Development of sustainable community gardens(food medicinal) including community parks

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#### Air Quality Management:

The district has a challenge of poor air quality due to economic activities emerging within the district especially due to power generation, petro-chemical and mining activities. The district will, through the organised structures and forums in the GSDM ensure management of air quality by focusing on the following aspects:

- Regulatory Services [development & review of By-Laws, Air Quality Management Plans and Atmospheric Emission Licensing Services]
- Compliance Monitoring and Enforcement
- Awareness and Capacity Building
- Community and Stakeholder Mobilisation
- Inter-sectoral collaboration and partnership
- Surveillance of Pollution Sources and Research

## **16 CONCLUSIVE SUMMARY: SWOT ANALYSIS AND KEY ISSUES**

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The GSDM and its constituent local municipalities face a number of backlog and developmental challenges that could prevent it from achieving the Millennium Development Goals. 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.

### **16.1 Swot Analysis**

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

### STRENGTHS

- Management of finances is good ensuring healthy liquidity while grants are still available
- Qualified and experienced management and some employees in certain critical positions
- Modern state of the art office venue reducing challenges of office space and ushers in sense of pride
- Organizational stability both political and administrative
- Almost 80% of district funds spent on addressing gaps in basic services
- Attainment of unqualified audit for many consecutive years
- Good record of investment in basic services
- Innovation and proactive stance reflected in the establishment of the water quality laboratory to respond to serious environmental factors affecting water quality
- Good systems for air quality management and municipal health
- The location of the district offices in Ermelo are central and provide strategic advantage for access and other opportunities
- Economic opportunities and accessibility to the district provided by the upgrade of the road network on N17, N2, N11 and R23
- Retention of institutional memory due to retention of senior managers
- Innovation through coordination of activities and awareness
- Presence of a good communication system
- District has functional IGR structures
- The district has nurtured good relations with traditional leaders

### WEAKNESSES

- Reversing the spatial legacy of apartheid an ongoing challenge
- Efforts to fast track provision of basic services are affected by inadequate financial, human and technological resources
- Capacity of local municipalities to plan effectively remains a challenge
- No alignment of national and provincial departments infrastructure investment initiatives with district needs
- Clarity on powers and functions between local municipalities and the district brings uncertainty and affects services delivery
- Surrounded by local municipalities who are in chronic institutional state and requires consistent support from the district
- District supporting and coordination roles for local municipalities not clarified and not properly structured and affected by inadequate human resources
- Lack of clear economic development growth path to address unemployment and revenue enhancement
- No clear inter-departmental coordination which has led to a silo mentality
- District and local municipalities have not defined service levels with regard to the municipal health function
- No retention strategy to curb loss of skilled employees and reduce employee turnover
- Critical positions are left vacant for a long time without being filled
- The relationship between management and organised labour is low

- Bursary allocations is made to students who are not studying towards core functions of the district leading to them not being of assistance in filling critical positions after their studies. No return on investment made by the municipality on funding students
- Employee training is not targeted and no mechanisms to assess its impact on employee development and return on investment to the municipality
- There is no database of all district programmes to enable proper management and coordination of these programmes
- No clarity on where the responsibility to manage and maintain the new district office building will lie after completion
- Mainstreaming of transversal programmes need is not structured
- Core values of the organisation are not internalised and employees are not committed to the values and to the municipality
- Inability of the municipality to attract and retain competent and critical skilled people
- Inadequate human capital in all departments and political office bearers offices to render services and provide support to local municipalities
- Lack of own source of revenue and dependence on grants
- Lack of integrated system for efficient functionality, e.g.
  - ✓ For salaries using VIP system
  - ✓ For archiving using MuniAdmin
  - ✓ Financial management – Munsoft
  - ✓ Internal communication – PABX
  - ✓ GIS
  - ✓ None of these systems are linked to each other, nor to project management, performance management, asset management and overall information management
- District has not established a fully fledged legal unit to provide legal support for the district and local municipalities, leading to high expenditure on outsourced legal practitioners
- Lack of or outdated policies in relevant departments
- Non existence of PMS, HR Strategy and procedure manual has affected proper running and management of the institution, cannot assess level of commitment of employees to the organization and performance of employees and organization
- Financial sustainability and viability is not guaranteed as district is dependent on grants, has no own source of revenue
- Financial allocations criteria to LM's is by population and not linked to monitoring system on improvements in terms of filling service delivery gaps
- Absence of a district disaster centre to carry out an efficient JOC is a limiting the districts efforts to excel in this function
- Lack of support provided to the municipal health and environmental services – despite the district sitting in an environmentally hazardous situation
- No sense of urgency on executing tasks by employees

#### OPPORTUNITIES

- Political support for growth and sustainability
- District has immense economic growth potential which it needs to harness by a structured economic growth strategy



- Availability of latest technology to advance management of the district
- Infrastructural investment creating a conducive environment to attract investors
- Technological advancement can be used to the advantage of the district performance improvement
- Sound and committed leadership and management, which can turn around district and LM's
- Potential revenue generation thru the laboratory, enforcement on municipal health operations, etc.
- The district has built good relations with the province where in certain instances it has been able to fund some of the district's programmes
- Untapped tourism potential in both industrial and heritage tourism
- Potential for water services provision
- Potential for revenue enhancement strategies
- Central locality of the district offices for social cohesion and economic development
- Good potential for agronomics such as the fresh produce market, downstream agro-processing, greenhouse flower products, etc.
- Existing economic development opportunities in the mining industry including tapping in the social and labour plans, forging strategic partnerships for integrated planning for the district development
- Utilising public private partnerships for other strategic projects
- Coal rail linkage between Ermelo and Amajuba can have positive economic spinoffs
- Establish truck inns in strategic points with storage facilities and consider tolling of trucks to pay for damage caused on road surfaces
- Tap on opportunities in timber beneficiation and value chain
- Existence of a vibrant youth within the district
- Institutions of higher learning which are within the district are under-utilised
- Benchmarking with other metros and districts to learn on best practices

### THREATS

- Turnaround interventions at local municipality level are not aligned to the district's support mechanisms to local municipalities. The district needs assistance from province to provide support to local municipalities
- The need to attract and retain investment is not balanced with impact of investor operations on the environment – no mechanisms and regulatory policies empowering the district to enforce compliance
- Outbreak of communicable diseases and disasters at a time when there is inadequate capacity to handle it
- Financial sustainability
- High staff turnover and poaching of competent employees by other institutions leading to loss of institutional memory
- Abuse of disjointed systems, hacking, fraud and loss of information
- Lawsuits for non compliance and not fulfilling allocated functions, e.g. municipal health environmental services
- HIV/AIDS infection on employees and community when there inadequate preparedness by the district
- Lack of proper management of water treatment plants which could lead to disastrous situations for consumers
- Lack of and inadequate planning for infrastructure and economic development of the district

- The district spatial development framework is driven by the private sector and not by district development needs: hence the mushrooming of informal settlements
- High rate of unemployed youth

The gap between the ideal future state of local government envisaged by the Constitution in mandating municipalities to adopt developmental characteristics, full performance of legislated functions allocated to the Gert Sibande District Municipality and the current scenario painted in the SWOT analysis which includes lack of financial and human resources in both the district and the local municipalities, inability of local municipalities to fulfil crucial functions and provide sustainable services, lack of planning for infrastructure and economic development makes the case for the current leadership of the district to engage in a path which will lead the district towards a developmentally sustainable municipality.

The Corporate Strategy contained in this document presents a shift towards a new vision, mission and strategic objectives and charts the way towards better strategies to address service delivery backlog, creating space for an interactive and innovative district which elevates partnerships with different stakeholders in its drive for a better life for all.

## 16.2 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>• Ineffectiveness 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> </ul>
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> </ul>

	<ul style="list-style-type: none"> <li>• Maintaining a clean Audit across the District.</li> <li>• Ensuring sound Financial Management practices</li> </ul>
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>
	<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> </ul>

	<ul style="list-style-type: none"> <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>
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>• Ned 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>
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>

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

### **17 OUR VISION, MISSION AND CORPORATE VALUES**

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#### **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

## **18 STRATEGIC DEVELOPMENTAL OBJECTIVES, STRATEGIES AND KEY PERFORMANCE INDICATORS (KPI'S)**

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Taking cognisance of the developmental challenges that the District is faced with, coupled with the availability of funding allocated to support these initiatives and ultimately realise the aforementioned Vision and Mission, the District has set for itself the following Developmental Objectives and Strategies to be pursued in the short- to medium term. The Developmental Objectives and Strategies are presented by Key Performance Area as listed below, and in the format of Strategic Scorecards as reflected on the following pages.

- KPA 1: Municipal Transformation and Organizational Development
- KPA 2: Basic Service Delivery and Infrastructure Development

- KPA3: Local Economical Development
- KPA 4: Municipal Financial Viability and Management
- KPA 5: Intergovernmental Relations, Good Governance and Public Participation
- KPA 6: Spatial Rationale and Municipal Planning Alignment



**KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL TRANSFORMATION**

Strategic Objective	Priority Issue	Objectives	Strategies	Owner	KPI	KPI Reference	Outer year Targets		
							Baseline 2010/11	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	1.1	N/A - New KPI	80%	80%	80%
		To create a healthy working Environment within GSDM	Review and Implementation of the EEP				80%	80%	90%
Improve and sustain Financial, Human Resources and Management Excellence	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	CS	1.2	82.35%	80%	80%	100%
Improve and sustain Financial, Human Resources and Management Excellence	Skills Development and Capacity Building	To ensure the District invest in the skills of its employees to fulfill its roles, in line with its WSP	Annual review and optimal implementation of the Workplace Skills Development Plan				1.3	N/A - New KPI	80%
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	1.4	1.25%	1.00%	1.00%	1.00%
					1.5	99.5% <sup>1</sup>	2.0%	2.0%	2.0%

<sup>1</sup> 99.5% represents a score of 3.98 as per the 2010/11 Annual Report, based on the scoring guidelines in the LG Regulation R805, 2006 Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers

**GSDM IDP 2012/13 -2016/17**

**KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

Strategic Objective	Priority Issue	Objectives	Strategies	Owner	KPI	KPI Reference	Outer year Targets			
							Baseline 2010/11	2012/13	2013/14	2014/15
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	N/A - New KPI	80%	80%	80%
	Access to Water and Sanitation	To ensure provision of adequate portable water by 2014	Integrated Water Planning				% completion of District Integrated Water Master Plan (IWMP)	2.2	TBA	dependent on funding
	Integrated Transport Planning	To integrate Public Transport within the District by 2012	Review and Optimal implementation of the Integrated Transport Plan (ITP)	PED	Review and update 2008 adopted Integrated Transport Plan and submit to Council for approval	2.3	N/A - New KPI	1	N/A	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	CSS	Review and update of the 2006 adopted Integrated Waste Management Plan	2.4	N/A - New KPI	1	N/A	N/A

Strategic Objective	Priority Issue	Objectives	Strategies	Owner	KPI	KPI Reference	Outer year Targets			
							Baseline 2010/11	2012/13	2013/14	2014/15
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 municipalities. Ensure Preparedness for possible disasters according to disaster management plan	CSS	# of Disaster Management MOU's developed and approved with each Local municipality	2.5	N/A - New KPI	2	3	4
	Municipal Health Services	To provide a equitable and sustainable municipal health services within the District	Establishment and operations of the Water Quality Testing Laboratory	ITS	% utilization of Laboratory facilities	2.6	N/A - New KPI	40%	45%	50%
Advance Community Well-being	Municipal Health Services	To provide a equitable and sustainable municipal health services within the District	Establishment and operations of the Water Quality Testing Laboratory	ITS	Obtain Laboratory accreditation	2.7	N/A - New KPI	Obtain accreditation from SANAS	N/A	N/A
		Optimal performance of the function in-line with the legislative precripts		CSS	# of planned MHS Sectoral forum held	2.8	4	4	4	4

Strategic Objective	Priority Issue	Objectives	Strategies	Owner	KPI	KPI Reference	Outer year Targets			
							2010/11	2012/13	2013/14	2014/15
	Community Health & Social Development	To improve the health profile of the community within GSDM	Develop and implement District Health Plan, inclusive of strategies to reduce HIV/AIDS, TB and other communicable diseases within the District		# of LM's with developed and implemented HIV/AIDS Business Strategic Plans	2.9	N/A - New KPI	4	7	N/A
Advance Community Well-being	Community Health & Social Development	To improve the social development profile of the community within GSDM	Develop and implement programmes aimed at equality and improving the social development of Children and the Youth	CSS	Develop policy documents with respect to Youth, Children and Gender	2.10	N/A - New KPI	3	N/A	N/A

**KPA3: LOCAL ECONOMIC DEVELOPMENT**

Strategic Objective	Priority Issue	Objectives	Strategies	Owner	KPI	KPI Reference	Baseline 2010/11	Outer year Targets		
								2012/13	2013/14	2014/15
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 investments and other initiatives	Reduce unemployment	ITS	Number of EPWP Full Time Equivalent (FTE's) jobs created in infrastructure development	3.1	320 <sup>2</sup>	90 FTE's	TBA <sup>3</sup>	TBA

<sup>2</sup> Achievement of 320 jobs, includes all categories of employment, both FTE's and short term contracts

<sup>3</sup> Target to be determined by Provincial Public Works EPWP Department and will reflect FTE's only

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

Strategic Objective	Priority Issue	Objectives	Strategies	Owner	KPI	KPI Reference	Outer year Targets		
							Baseline 2010/11	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
	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	85% <sup>4</sup>	85%	85%
				MM	% Employee costs of total budget (annual)	4.3	N/A - New KPI	<25%	<25%
			Ensure sound financial viability	CFO	Cost coverage ratio as per IDP regulations 2001 (annual)	4.4	107%	85%	100%

<sup>4</sup> Target set lower from 2010/11 baseline due to variability of additional ACIP and special intervention projects initiated from CoGTA on an adhoc basis

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

Strategic Objective	Priority Issue	Objectives	Strategies	Owner	KPI	KPI Reference	Baseline 2010/11	Outer year Targets		
								2012/13	2013/14	2014/15
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		To obtain an Audit Report with No Other Matters (Clean Audit Report)	5.1	Unqualified Audit Opinion with matters of emphasis	Clean Audit Report (No Other Matters)	Clean Audit Report (No Other Matters)	
Deepen democracy through effectively and efficient 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	MM	% 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	CSS	# of quarterly Council meetings attended by one or more traditional leaders	5.3	N/A - New UM	4	4	4
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	4	4	4

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

Strategic Objective	Priority Issue	Objectives	Strategies	Owner	KPI	KPI Reference	Baseline 2010/11	Outer year Targets		
								2012/13	2013/14	2014/15
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	PED	Rating received from Provincial Treasury with regards to submitted IDP	6.1	N/A - New KPI	High	High	High



## 18.1 IDP Performance Indicator Definitions

This section provides the definitions pertaining to the Key Performance Indicators (KPIs) of the IDP, against which performance and compliance are to be measured.

Indicator	IDP Reference	Indicator Definition
% of employees who are satisfied with their working environment	1.1	<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)	1.2	<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	1.3	<p>This Indicator measures IT alignment with business objectives and sustainability as outlined in the King III Report of 2009.</p> <p>Measured against implementation of intervention measures/mitigating controls to address high risk areas for IT as per the Risk Register.</p>
% budget spent on implementing the Workplace Skills Plan	1.4	<p>As per Skills Development Act of 1998, organisations are legislated to pay 1% of their total remuneration costs, charged monthly as a Skills Development Levy</p> <p>A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate interventions which will address the needs arising out of local government skills sector plan, the municipality's strategic requirements as contained in the IDP and the individual departmental staffing strategies. The WSP shall also take into account the Employment Equity Plan ensuring incorporation of relevant developmental equity interventions into the plan.</p> <p>Measurement detail:</p> <p><b>Numerator:</b> Total actual cost of training</p> <p><b>Denominator:</b> Total employee and Councilor remuneration as defined in Paragraph 1 of the 4th schedule of the Income Tax Act</p>

% increase in organizational performance	1.5	<p>This Indicator measures the increase in overall organizational performance as determined through the organizational scorecard compared to the previous year.</p> <p>A credible baseline for 2010/11 was established at 99,5%, equating to 3.98 as per the scoring guidelines in the LG Regulation R805, 2006 Municipal Performance Regulations for Municipal Mangers and Managers directly accountable to Municipal Managers</p> <p><b>Measurement:</b> This will be calculated, based on the difference between the organizational score achieved at the end of the 2012/13 financial year; verified by the Internal Audit Department, as compared to the baseline established in the 2010/11.</p>
% of Capital projects as identified in the IDP completed (excl., multiyear projects)	2.1	This Key Performance Indicator refers to Capital Projects as identified in the IDP with practical completion status at year end.
% compilation of District Integrated Water Master Plan (IWMP)	2.2	<p>This indicator refers to the compilation of a comprehensive sustainable integrated high level District wide, water service process perspective with respect to bulk and internal water supply taking cognisance of all factors inclusive of social, economic, technical, institutional, financial, legal and environmental impact (reference Bid # GSDM 43/2010).</p> <p>Measurement will be based on the actual expenditure incurred compared to the Indirect funding allocation</p>
Review and update 2008 adopted Integrated Transport Plan and submit to Council for approval	2.3	<p>This indicator refers to the review and update of the existing Integrated Transport Plan approved by Council during the 2008 Financial Year.</p> <p>Measurement will be based on the submission of the updated Integrated Transport Plan to Council for approval.</p>
% review of the Integrated Waste Management Plan	2.4	<p>This Indicator refers to the review of the Integrated Waste Management Plan.</p> <p>Measurement detail to be assessed during the 2011/12 financial year as it is subject to availability of funding.</p>
# of Disaster Management MOU's developed and approved with each Local municipality	2.5	This indicator will measure the establishment of mechanisms to facilitate planning for the integrated management of cross-boundary risks between local municipalities by entering into mutual assistance agreements and memoranda of understanding for the purposes of disaster risk management
% utilization of Laboratory facilities	2.6	<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	2.7	This KPI refers to the accreditation for the Water Laboratory to be obtained from the South African National Accreditation System.
# of planned MHS Sectoral forum meetings held	2.8	This Indicator measures the number of Municipal Health Service Forum meetings held to ensure coordination of district strategy implementation across the district.

# of LM's with developed and implemented HIV/AIDS Business Strategic Plans	2.9	<p>This indicator refers to the development of the Local Municipality HIV/ AID's business strategic plans</p> <p>Measurement will be based on the submission of the Local Municipality business plans to their respective Councils for approval.</p>
Develop policy documents with respect to Youth, Children and Gender	2.10	<p>This indicator refers to the development of policy documents with respect to Youth, Children and Gender</p> <p>Measurement will be based on the submission of the three (3) policy documents to Council for approval.</p>
Number of EPWP Full Time Equivalent (FTE's) jobs created	3.1	<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>

<p>Unqualified Audit Opinion</p>	<p>4.1</p>	<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></p> <p><b>Numerator:</b> Number of Accounting Standards complied with (Determined through Opinion Expressed by the Auditor General</p> <p><b>Denominator:</b> Total number of Accounting Standards applicable to GSDM (As listed above)</p>
<p>% of the Municipality's capital budget actually spent on capital projects identified ito the IDP</p>	<p>4.2</p>	<p>% Reflecting actual expenditure/Planned expenditure</p> <p><b>Measurement detail:</b></p> <p><b>Numerator:</b>                  Actual expenditure - Direct Allocations/Projects</p> <p><b>Denominator:</b>                  Budgeted Expenditure - Direct Allocations/Projects</p>

<p>% Employee costs of total budget (annual)</p>	<p>4.3</p>	<p>Indicates the extent to which income is applied to the payment of personnel. Provides assurance that the proportion of personnel expenditure to total income is manageable and the impact of personnel cost increases on the overall budget is limited.</p> <p><b>Measurement detail:</b></p> <p><b>Numerator:</b></p> <p>Personnel Costs (The amount expended on employees, both part-time and full-time and which cost relates directly to the employment of personnel)</p> <p><b>Denominator:</b></p> <p>Total Income (Income from all sources, including loans and accumulated surpluses that may be used to defray any expenditure)</p>
<p>Cost coverage ratio as per IDP regulations 2001 (annual)</p>	<p>4.4</p>	<p>This indicator measures the municipality's ability to meet at least its monthly fixed operating commitments.</p> <p>Calculation to determine Cost coverage:</p> <p><math>A = B + C/D</math> where;</p> <p>A = Cost Coverage</p> <p>B = Cash and cash equivalents available at period end</p> <p>C = Short term investments held at period end</p> <p>D = Monthly fixed operating expenditure (Expenditure that will be debited to the Income Statement for financial statement purposes in accordance with prescribed financial statement formats, excluding capital expenditure)</p> <p>The benchmark of 1 month represents 100% coverage.</p>
<p>View of Auditor General</p>	<p>5.1</p>	<p>This Indicator measures good governance and compliance with legislation and will be evaluated and considered by the Auditor-General in determining his opinion and findings on Predetermine end Objectives, Compliance with the MFMA and Internal Controls. (Report on other legal and regulatory requirements)</p> <p>Clean Audit Report definition - The Municipality will strive to achieve an Unqualified Audit Report with no Other Matters.</p>
<p>% of Indirect Allocation spend on Community Participation</p>	<p>5.2</p>	<p>% Reflecting actual expenditure/Planned expenditure</p> <p><b>Measurement detail:</b></p> <p><b>Numerator:</b></p> <p>Actual expenditure - Indirect Allocations (Public Participation)</p> <p><b>Denominator:</b></p> <p>Budgeted Expenditure - Indirect Allocations (Public Participation)</p>
<p># of quarterly Council meetings attended by one or more traditional leaders</p>	<p>5.3</p>	<p>This Indicator measures attendance of Traditional Leaders at Council meetings to reflect community involvement in Council affairs.</p>

# of District MM Forum meetings held	5.4	This Indicator measures the number of Municipal Managers Forum meetings held to ensure coordination of district strategy implementation across the district.
Rating received from Provincial Treasury with regards to submitted IDP	6.1	<p>This Indicator measures the quality and credibility of the IDP as determined through the analysis process undertaken by National COGTA, Provincial COGTA and Provincial Treasury in line with the Credibility IDP Evaluation Framework.</p> <p>This Evaluation Framework is intended to serve as a tool to guide the crafting, design, improvement and assessment of a credible IDP. Core criteria to demonstrate municipal strategy, vision and compliance with both legislative and policy intent have been crafted to assist the assessors during the analysis process. This Framework is not intended to serve the purpose of a performance measurement tool, but rather a reference tool, or guideline, towards establishing the quality of a credible IDP.</p>

## 18.2 National Key Performance Indicators 2012/2013

KPI Description	Method of Reporting
The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal	Reporting only - Refer to SDBIP Scorecard
The percentage of households earning less than R1 100 per month with access to free basic services	Reporting only - Refer to SDBIP Scorecard
The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	Measured on IDP Scorecard
The number of jobs created through a municipality's local economic development initiatives, including capital projects	System is being developed to measure this indicator. Currently being reported on the IDP Scorecard as Number of EPWP jobs created.
The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	Measured on IDP Scorecard

KPI Description	Method of Reporting
The percentage of a municipality's budget actually spent on implementing its workplace skills plan	Measured on IDP Scorecard
Financial ratios	Measured on IDP Scorecard

## **19 PROJECTS AND PROGRAMMES**

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### **19.1 GSDM Flagship Programmes and Projects for 2012/13**

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PORTFOLIO : TRADITIONAL AFFAIRS (VOTE)				
NO.	PROGRAMME	PROJECT DESCRIPTION	OUTCOME	COST ESTIMATE
1	<b>Participation:</b> <i>In terms of the Constitution of RSA Act 108 of 1996 - Chapter 12 &amp; the Municipal Structures Act 117 of 1998 Sect. 81(f)</i>	Meeting fee in accordance with applicable rates to Councillors qualifying for meeting fees i.e. GSDM Council, Meetings of the Local House of Traditional Leaders, Rural Development and Traditional Affairs Committee, etc to ensure active participation of the Gert Sibande Traditional Leaders in the affairs of the District Municipality.	<i>In alignment with Outcome 9 of the Government priorities.</i>	R221 025
2	<b>Capacity Building/ Training</b> <i>In terms of the TLGF Act 41 of 2003 Section 17 (3)</i>	Workshops, conferences and seminars aimed at keeping the Traditional Leaders up to date with Local Government trends. The University of KwaZulu-Natal developed a special programme for the participation of Traditional Leaders in Local Government. This is a full one year programme. Members of the Rural Development and Traditional Affairs Committee will form part of the team to be enrolled for this programme of study. A Certificate will be awarded to the successful candidates at a formal graduation ceremony at the University. This is envisaged to be financed jointly with the private sector i.e. Sasol, Eskom, Mondi & other stakeholders as well as through the MISG funding support.	<i>In alignment with Outcome 5 of the Government priorities.</i>	R100 000 R350 000
3	<b>Promotion of Arts and Culture -</b> <i>In terms of the TLGF Act 41 of 2003 Section 20 (1) (a)</i>	As custodians of culture and traditions, each traditional council holds an annual event called Umhmo where in the community of all ages (young and old) within the Traditional Authority gathers and celebrate culture in many different indigenous way such as traditional dance, different kinds of foods, different kinds of attires, music and so forth is displayed.	<i>In alignment with Outcome 11 of the Government priorities.</i>	R375 000
4	<b>Regional Traditional Imbizo</b> <i>In terms of the TLGF Act 41 of 2003 Section 17 (3)</i>	Traditional practices mechanisms such as the Regional Traditional Imbizo/ limo are aimed at enhancing service delivery and encouraging their utilization by the Municipalities.	<i>In alignment with Outcome 9 of the Government priorities.</i>	R400 000
5	<b>Promotion of Tourism</b> <i>In terms of the TLGF Act 41 of 2003 Section 17 (3)</i>	The Gert Sibande Region has a number of attraction areas with rich history within the areas of the Traditional Councils. These areas are rich in traditions which attract tourism opportunities. One unique event which receives international attention is the Reed Dance (UMkhosi woMhlanga). Such should be preserved and promoted.	<i>In alignment with Outcome 10 of the Government priorities.</i>	R150 000
6	<b>Economic Development</b> <i>In terms of the TLGF Act 41 of 2003 Section 17 (3)</i>	Promotion of economic development through Local Economic Development (LED) project identification by and with the traditional leaders within the tribal areas.	<i>In alignment with Outcome 6 &amp; 7 of the Government priorities.</i>	R250 000
7	<b>Agriculture</b> <i>In terms of the TLGF Act 41 of 2003 Section 17 (3)</i>	Most of the areas that still observe traditional leadership are rural areas. Agriculture is the main activity within these areas which must be promoted through sustainable programmes. Projects identified through the Integrated Rural & Agricultural Development Strategy for the GSDM should be prioritised.	<i>In alignment with Outcome 7 of the Government priorities.</i>	R494 910
PORTFOLIO: PROMOTION OF THE DISTRICT (VOTE)				
PROGRAMME	PROJECT DESCRIPTION	OUTCOME	COST ESTIMATE	
1	<b>Promotion of the District</b> <i>In terms of Constitution of RSA Act 108 of 1996 section 32 &amp; Promotion of Access to information Act of 2000 (Act 2 of 2000) &amp; more</i>	The promotion of the District must be done through the involvement of communities within the District. The GSDM Website, adverts & notices, annual printing of diaries and calendats, branding of events & other promotional materials will be used. Compilation of newsletters (both internal and external) and printing thereof, the IDP & Budget Consultation meetings, imbizo focus week, Printing of Annual Reports & IDP Document, District Forum Meetings, Workshops, maintenance of the GSDM website etc.	<i>In alignment with Outcome 9 of the Government priorities.</i>	R650 000 R1 150 000



PORTFOLIO: COMMUNITY AND SOCIAL SERVICES			
NO.	PROGRAMME	PROJECT DESCRIPTION	COST ESTIMATE
1	<b>Mayoral Excellence Awards</b> <i>In terms of the Constitution of the Republic of South Africa 108 of 1996 Chapter 3</i>	Mayoral excellence awards is an annual event that is hosted by the Executive Mayor to honour and recognise best performing municipalities and individuals in different categories. It includes the general public in order to encourage and instill good values, healthy life styles and excellence amongst the inhabitants of Gert Sibande District Municipality. This includes holding meetings workshops, Logistics, Equipment & Mayoral Cup Games and selection of District squad.	R 1 000 000
2	<b>Culture, Sport and Recreational</b> <i>In terms of the Constitution of South Africa 108 of 1996 Chapter 3 &amp; Chapter 2</i>	To organise and support teams representing the District in all sporting codes in order to unleash talent. To organise and host Gert Sibande cup. To host municipal games for Officials and councillors in order to promote wellness, team work and healthy lives. Me. Purchase of GSDM gym equipment. Provision of incentive for leagues and to host District Cultural Dance and Master Cup.	R 1 000 000
3	<b>Municipal Health and Environment</b> The Constitution of SA, National Environmental Management Act 107 of 1998, National Health Act 200, Air Quality Act 39 of 2004, Foodstuff, Cosmetic and Disinfectants Act 64 of 1972, Health Profession Act 56 of 74, National Water Act 36 of 1998, Municipal systems Act 57 of 2002 etc.	To render regulatory services, compliance monitoring, capacity building, awareness programmes, Draft relevant policies and By-laws and Greening of the District. Applicable programmes are the following: Water quality monitoring, Food control, Waste Management, Air Quality Management and Environmental Pollution control.	R 900 000
4	<b>Disaster Management</b> Constitution of Republic of SA Sec 41 of Act 108 of 1996 & Disaster Management Act 57 of 2002, & the Disaster Management Framework	Review of the Disaster Framework and its implementation. Hold Disaster Advisory Forum activities. Establishment of held fire management structures with working on fire and GSDM PPP and its activities. Hold awareness campaigns, Provision of Relief material, Firefighting rescue tools and volunteer support in LMS (Uniform), training and workshops.	R 650 000
5	Public Awareness -Water Conservation	Implementation of Public Awareness on Water Conservation and Safe Water Use Program in the seven (7) Local Municipalities	R 250 000
6	<b>GSDM Marathon -Annual event</b> <i>In terms of the Constitution of South Africa 108 of 1996 Chapter 3</i>	To enhance Local Tourism and Local Economic Development opportunities by hosting an Annual Cross Boarder Marathon through a partnership between Gert Sibande District Municipality and one of the relevant District Municipalities where the project will be convenient in terms of the Provincial borders. The routes to be used are the Volksrust/ Newcastle (Amajuba Pass route) or the Piet Retief/ Paulpietersburg (Amahlathi/ Forest route). The programme to be implemented through a Protocol Agreement (MOU) to facilitate this joint funding initiative between the two co-operating Districts & Locals, the establishment of a District Marathon structure, Business plan, adherence to guidelines according to National and Provincial Athletics Regulations, meetings and workshops. Provision of Capacity Building for this purpose, Procurement of Awards and other logistical requirements.	R 850 000
7	<b>Job creation Fund - Phezukomkhono</b> <i>In terms of the Constitution of South Africa 108 of 1996 chapter 3</i>	GSDM Job Creation - Phezukomkhono Town Cleaning is a campaign to involve young people in job creation initiative/activity and ensuring the promotion of cleanliness of Towns in the seven (7) Local Municipalities. A concept document and operational guidelines will be developed. A structure will be established constituting the Seven LMS in order to promote involvement, transparency and fairness in the allocation of the resources.	R 5 000 000
8	<b>Regional Library and Information Services</b> <i>In terms of the Constitution of the Republic of South Africa 108 of 1996 Chapter 2 sect 29</i>	Operationalisation of the Gert Sibande District Municipal Library & Information services. It is aimed at serving mainly tertiary students as a reference library. Establishment of District Library and Information Structure and its activities. Develop policy, plans and procedure guidelines, identification and purchase of relevant literature, periodicals, computer programs and other operational tools. Capacity building for officials and linking and benchmarking with other established libraries for best practice and learning purposes.	R 500 000

PORTFOLIO: OFFICE OF THE EXECUTIVE MAYOR			
NO.	PROGRAMME	PROJECT DESCRIPTION	COST ESTIMATE
1	<b>Co-ordination of HIV and AIDS</b> National Health Act 2003, National Strategic Plan on HIV & AIDS & TB,	The Executive Mayor of the District is the chairperson of the District AIDS Council. The structure consists of Different organised stakeholders. DAC Hold meetings and implement activities based on the District HIV/ AIDS and TB Strategy and plan. Focus will be on Awareness Campaigns , Skills Development ,Community Dialogue on HIV & AIDS , HIV & AIDS Summit/ Indaba, Employee wellness program and District Support to people living with HIV & AIDS	R 300 000
2	<b>Youth Development</b> National Youth Development Act 2008, The White Paper for Social Welfare 1997, National Youth Development Policy Framework,	Development of Policy and Plan, Establishment of Youth Forum and its activities. Projects will include: Skills Development, Commemoration of youth Day, Facilitation of Youth Economic Development.	R 300 000
3	<b>Childrens Rights</b> The Constitution of RSA, Children's Act 38 of 2005, Green paper on Families, General Regulations regarding Children 2010etc	Development of Policy and Plan. Establishment of a Forum and Implement activities through meetings, workshop and awareness campaigns. The District serves as the coordinating body and ensures that the rights of children within the District are upheld.	R 100 000
4	<b>People with Disabilities</b> Constitution of RSA, Disability Framework for Local Government 2009-2014, Integrated National Disability Strategy, etc	Implementation of the Policy on people with disabilities. Hold District Disability Stakeholders Forum , its empowerment and meetings. Training of people with Disabilities and Awareness Campaigns. Ensure participation of people with disabilities in sport and cultural Activities.	R 200 000
5	<b>Gender Mainstreaming and Women Development</b>	Establishment of Gender mainstreaming Forum, training and meetings. Development of Policy and Plan. Organise Women and Men's Dialogue and Young women's seminar.	R 300 000
6	<b>Moral Regeneration (Religious affairs)</b> Constitution of Republic of South Africa	Compilation of data base of all Religious structures and different religious groups. Linking up with Traditional leaders in order to promote cultural values, good morals and sense of responsibility especially amongst young people. Establishment of a District structure. Develop policy and plan. Host a district Indaba on Moral Regeneration.	R 150 000
7	<b>Donations</b>	Project identification and implementation by the Executive Mayor. Development of a policy and implementation plan.	R 200 000

<b>PORTFOLIO: PROMOTION OF THE DISTRICT AND COMMUNICATIONS</b>			
<b>NO.</b>	<b>PROGRAMME</b>	<b>PROJECT DESCRIPTION</b>	<b>COST ESTIMATE</b>
1	Promotion of the district	The District Municipality has the responsibility to promote the district through involvement of communities within the District. This will be done through branding of events, promotional material, Adverts and notices, Annual printing of calendars, diaries, etc.	R 650 000
2	Communications	Compilation of newsletters both external and internal and printing thereof, IDP & Budget Consultation meetings, Imbizo Focus week, Printing of Annual Report & IDP, District Communication Forum meetings, Workshops, Using and updating website.	R 1 150 000

## PORTFOLIO : FINANCIAL SERVICES

NO.	PROGRAMME	PROJECT DESCRIPTION	OUTCOME	COST ESTIMATE
1	INTEREST AND REDEMPTION	These payments are made in connection with the ABSA loan of R35 million that was obtained during the Financial Year . Two payments are made during the financial year amounting to R4,335,090.02	9	8 670 180
2	DEPRECIATION AND LICENCES	Depreciation is provided on a monthly basis on the fixed assets of the Council which comprises of the Building, the Vehicles, Office Equipment and other Equipment. This provision is in terms of Generally Recognised Accounting Practice (GRAP) and needs to be provided for during the Financial Year on assets that are utilised to carry out the various functions of the Council.  With regard to licences this is a Legislative annual obligation relating to the vehicles that were purchased previously for Council business purposes	9	1 000 000
3	OPERATION CLEAN AUDIT	The District is obliged to assist the seven Local Municipalities in terms of ensuring that they obtain a Clean Audit by the year 2014, which is a Cabinet mandate. Hence, the District has to commence immediately with a multi year Turnaround Strategy Programme. The programme involves a short term remedial action and a Turnaround intervention to improve Financial, Administration and Technical aspects and ultimately vastly improve the service delivery of Local Municipalities. Initially the programme has been targeted to include Mkhondo, Lekwa and Dr Pixley ka Isaka Seme in terms of a Provincial Lekgotla. The programme also would include medium and long term problems encountered by the Local Municipalities. In addition the Local Municipalities were to utilise their own grant funding received through the Municipal Systems Improvement Grant (MSIG), the Financial Management Grant (FMG) as well as the respective Local Municipalities own resources. Further, in terms of a financial model, funding is also to be sourced by liquidating the bad debts of the Local Municipalities and ensuring that Cash Flows are received timeously for service provided to consumers.	9	R5,300,000
4	EMERGENCY / CONTINGENCIES	This vote may be utilised in exceptional circumstances in terms of events that may occur as a result of disasters or unnatural activities. Further, should there be any request from the Local Municipalities in terms of emergencies the District may be obliged to assist.	9	R500,000

<b>PORTFOLIO: INFRASTRUCTURE &amp; TECHNICAL SERVICES</b>				
<b>NO.</b>	<b>PROGRAMME</b>	<b>PROJECT DESCRIPTION</b>	<b>OUTCOME</b>	<b>COST ESTIMATE</b>
<b>1</b>	<b>Update Bulk Water / Sewer Report</b> Section 83 (3) b) of Municipal Structures Act	Development of Water Master Plan for Water Services The entire project is currently 50% complete. Will reach 70% completion by February 2013.	6	GSDM R 500 000
<b>2</b>	<b>Bulk Water Meters</b> Section 83 (3) b) of Municipal Structures Act	Installation of Bulk Water meters at abstraction point and reservoirs. 12 Months – end June 2013	6	GSDM R 2 000 000
<b>3</b>	<b>Management Information Systems – WTP</b> Section 83 (3) b) of Municipal Structures Act	Installation of Management Information System with the LMs water services infrastructure and report to each LM on operational issues 12 Months – end June 2013	6	GSDM R 2 000 000
<b>4</b>	<b>Laboratory Equipment</b> Section 88 2a) of Municipal Structures Act	Procurement of Water Quality Laboratory Equipment to enable the Laboratory to operate independently and perform the required tests 12 Months – end June 2013	3	GSDM R 1 000 000
<b>5</b>	<b>Water Quality Testing</b> Section 88 2a) of Municipal Structures Act	Testing of water quality for all LMs as part of support for Blue and Green Drop Status 12 Months – end June 2013	3	LM – Direct Allocations

**PORTFOLIO: PLANNING AND ECONOMIC DEVELOPMENT**

<b>NO</b>	<b>PROGRAMME</b>	<b>PROJECT DESCRIPTION</b>	<b>OUTCOME</b>	<b>COST ESTIMATE</b>
1	LED Tourism & Agriculture (Chrissiemeer Lake District )	Upgrade Tourism Infrastructure in Chrissiemeer and Kwachibikhulu July – Dec 2012	4,5,8	<b>R200,000</b>
2	LED Tourism & Agriculture (Centenary of the 1913 Newcastle to Balfour Protest March)	Signage and Branding of the entire march route, and commemorative events and goods for the Nov 2013 centenary. July 2012 – Nov 2013	4,5,8	<b>R1,500,000</b>
3	Planning GSDM Village	Planning and commencement of construction of Staff Village July 2012 - June 2013	9	<b>R2,500,000</b>
4	Planning GSDM Village	Planning and commencement of construction of Guest House (Executive Mayor's Guest House) July 2012 – June 2013	9	<b>R500,000</b>
5	Regional Airport Planning	Feasibility Study Completion July – Dec 2012	4	<b>R500,000</b>
6	Regional Sports Facilities Planning	Planning Study July – Dec 2012	2	<b>R500,000</b>
7	Capital Projects (Regional Convention Centre)	Planning and Feasibility Study July – Dec 2012	4,5,6	<b>R500,000</b>
8	Fresh Produce Market	Feasibility July – Dec 2012	7	<b>R500,000</b>

9	Regional Planning Support	Ermelo: From Town to City: Functional Analysis of current and potential growth of Ermelo July – Dec 2012	4,5,8	R500,000
10	Municipal Planning –Sector Plans	Reviewing/Updating the DITP to align with NLTA July 2012 – June 2013	4,6	R500 000
11	Municipal Planning –Sector Plans	Review District SDF to Align with updated Local SDFs and include LUMS Framework for GSDM July 2012 – June 2013	4,9,12	R500 000
12	Regional Planning Support	Development of Integrated Human Settlement Strategy & land Audit for GSDM July 2012 – June 2013	8	R700 000
13	LED Tourism & Agriculture	Finalize GSDM Tourism Strategy July 2012 – Dec 2012	4,5	R 50 000
14	LED Tourism & Agriculture	Hosting of GSDM LED Summit July 2012 – Dec 2012	4	R300 000
15	IDP-New & Update	Compilation & co-ordination of IDP July 2012 – June 2013	9,12	R550 000
16	Regional Planning Support	Consultations & Fora meetings (All sections) July 2012 – June 2013	9	R 50 000

## PORTFOLIO : CORPORATE SERVICES

NO.	PROGRAMME	PROJECT DESCRIPTION	OUTCOME	COST ESTIMATE
1	Bursaries	To support deserving learners within the GSDM with studies at tertiary level. The studies to be undertaken in learning areas that are relevant to the needs of the communities within the district. Learning areas which includes the following; Engineering, Administration, Municipal Health, Community Services and Agriculture.	5	R1500000
2	Capacity Building/Community Participation	<b>Training of Councilors:</b> Workshops, conferences and seminars aimed at keeping the Office Bearers and Councilors up to date with Local Government trends. Public Consultations includes, 8 Izimbizo's, 7 IDP/Budget Councilations and IGR related projects.	12	R 2 000 000
3	Revenue Collection and Data	<b>1. Network Hardware Link:</b> To have a constant link with all GSDM Local Municipalities. <b>2. Software Link:</b> Different database at LM's, Financial Geographic Information and Project Data and Services. <b>3. Compile Mapping Services:</b> Extract data from LM's and Data verification Field Projects	6	1000000
4	IT for the Region	1. Assistance offered to local municipalities to attain a clean audit by 2014 with respect to IT systems and in terms of the Distinct ICT Forum. 2. Establishment of Wide Area Voice & Data communications with Disaster centres in Dipaleseng & Mkhondo.	3,9,12	R 300000



## 19.2 GSDM Funded Programmes and Projects in Constituent Local Municipalities

### CHIEF ALBERT LUTHULI

LOCALITY	Project Description	Phase no:	2011/12	2012/13	2013/14	2014/15
<b>MUNICIPALITY: ALBERT LUTHULI</b>						
Silobela	Construction of sewer reticulation	3		2,900,000		
Silobela	Construction of Roads	2		1,500,000		
Eerstehoek & Ekulindeni	Regional Bulk Infrastructure (GSDM Counter Funding)	1		1,832,600	2,688,260	2,359,960
Empuluzi, Metula & Lusushwane	Regional Bulk Infrastructure (GSDM Counter Funding)	1		2,025,520	2,971,240	2,608,360
All	Water & Sanitation Maintenance			1,000,000	1,500,000	1,500,000
All	Water Quality Testing - Blue & Green Drop			750,000	850,000	950,000
All	Sanitation (VIPs)			1,000,000	1,500,000	1,500,000
All	Roads (Upgrade)			1,000,000	2,000,000	4,000,000
All	Potholes			500,000	750,000	800,000
All	New Boreholes			1,250,000	1,500,000	2,000,000
All	Borehole Maintenance			500,000	1,000,000	1,200,000
<b>GRAND TOTAL</b>				14,258,120	14,759,500	16,918,320

Entire Municipality	Job Creation- Phezukomkhono-Town Cleaning	875,000	1,000,000	1,150,000
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### **BULK WATER SUPPLY PROVISION (JOINT DWA)**

LOCALITY	Project Description	Phase no:	2011/12	2012/13	2013/14	2014/15
<b>MUNICIPALITY: ALBERT LUTHULI</b>						
Albert Luthuli	Bulk Water Supply Empuluzi and Methula	New	2,045,000	5,000,000	12,000,000	30,000,000
	Eerstehoek and Ekulendeni		2,000,000	5,000,000	12,000,000	20,000,000

**BULK WATER SUPPLY PROVISION (JOINT MIG)**

LOCALITY	Project Description	Phase no:	2011/12	2012/13	2013/14	2014/15
<b>MUNICIPALITY: ALBERT LUTHULI MIG - Counter Funding</b>						
Albert Luthuli	Bulk Water Supply Empuluzi and Methula Eerstehoek and Ekulendeni			4,343,379	5,764,521	5,593,189
				3,929,724	6,371,313	5,060,534

**DIPALESENG**

LOCALITY	Project Description	Phase no:	2011/12	2012/13	2013/14	2014/15
<b>MUNICIPALITY: DIPALESENG</b>						
Balfour	Construction of Roads	2		1,500,000		
Siyathemba	Construction of Roads	2		1,500,000		
Balfour / Siyathemba / Greylingstad, Willemsdale, Nthortwane	Regional Bulk Infrastructure (GSDM Counter Funding)	1		1,432,330	2,101,090	1,844,490
Siyathemba	Upgrading of Sport facility	1		1,000,000		
All	Water & Sanitation Maintenance	1		500,000	1,000,000	1,000,000
All	Water Quality Testing - Blue & Green Drop	1		300,000	350,000	400,000
All	Sanitation (VIPs)			1,000,000	1,200,000	1,200,000
All	Potholes			500,000	500,000	500,000

All	New Boreholes			1,250,000	1,000,000	1,000,000
All	Borehole Maintenance			500,000	1,000,000	1,200,000
<b>GRAND TOTAL:</b>				9,482,330	7,151,090	7,144,490
Entire Municipality	Job Creation- Phezukomkhono-Town Cleaning			500,000	650,000	800,000

**BULK WATER SUPPLY PROVISION (JOINT DWA)**

LOCALITY	Project Description	Phase no:	2011/12	2012/13	2013/14	2014/15
<b>MUNICIPALITY: DIPALESENG</b>						
Dipaleseng	Balfour/Siyathemba/Greylingstad, Willemsdad, Nthorwane Supply Scheme	New	3,482,000	6,000,000	15,000,000	17,000,000

**BULK WATER SUPPLY PROVISION (JOINT MIG)**

<b>MUNICIPALITY: DIPALESENG MIG - Counter Funding</b>						
Dipaleseng	Balfour/Siyathemba/Greylingstad, Willemsdad, Nthorwane Supply Scheme	New		3,071,389	4,505,428	3,955,183

**GOVAN MBEKI**

LOCALITY	Project Description	Phase no:	2011/12	2012/13	2013/14	2014/15
<b>MUNICIPALITY: GOVAN MBEKI</b>						
eMbalenhle X22	Sewer Network Rectification	2		5,000,000		
Bethal / Emzinoni	Upgrading Medium Voltage Network	2		3,000,000	7000000	8000000
Kinross	Construction of Roads	2		500,000		
Bethal	Construction of Roads	2		2,000,000		
All	Water & Sanitation Maintenance	1		500,000	1,000,000	1,000,000
	Upgrading of Sport facility	1			1,000,000	
All	Water Quality Testing - Blue & Green Drop	1		600,000	650,000	700,000
All	Sanitation (VIPs)			1,000,000	1,200,000	1,200,000
All	Potholes			500,000	500,000	500,000
All	New Boreholes			1,250,000	1,000,000	1,000,000
All	Borehole Maintenance			500,000	1,000,000	1,200,000
<b>GRAND TOTAL:</b>				<b>14,850,000</b>	<b>13,350,000</b>	<b>13,600,000</b>
Entire Municipality	Job Creation- Phezukomkhono-Town Cleaning			500,000	650,000	800,000

**LEKWA**

LOCALITY	Project Description	Phase no:	2011/12	2012/13	2013/14	2014/15
<b>MUNICIPALITY: LEKWA</b>						
Sakhile	Construction of Roads and Stormwater	3		4,500,000		
Standerskop	Construction of 10 ML Reservoir	2		7,500,000		
Eersgevonden, Thuthuka, Alfa, Racebult, Morgenzon	Regional Bulk Infrastructure	1		500,000	5,500,000	6,000,000
Standerton, Sakhile, Meyerville, Standerskop	Regional Bulk Infrastructure	1		500,000	3,500,000	4,000,000
All	Water & Sanitation Maintenance	1		500,000	1,000,000	1,000,000
	Upgrading of Sport facility	1		500,000		
All	Water Quality Testing - Blue & Green Drop	1		300,000	400,000	450,000
All	Sanitation (VIPs)			1,000,000	1,200,000	1,200,000
All	Potholes			500,000	500,000	500,000
All	New Boreholes			1,250,000	1,000,000	1,000,000
All	Grootdraai Dam facility upgrade			3,000,000	3,000,000	3,000,000
	Riverpark Upgrade			1,000,000	1,000,000	1,000,000
All	Borehole Maintenance			500,000	1,000,000	1,200,000
<b>GRAND TOTAL:</b>				<b>21,550,000</b>	<b>18,100,000</b>	<b>19,350,000</b>
Entire Municipality	Job Creation- Phezukomkhono-Town Cleaning			700,000	850,000	1,000,000

**MKHONDO**

LOCALITY	Project Description	Phase no:	2011/12	2012/13	2013/14	2014/15
<b>MUNICIPALITY: MKHONDO</b>						
Ezphunzini	Ezphunzini New Link Road	2		4,500,000	3,000,000	
Ezphunzini	Construction of Roads	3		1,000,000	3,000,000	
Driefontein	Upgrading of Water treatment Works	3		1,200,000	2,000,000	
All	Water & Sanitation Maintenance	1		500,000	1,000,000	1,000,000
Amsterdam	Refurbishment of Sewer Treatment Plant	2		2,130,000		
Driefontein	Construction of Driefontein STP - Feasibility Study and Planning	1		1,370,000	6,000,000	6,000,000
Amsterdam	Construction of Roads	3		1,300,000	1,300,000	1,300,000
All	Water Quality Testing - Blue & Green Drop	1		350,000	500,000	550,000
Dirkiesdorp, KwaNgema West, Mabola, Dagakraal	Regional Bulk Infrastructure	1		500,000	500,000	4,000,000
Driefontein, Donkerhoek, Nkosanati, Lindelani, Mashambisami, Mkhize Village, Panbult, Iswepe.	Regional Bulk Infrastructure	1		500,000	500,000	3,750,000
Madunduluza Cross Border Scheme <b>Connector to -</b> Simdlangentsha Central Regional Water Supply Scheme	Regional Bulk Infrastructure	1		500,000	500,000	3,000,000
All	Sanitation (VIPs)			1,000,000	1,200,000	1,200,000
All	Potholes			500,000	500,000	500,000
All	New Boreholes			1,250,000	1,000,000	1,000,000
Piet Retief	Piet Retief - Sewer Treatment Plant			3,000,000	3,000,000	3,000,000
All	Borehole Maintenance			500,000	1,000,000	1,200,000

<b>GRAND TOTAL:</b>			20,100,000	25,000,000	26,500,000
Entire Municipality	Job Creation- Phezukomkhono-Town Cleaning		875,000	1,000,000	1,150,000

**MSUKALIGWA**

LOCALITY	Project Description	Phase no:	2011/12	2012/13	2013/14	2014/15
<b>MUNICIPALITY: MSUKALIGWA</b>						
Davel	Upgrading of Davel STP	2		1,600,000		
Wesselton/Khayelisha Khayelisha	Installation of Outfall Sewer line	2		4,000,000	5000000	5500000
Khayelisha	Upgrade of sewer	2		2,000,000		
	Water Reticulation	2		2,500,000		
Breyten						
	Refurbishment of Torbanite Dam	2		900,000		
Wesselton Extension 5	Road Upgrade (Paving)	1		1,500,000	1,700,000	1,800,000
Ermelo / Wesselton, Breyten / Chrissiesmere, Lothair, Sheepmore	Regional Bulk Infrastructure (GSDM Counter Funding)	1		1,553,620	2,279,020	2,000,680
All	Water & Sanitation Maintenance	1		500,000	1,000,000	1,000,000
All	Water Quality Testing - Blue & Green Drop	1		400,000	550,000	600,000
All	Sanitation (VIPs)			1,000,000	1,200,000	1,200,000
All	Potholes			500,000	500,000	500,000
All	New Boreholes			1,250,000	1,000,000	1,000,000
All	Borehole Maintenance			500,000	1,000,000	1,200,000
<b>GRAND TOTAL:</b>				18,203,620	14,229,020	14,800,680

Entire Municipality	Job Creation- Phezukomkhono-Town Cleaning			850,000	975,000	1,100,000
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**BULK WATER SUPPLY PROVISION (JOINT DWA)**

LOCALITY	Project Description	Phase no:	2011/12	2012/13	2013/14	2014/15
<b>MUNICIPALITY: MSUKALIGWA</b>						
Msukaligwa	Ermelo/Wesselton, Breyton/Chrissiesmeer Nganga & Warburton	New	4,757,000	6,000,000	15,000,000	20,000,000

**BULK WATER SUPPLY PROVISION  
(JOINT MIG)**

<b>MUNICIPALITY: MSUKALIGWA MIG Counter Funding</b>						
Msukaligwa	Ermelo/Wesselton, Breyton/Chrissiesmeer Nganga & Warburton	New		3,331,483	4,886,961	4,290,120

**DR PIXLEY KA ISAKA SEME**

LOCALITY	Project Description	Phase no:	2011/12	2012/13	2013/14	2014/15
<b>MUNICIPALITY: DR PIXLEY KA ISAKA SEME</b>						
Perdekop						
Amersfoort	Sewer reticulation Perdekop	2		2,798,055		
Amersfoort	WTW Completion Pipeline	2		1,500,000		
Amersfoort	Amersfoort Water Treatment Plant	2		2,000,000		
Vukuzakhe	Vukuzakhe Sewer Treatment Plant	2		4,000,000	6,000,000	6,500,000
All	Water & Sanitation Maintenance	1		500,000	1,000,000	1,000,000
Amersfoort	WTW Completion Pipeline	3		1,500,000		
All	Water Quality Testing - Blue & Green Drop	1		400,000	550,000	600,000
Dirkiesdorp, KwaNgema West, Mabola, Daggakraal	Regional Bulk Infrastructure	1		500,000	4,000,000	5,000,000
All	Sanitation (VIPs)			1,000,000	1,200,000	1,200,000
All	Potholes			500,000	500,000	500,000
All	New Boreholes			1,250,000	1,000,000	1,000,000
All	Borehole Maintenance			500,000	1,000,000	1,200,000
<b>GRAND TOTAL:</b>				16,448,055	15,250,000	17,000,000
Entire Municipality	Job Creation- Phezukomkhono-Town Cleaning			700,000	875,000	1,000,000

### **19.3 Projects Funded and or Implemented by Provincial Sector Departments and other Social Partners within GSDM Jurisdiction Area**

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**Annexure B** comprises a summary of projects funded and/or to be implemented by Provincial Sector Departments and other Social Partners within GSDM jurisdiction area for the 2012/13 financial year.

This information was obtained from the Provincial Departments during the IDP Alignment Indaba held on 19/20 April 2012 at the GSDM (see programme attached in **Annexure B**).

On 23 May 2012 an IDP Alignment Meeting with some major Business Stakeholders in the GSDM was also held. Each of the stakeholders made a short presentation on their programmes to be implemented in the GSDM area during the next year. It was agreed that follow-up meetings would be held during the course of the year to ensure proper alignment before implementation, and to expand the level of co-operation and participation of all parties. The following is a brief summary of some of the major initiatives planned by each of the stakeholders – more detail will be communicated to the GSDM in due course.

#### **mpact/Mondi Social Responsibility Programme**

- Maintain two Assimilation Centres in Thutuka and Driefontein assisting orphans to be incorporated into the communities.
- Wish to financially support orphanages but GSDM should advise how to coordinate this in future.
- Sponsor two mobile clinics in deep-rural areas in Mkhondo – planning to sponsor a third mobile clinic next year.
- Supports Isibimbi Rural Care Programme which provides foster care for children.
- Participate in Junior Achievement Enterprise Education Programme which promotes Entrepreneurship amongst the disadvantaged youth.
- Planning to sponsor a Trauma Centre at Mkhondo Police Station to Support female victims.

#### **Eskom/Camden Power Station**

- Provides IT equipment to surrounding schools from time to time.
- Intends to identify more ventures in Ermelo area.
- Do annual career guidance expo/presentations to learners from surrounding schools to promote learnerships at Eskom.
- Camden power station wishes to establish agreement with Gert Sibande FET College in Ermelo to implement 3 new subjects required by artisan students working at the power station.
- Annual upgrading/maintenance of a number of priority roads in the District.

**Sasol Mining****• Govan Mbeki Municipality:**

- Upgrading of two stadiums
- Construction of Leandra Fire Station
- Construction of a Multi Purpose Community Centre
- Several water and sanitation bulk infrastructure upgrading projects
- Training of local people to run/maintain plants after upgrading is completed in order to enhance sustainability

**• Dipaleseng Municipality:**

- Several water and sanitation bulk infrastructure upgrading projects
- Fencing around reservoir
- Training of local people

Sasol is currently in process of finalising agreement on the above projects with the local municipalities. Sasol Enterprise Development and Sasol CSI detailed projects for the next year will be forwarded to the GSDM.

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

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

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

The summary of sector plans herein includes among the following:

- Organisational Performance Management Systems
- Spatial Development Framework 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.

## **20 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEMS**

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

Two levels of performance management operate within the municipality

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

### **20.1 Organisational Performance Management**

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

At the core of effective strategic management lie three functions:

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

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

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

- Municipal Systems Act 32 (2000)
- Municipal Finance Management Act (MFMA) 2001.
- The Constitution of the Republic of South Africa (Act 108 of 1996)
- Municipal Planning and Performance Management Regulations, 2001
- Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006
- Municipal Structures Act, 1998

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

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

## **20.2 Individual Employee Performance Management**

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

According to section 57, a person to be appointed as the municipal manager of a municipality and a person to be appointed as a manager directly accountable to the municipal manager, may be appointed to that

position only in terms of a written employment contract with the municipality complying with the provisions of this section and subject to a separate performance agreement concluded annually.

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

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

The employment contract for a municipal manager must:

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

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

### **20.3 The IDP and Performance Management**

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The IDP and performance management process should appear to be seamlessly integrated with the IDP fulfilling the planning function of performance management whilst the latter provides for the implementation management, monitoring and evaluation of the IDP process<sup>5</sup>.

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<sup>5</sup> DPLG Performance Management Guide for Municipalities 2001



Although the IDP is a five-year plan, it has to be renewed annually as prescribed in Section 34 of the MSA. The IDP has to be handled at the highest level, hence the allocation of the responsibility to the executive mayor<sup>6</sup> to manage the IDP process and to assign responsibilities to the municipal manager. As head of the administration, the municipal manager in turn is responsible and accountable for the formation of an efficient and accountable administration to give effect to the IDP

Performance monitoring is an ongoing process and each year a Service Delivery Budget Implementation Plan (SDBIP) is developed based on the IDP and this scorecard clearly spells out, the municipal priorities, strategic objectives, measurable outputs and targets to achieve the strategic objectives and outputs contained in the IDP. The Strategic scorecard on the other hand reflects on the matters that will be reported on annually to the Council. The Strategic scorecard places emphasis on the outcomes to be achieved through the achievement of the strategic objectives and their respective impact on the beneficiary stakeholders and is therefore strategic in nature. The Strategic scorecard provides a holistic overview of performance for the Municipality as a whole, reflecting performance on its strategic (IDP) priorities.

The District's performance will be monitored and measured on an annual basis based on its core strategic mandate in terms of bulk infrastructure service delivery and the provision of efficient and adequate support to the local municipalities. Performance reviews in terms of service delivery will be done quarterly through the SDBIP scorecards.

The Gert Sibande District Municipality strives to ensure that through an effective performance management system it will achieve accountability, transparency demonstrate good governance principles and deliver effective and efficient service delivery to all of its constituents. Taking cognisance of the 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 strategic objectives for the 2012/13 financial year as outlined in the strategic scorecards included in section 18 of this document.

The Strategic scorecards reflect on the matters that will be reported on to Council and is presented in the format of strategic objectives by the six Key Performance Areas (KPA).

## **21 SPATIAL DEVELOPMENT FRAMEWORK**

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As part of Gert Sibande District Municipality's 2012/13 IDP review process, the contents of the GSDM Spatial Development Framework (SDF) which was approved and adopted by Council in August 2009, was scrutinised in order to ensure that it is still aligned with the needs and priorities of the District.

The following is a concise overview of the salient features of the GSDM SDF approved and adopted in August 2009.

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<sup>6</sup> Section 30 MSA

## 21.1 Legislative Imperatives

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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.

## 21.2 SDF Objectives

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**Map 6** illustrates the SDF for the GSDM. In essence, the SDF strives to:

- Create a more consolidated settlement structure, so as to allow for the cost-effective and sustainable provision of modern-day engineering and community services and infrastructure;
- Ensure the sustainable use of land and other resources;
- Ensure the channeling of resources to areas displaying both economic potential and development need;
- Functionally link the main growth centres/areas of greatest economic activity;
- Unlock the development potential of existing towns; and
- Mitigate existing and potential future land use conflict(s) between urban development, mining/industry, agriculture, forestry and tourism.

To do so, the SDF firstly seeks to encourage “step-wise” rural-urban migration by providing subsidised services in key selected areas/nodes/economic clusters, as identified by the MPISF, the provincial LED strategy, and the District’s Growth and Development Strategy. Hence, inhabitants of the numerous rural settlements of the GSDM (especially those located within the former homeland areas) are not forced to move, but are provided with an incentive to relocate to settlement areas deemed appropriate. Secondly, the SDF seeks to strengthen and supplement the functional economic strips/corridors characterising the District’s space-economy, as well as developing industry specific economic clusters/activity areas.

The Spatial Development Framework for the Gert Sibande District thus **facilitates the consolidation of the District's settlement structure; encourages "step-wise" rural-urban migration; promotes the efficient, equitable and sustainable provision of community infrastructure and services; unlocks the development potential of existing towns through developing industry specific economic cluster; functionally links the main growth centres via well developed corridors; and mitigates existing and potential future land use conflict(s) between industrial developments, agriculture, forestry and tourism.**



## 21.3 Development Principles

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The following are the 10 main development principles as per GSDM SDF, upon which development in the GSDM should be based:

**Principle 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.

**Principle 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.

**Principle 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.

**Principle 4:** To promote forestry within and along the identified Primary Tourism Corridor.

**Principle 5:** To promote intensive and extensive commercial farming activities throughout the District, and to facilitate and concentrate subsistence farming activities within certain rural communities.

**Principle 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.

**Principle 7:** To ensure that all communities have access to at least the minimum levels of service as enshrined in the Constitution.

**Principle 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).

**Principle 9:** To facilitate and accommodate mining in the District in a sustainable manner in order to support local electricity generation and industrial development.

**Principle 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:

**Redirection of growth.**

**Promotion of development along major movement routes.**

**Declaration of Strategic development areas to redress imbalances.****Conservation of natural and built environment.**

The SDF ensures 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 a sustainable environment.**

These GSDM Principles are also well aligned, compatible and supportive of the national Directive Principles pertaining to Land Use Management Systems which requires that land use plans/management systems must adhere to the following:

4. (1) When performing a function in terms of this Act or any other legislation regulating land use management, an organ of state must be guided by the following directive principles:

- (a) The principle of equity resulting in access to and the use of land in a manner that redresses past imbalances;
- (b) the principle of efficiency to –
  - (i) promote the best use of available resources;
  - (ii) promote balanced economic development;
  - (iii) promote compact sustainable human settlements;
  - (iv) discourage urban sprawl; and
  - (v) promote close proximity between residential and work-places, taking into account the health and well-being of affected persons;
- (c) the principle of integration to promote efficient and optimally functional and integrated settlement patterns;
- (d) the principle of sustainability to promote the sustainable management and use of resources, including the creation of synergy between economic, social and environmental concerns, the protection of natural, environmental and cultural resources in a manner consistent with applicable legislation, and the sustainable use of agricultural land; and
- (e) the principle of fair and good governance to promote land use management measures that are taken timeously and in a democratic, participatory and lawful manner.

The following is a list of priority projects to be initiated in the Gert Sibande area, based on the findings and development proposals contained in the SDF:

**Possible Future Priority Initiatives/Projects following from the SDF**

<b>Priority Action/Project</b>	<b>Responsibility</b>
<b>Development Principle 1</b>	
- Establishment of District Environmental Management Unit/Office.	GSDM
- Compilation of a District Environmental Management Plan incorporating District SDF proposals.	GSDM
<b>Development Principle 2</b>	
- Priority upgrading of N11, and R35 coal haulage corridors.	NRA/Mpumalanga Roads/GSDM
- Upgrading and maintenance of N17/N2, R23, R33 corridors.	NRA/Mpumalanga Roads/GSDM
- Branding and signage of route R33 as a Tourism Corridor (Planning and Implementation).	Mpumalanga Roads/GSDM
- Investigate feasibility of upgrading the GSDM-Barberton road link along roads R38/541 to create direct link with Ehlanzeni District.	Mpumalanga Roads/GSDM
- Investigation to implement N17/N2 rail corridor passenger services.	SARCC
- Completion of 68km of heavy haul rail line to Majuba.	Eskom
<b>Development Principle 3</b>	
- Formulate a GSDM Tourism Development Strategy which incorporates all tourism related proposals contained in the SDF.	GSDM/Mpumalanga Tourism Authority
- Establish a Tourism Office in GSDM LED Unit.	GSDM
<b>Development Principle 4</b>	
- Conduct audit to determine forestry infrastructure needs (if any) in the District. (Consultation with stakeholders)	GSDM
<b>Development Principle 5</b>	
- Launch subsistence farming capacity building programme in north-eastern precincts.	GSDM/DALA
- Implement farming support programmes for all successful land claims in the GSDM.	GSDM/DALA
<b>Development Principle 6</b>	
- Conduct audit to determine infrastructure needs/requirements to promote economic development in the following defined clusters: <ul style="list-style-type: none"> <li>o Agricultural</li> <li>o Forestry</li> <li>o Industrial</li> </ul> (To be done by way of interviews with sectoral stakeholders in the GSDM, as well as local municipalities)	GSDM (LED)
<b>Development Principle 7</b>	
- Establish District-Provincial forum to assess mining license applications (and comment on these) in line with the requirements of the proposed Environmental Management Plan (EMP) – also see Development Principle 1.	GSDM/Mpumalanga Environmental Affairs
<b>Development Principle 8</b>	
- Conduct a district wide Community Facility Audit and compile a Thusong Centre/MPCC Precinct Plan and Implementation Strategy/Programme for each of the 39 proposed Thusong/MPCC centres/areas in the District (per local municipality).	GSDM
- All provincial and national service departments to align their capital programmes in accordance with the	GSDM IDP Technical Committee and

Thusong/MPCC Strategy. - Formulate Small Town and Nodal Urban Renewal and Revitalisation Strategies to inform applications for Neighbourhood Development Grant Applications to National Treasury for at least ten nodal points/small towns in the GSDM area.	Representative Forum  GSDM
<b>Development Principle 9</b>	
- Allocate dedicated funding for water, sanitation and electricity infrastructure to the two Service Upgrading Priority Areas to achieve minimum levels of service. - Allocate dedicated funding towards infrastructure provision (water, sanitation, electricity, roads and stormwater) in previously disadvantaged areas and in Strategic Development areas in order to facilitate integration of communities.  <b>Note: Infrastructure provision and upgrading in the GSDM thus focuses on the following four categories:</b> - <b>Service Upgrading Priority Areas (to achieve minimum levels of service)</b> - <b>Previously Disadvantaged Areas (to continuously improve and maintain)</b> - <b>Strategic Development Areas (to achieve spatial, social, economic integration)</b> - <b>Cluster Areas (to promote economic development and job creation).</b>	GSDM  GSDM
<b>Development Principle 10</b>	
- Assessment of Local SDF's in the GSDM to determine level of alignment with GSDM SDF, and formulate recommendations towards addressing inconsistencies/alignment weak-nesses. - Facilitate local planning processes to determine priority Strategic Development Areas per municipality/town. GSDM may allocate funds towards local detailed planning processes.	GSDM  GSDM

## 22 SKILLS DEVELOPMENT PLAN

As part of the Gert Sibande District Municipality's 2012/13 IDP review process, the Skills Development Plan was reviewed. Hereunder is therefore a concise overview of the Skills Development Plan.

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.

## **23 DISTRICT LED STRATEGY**

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As part of the Gert Sibande District Municipality's 2012/13 IDP review process, the review of the District LED Strategy which was adopted by Council in December 2009 the 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 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 include projects like Bio-fuel plant, solid waste management plant.

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.

## **24 INTEGRATED WASTE MANAGEMENT PLAN**

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As part of the Gert Sibande District Municipality's 2012/13 IDP review process, Integrated Waste Management Plan which was adopted in 2006 was reviewed. Hereunder is therefore a concise overview of the Integrated Waste Management Plan.

### **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 area is optimally covered in terms of waste management services.

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

### **Overall Aims and 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.

### **Approach**

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

#### **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.

#### **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

**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

**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.

**PHASE 5: Plan of Implementation**

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

**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

## **25 INTEGRATED TRANSPORT PLAN**

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As part of the Gert Sibande District Municipality's 2012/13 IDP review process, the review of the Integrated Transport Plan was approved and adopted in 2008, and the following are the key issues identified:

### **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. waters, housing etc. limit the finance available to invest in public transport
- Lack of coordinated planning between various spheres of government in terms of determination of priorities & funds
- Dissatisfaction with existing bus subsidy system with regard to transparency accessibility etc.
- Lack of uniform fare structures in the municipality between busses & Taxis etc.
- Freight transport evades weighbridges 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

## **26 DISTRICT HIV/AIDS PLAN**

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As part of the Gert Sibande District Municipality's 2012/13 IDP review process, the District HIV/AIDS Plan was reviewed. Hereunder is therefore a concise overview of the District AIDS/HIV Plan.

As a response to the threatening situation of HIV/AIDS in the District, 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.

## **27 COMMUNICATION STRATEGY**

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As part of the Gert Sibande District Municipality's 2012/13 IDP drafting process, the Communication Strategy was reviewed of which the concise overview is hereunder.

In conjunction with the 2010/11IDP 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

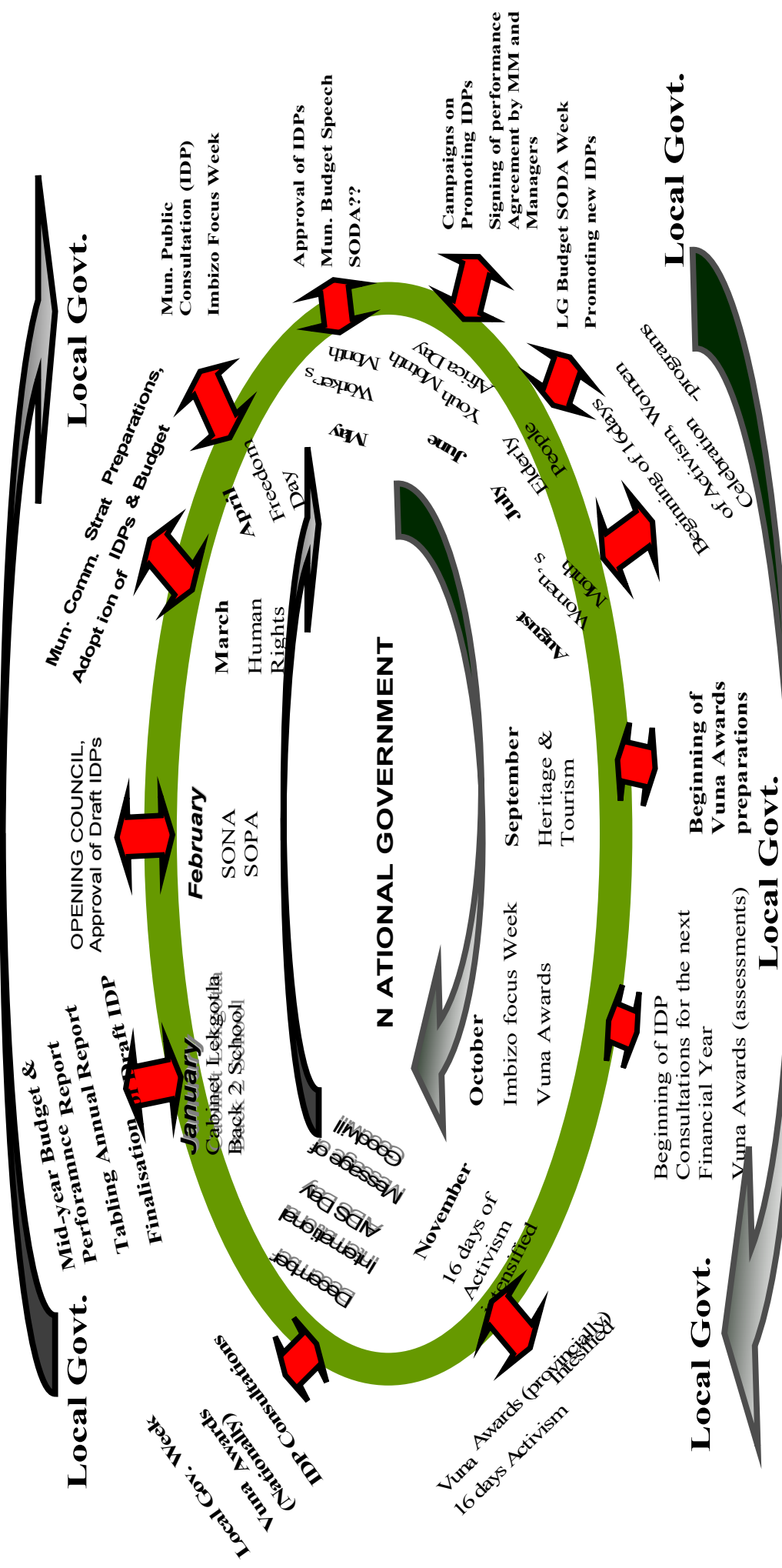
- Embrace the precepts of the Constitution of the Republic of South Africa and other acts of parliament that provide for access to information.
- Stimulate discussions around the developmental issues within the District.
- Encourage the maximum participation of all relevant stakeholders.
- Ensuring the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





## **28 DISASTER MANAGEMENT PLAN**

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As part of the Gert Sibande District Municipality's 2012/13 IDP drafting process, the approved Disaster Management Plan was reviewed. Hereunder is therefore a concise overview of the Disaster Management Policy Framework for the GSDM.

### **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.

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

### **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).

## **29 INTEGRATED WATER SERVICES DEVELOPMENT PLAN (IWSDP)**

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As part of the Gert Sibande District Municipality's 2012/13 IDP drafting process, the GSDM IWSDP was reviewed to update and also incorporate all the Local Municipalities within the District. 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.

The newly approved IWSDP looks at the following key focus namely:

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.

## **30 FINANCIAL PLAN**

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As part of the Gert Sibande District Municipality's 2012/13 IDP drafting process, the Financial Plan was also reviewed. Hereunder is therefore the GSDM 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 and administrative information and experiences. In addition to the technical and administrative forum, a District Finance Forum meets regularly to discuss common areas of concern. Further, information relating to best practices, as well as Treasury Circulars is tabled at these meetings. 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 a Summary of the GSDM Budget as prescribed by the National Treasury.

**PROJECTS: MULTI YEAR BUDGETS COMPARISONS: DEPARTMENTAL ALLOCATIONS**

For the 2012/2013 financial year an amount of **R125 627 275** is budgeted under this section of the budget, and these amounts are summarized as follows:

**PROJECTS: MULTI YEAR BUDGET COMPARISONS**

DETAIL	Budget	Budget	Budget
	2012/2013	2013/2014	2014/2015
<b>DEPARTMENT -OFFICE - EXE MAYOR</b>			
CO-ORDINATION OF HIV AND AIDS	300,000	300,000	300,000
YOUTH DEVELOPMENT	300,000	300,000	300,000
OFFICE - RIGHTS OF THE CHILD	100,000	100,000	100,000
PEOPLE WITH DISABILITIES	200,000	200,000	200,000
WOMEN'S DEVELOPMENT CAPACITY	300,000	300,000	300,000
DONATIONS	200,000	200,000	200,000
MORAL REGENERATION(RELIGIOUS AFFAIRS)	150,000	150,000	150,000
	<b>1,550,000</b>	<b>1,550,000</b>	<b>1,550,000</b>
<b>DEPARTMENT - PLANNING &amp; ECO DEV</b>			
REGIONAL PLANNING SUPPORT	1,000,000	1,000,000	1,000,000
LED, TOURISM AND AGRICULTURAL	2,000,000	2,000,000	2,000,000
IDP - NEW AND UPDATE	550,000	550,000	550,000
MUNICIPAL PLANNING- SECTOR PLANS	1,000,000	1,000,000	1,000,000
CO - OPERATIVES	300,000	300,000	300,000
RURAL AND AGRI DEVELOPMENT	1,000,000	1,200,000	1,500,000
PLANNING GERT SIBANDE VILLAGE	3,000,000	5,000,000	5,000,000
REGIONAL AIRPORT PLANNING	500,000	500,000	500,000
REGIONAL SPORT FACILITIES PLANNING	500,000	500,000	500,000
	<b>9,850,000</b>	<b>12,050,000</b>	<b>12,350,000</b>
<b>DEPARTMENT - INFRA &amp; TECH SERVICES</b>			
UPDATE BULK WATER/SEWER REPORT	500,000	500,000	500,000
BULK WATER METERS	2,000,000	500,000	500,000
MANAGEMENT INFO SYSTEMS WWTP PLANTS	2,000,000	2,500,000	2,500,000
ALLOCATION TO MUNICIPALITIES	136,082,125	107,839,610	115,313,490
ACIP PROJECTS	27,024,000	0	0
RBIG PROJECTS	22,000,000	54,000,000	87,000,000
CENTRALISED PMU FOR LM'S MIG ALLOC	10,981,170	11,583,780	12,323,040
	<b>200,587,295</b>	<b>176,923,390</b>	<b>218,136,530</b>
<b>DEPARTMENT - CORPORATE SERVICES</b>			
BURSARIES	1,500,000	1,500,000	1,500,000
REVENUE COLLECTION/DATA CLEANSING	1,000,000	1,100,000	1,200,000
IT FOR THE REGION	300,000	300,000	300,000
CAPACITY BUILDING/COMM PARTICI	2,000,000	2,000,000	2,000,000
	<b>4,800,000</b>	<b>4,900,000</b>	<b>5,000,000</b>
<b>DEPARTMENT - COM &amp; SOCIAL SERVICES</b>			
MAYORAL EXCELLENCE AWARDS	1,000,000	1,100,000	1,200,000
SPORT,ART AND CULTURE	1,000,000	1,100,000	1,200,000
MUNICIPAL HEALTH & ENVIROMENT	900,000	950,000	1,000,000
DISASTER MANAGEMENT	650,000	750,000	900,000
PUBLIC AWARENESS- WATER CONSERVATION	250,000	250,000	250,000
GSDM MARATHON - ANNUAL EVENT	850,000	1,000,000	1,100,000
JOB CREATION FUND - PHEZUKOMKHONO	5,000,000	6,000,000	7,000,000
REGIONAL LIBRARY & INFORMATION SERVICES	500,000	650,000	750,000
	<b>10,150,000</b>	<b>11,800,000</b>	<b>13,400,000</b>
<b>DEPARTMENT - FINANCIAL SERVICES</b>			
INTEREST AND REDEMPTION	8,670,180	8,670,180	8,670,180
DEPRECIATION AND LICENCES	1,000,000	1,000,000	1,000,000
OPERATION CLEAN AUDIT	5,300,000	5,000,000	5,000,000
EMERGENCY / CONTINGENCIES	500,000	500,000	500,000
	<b>15,470,180</b>	<b>15,170,180</b>	<b>15,170,180</b>
<b>OFFICE OF THE MUNICIPAL MANAGER</b>			
TRADITIONAL AFFAIRS / PROJECTS	2,000,000	2,250,000	2,500,000
PROMOTION OF THE DISTRICT	1,800,000	1,800,000	1,800,000
	<b>3,800,000</b>	<b>4,050,000</b>	<b>4,300,000</b>
<b>TOTAL</b>	<b>246,207,475</b>	<b>226,443,570</b>	<b>269,906,710</b>

**ADMINISTRATION OF THE ACT: MULTI YEAR BUDGETS COMPARISONS**

<b>Detail</b>	<b>Budget 2012/2013</b>	<b>Budget 2013/2014</b>	<b>Budget 2014/2015</b>
<b>COUNCIL</b>			
Mayor & Exec Committee	6,854,110	7,265,360	7,701,290
Speaker, Chief Whip & Councillors	6,314,370	6,681,230	7,070,110
Council Support	3,139,790	3,328,180	3,527,850
<b>TOTAL: Council</b>	<b>16,308,270</b>	<b>17,274,770</b>	<b>18,299,250</b>
<b>MUNICIPAL MANAGER</b>			
Municipal Manager	3,628,250	3,845,950	4,076,730
Internal Audit	5,135,930	5,444,090	5,770,740
Communication, Marketing & Tourism	2,294,100	2,431,750	2,577,640
<b>TOTAL: Municipal Manager</b>	<b>11,058,280</b>	<b>11,721,790</b>	<b>12,425,110</b>
<b>PLANNING &amp; ECONOMIC DEVELOPMENT</b>			
Planning Services	3,936,790	4,173,010	4,423,400
IDP	1,091,580	1,157,080	1,226,510
<b>TOTAL: Planning &amp; Economic Development</b>	<b>5,028,370</b>	<b>5,330,090</b>	<b>5,649,910</b>
<b>CORPORATE SERVICES</b>			
New Building	5,470,000	5,798,200	6,146,090
Building	13,913,810	14,748,650	15,633,540
IT	5,341,250	5,661,710	6,001,390
Legal	2,425,790	2,571,350	2,725,620
Human Resources	2,407,360	2,551,810	2,704,920
Administration	10,319,170	10,938,320	11,594,640
<b>TOTAL: Corporate Services</b>	<b>39,877,380</b>	<b>42,270,040</b>	<b>44,806,200</b>
<b>FINANCE</b>			
Finance	7,051,660	7,474,770	7,923,250
Supply Chain Management	2,330,230	2,470,050	2,618,240
Municipal Management & Support	1,796,390	1,904,170	2,018,420
Carwash	633,225	655,895	679,925
MSIG	1,000,000	1,000,000	1,000,000
<b>TOTAL: Finance</b>	<b>12,811,505</b>	<b>13,504,885</b>	<b>14,239,835</b>
<b>MUNICIPAL INFRASTRUCTURE &amp; SERVICES</b>			
Planning, Implementation & Support	8,852,890	9,384,060	9,947,100
Infrastructure Maintenance	7,264,840	7,700,740	8,162,770
Water & Sanitation	6,031,760	6,393,670	6,777,310
<b>TOTAL: Municipal Infrastructure and Services</b>	<b>22,149,490</b>	<b>23,478,470</b>	<b>24,887,180</b>
<b>COMMUNITY &amp; SOCIAL SERVICES</b>			
Community & Social Services	5,074,680	5,379,170	5,701,930
Municipal Health Services	8,134,060	8,622,110	9,139,430
Disaster Management	5,185,240	5,496,360	5,826,160
<b>TOTAL: Intergovernmental Relations and Development</b>	<b>18,393,980</b>	<b>19,497,640</b>	<b>20,667,520</b>
<b>GRAND TOTAL</b>	<b>125,627,275</b>	<b>133,077,685</b>	<b>140,975,005</b>

**EXPENDITURE BREAKDOWN****EXPENDITURE BREAKDOWN**

<b>Detail</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
	<b>2012/2013</b>	<b>2013/2014</b>	<b>2013/2014</b>
	<b><u>R</u></b>	<b><u>R</u></b>	<b><u>R</u></b>
Salaries and wages	62,303,570	66,041,830	70,004,280
Social Contributions	12,992,860	13,772,470	14,598,790
Councillor Allowances	10,090,140	10,695,550	11,337,280
Depreciation	15,015,830	15,916,780	16,871,790
Repair and Maintenance	1,692,830	1,794,400	1,902,080
Contracted Services	2,940,000	3,116,400	3,303,380
General Expenditure	20,592,045	21,740,255	22,957,405
<b>Total</b>	<b>125,627,275</b>	<b>133,077,685</b>	<b>140,975,005</b>

**Donations**

During the course of the ensuing financial years ending 2012/13, 2013/14 and 2014/15 applications are normally received for Council to consider whether assistance may be rendered towards community related projects for Local Municipalities that are in dire need for financial support.

During the course of the ensuing years the following amounts are recommended:

<b>Year</b>	<b>Amount (R)</b>
2012/2013	200,000
2013/2014	200,000
2014/2015	200,000

**FINANCING: MULTI YEAR BUDGET COMPARISONS**

The financing of the budget may be summarized as follows:

Detail	Budget 2012/2013 R	Budget 2013/2014	Budget 2014/2015
<b>Revenue</b>			
Grants	-256,160,000	-264,030,000	-273,323,000
Interest on investments	-2,540,000	-3,000,000	-3,500,000
Income from tariffs	-8,000,000	-8,000,000	-8,000,000
Other income	-797,790	-818,700	-841,810
DWA funding - RBIG	-22,000,000	-54,000,000	-87,000,000
DWA funding - ACIP	-27,024,000		
Loan - Capital Projects	-30,000,000		
Proceeds from disposal of Secunda Mayoral Residence	-2,000,000		
Contribution Accumulated Surplus	-44,331,790	-39,088,775	-41,893,865
Central PMU for LM's MIG Allocation	-10,981,170	-11,583,780	-12,323,040
<b>Total Income</b>	<b>-403,834,750</b>	<b>-380,521,255</b>	<b>-426,881,715</b>
<b>Expenditure</b>			
Allocations to Local Municipalities	107,892,125	107,839,610	115,313,490
Multiyear projects	28,190,000		
ACIP Projects	27,024,000		
RBIG Projects	22,000,000	54,000,000	87,000,000
Departmental Allocations	49,920,180	52,820,180	55,070,180
Administration of the Act	125,627,275	133,077,685	140,975,005
Donations	200,000	200,000	200,000
Capital Expenditure	32,000,000	21,000,000	16,000,000
Central PMU for LM's MIG Allocation	10,981,170	11,583,780	12,323,040
<b>Total Expenditure</b>	<b>403,834,750</b>	<b>380,521,255</b>	<b>426,881,715</b>

**CAPITAL BUDGET: MULTI YEAR BUDGET COMPARISONS**

Detail	Budget 2012/2013 R	Budget 2013/2014 R	Budget 2014/2015 R
Office Complex & Alterations	8,000,000	10,000,000	5,000,000
Mayoral Guest House	2,000,000		
Regional Convention Centre	5,000,000	5,000,000	5,000,000
Lab equipment	1,000,000	1,000,000	1,000,000
Disaster Centres - Mkhondo, Dipaleseng, Albe	10,000,000	0	0
Construction equipment / Vehicles	2,000,000	2,000,000	2,000,000
Office furniture and equipment	4,000,000	3,000,000	3,000,000
<b>Sub-Total</b>	<b>32,000,000</b>	<b>21,000,000</b>	<b>16,000,000</b>

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## **31 BUDGET RELATED POLICIES**

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

### **31.1 Budget Policy**

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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.

### **31.2 Supply Chain Management Policy**

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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.

### **31.3 Management and Investment Policy**

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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.

### **31.4 Virement Policy**

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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.

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## **32 EMPLOYMENT EQUITY PLAN**

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As part of the Gert Sibande District Municipality's 2010/11 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; and
- 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.

### **33 INTEGRATED ENVIRONMENTAL MANAGEMENT FRAMEWORK**

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#### **Background**

The district is committed to promoting a safe and healthy environment for all, in achieving this 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.

### **34 AIR QUALITY MANAGEMENT PLAN**

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#### **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 aims 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 are responsible for the implementation of the plan.