

Foreword by the Executive Mayor



It gives me great pleasure to present this Integrated Development Plan for the 2008/09 Financial Year. In reviewing the IDP and our Budget for the next year and beyond, we have consulted quite extensively with our communities in all our constituent Local Municipalities through their varying groupings using our IDP Representative Forum and other IGR structures at our disposal.

Out of this exercise Key Development objectives among our commitments in the current term and beyond as we aspire to collectively better the well being of all our communities, the following were reaffirmed as pertinent:

- To support government efforts, to put the people at the centre of development, not merely as beneficiaries but drivers of transformation
- To move faster and further in providing the better life for all
- Half unemployment and poverty by 2014.
- Provide the skills required by the district economic development and growth.
- Ensure that all residents of GSDM are fully able to enjoy the full dignity of freedom
- To proactively continue working with both National and Provincial spheres of our Government and other social partners to improve service delivery and access to basic services.
- Ensure participation of all the stakeholders to allow citizens to identify the problems encountered within their respective localities face and partner in providing solutions to deal with these problems and improve service therein
- Fast track provision of free basic services
- Build sustainable human settlements and viable communities
- Provide infrastructure that will create an environment that is conducive to economic growth and development that facilitate and increase capacity to provide basic services, which will contribute to a safe and healthy environment.
- Create job opportunities and fight poverty through infrastructure development and service delivery, procurement and support for SMME's and Broad Based Black Economic Development.
- Ensure that councillors are responsive, accountable, and effective and that everybody that is involved in local government understands and honours the duty to respect and serve the people.
- Collectively agreed that this will be a year of Mass Mobilization on issues of Education, Health, Rural Development, Land Restitution and Safety & Security.

The District will work closely with government institutions and the private sector to initiate and create job opportunities through EPWP, for the benefit of the unemployed and the poor. By 2010, when South Africa hosts the Soccer World Cup, all households will have access to running water and decent / proper sanitation. The District aims to ensure that all households have access to electricity by 2012. The district also subscribes and will not tolerate corrupt and unethical activities among its constituent Local Municipalities.

The vision of our constitution is to establish an open democracy committed to social justice and the recognition of human rights. It seeks to improve the quality of life of all citizens and free the potential of each person....No institution of the government could fail to notice the high levels of poverty and deprivation of material necessities affecting large members of the South African population. It is clear that this overarching constitutional objective

{improving the quality of life for all citizens} will not be achieved until this state of dire need is eradicated... The socio-economic rights in the constitution quite clearly reflect a commitment to social upliftment. (Langa 2003:672)

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

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

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

Yours Sincerely

**Cir A M GAMEDE
EXECUTIVE MAYOR**

Overview by the Municipal Manager



Our 2008/9 Revised Integrated Development Plan (IDP) serves as a barometer both for Gert Sibande District Municipality (GSDM) and its citizens towards the realization of the District's developmental vision of :

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

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

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

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

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

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

It is therefore evident that as a collective we the citizens of Gert Sibande District Municipality have a gigantic task to fulfil, and that is to make this plan happen. We have already started work on it, allocating financial resources to variety of functions under our responsibility, creating structures to carry out all the tasks as identified.

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

In defining GSDM's developmental trajectory required are both focus and decisiveness on our part, the will to weigh trade-offs and make choices, as well as strategies to inspire all stakeholders to proceed along a new trail. If decisive action is taken on a number of focused areas, the confluence of possibilities is such that the District would enter a road of faster economic growth and job-creation, faster and more efficient provision of quality services, increased social cohesion and reduction of the paradigm of exclusion prevalent among sections of society.

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

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

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

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

This is a start of the GSDM renaissance-"A total commitment is paramount to reaching the ultimate performance"
"- Tom Flora

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

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

Yours Sincerely

M.A. NGCOBO, Pr. Tech. Eng, MSAICE, IMESA, FMWSA

MUNICIPAL MANAGER

ACRONYMS

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

MSIG	Municipal Systems Improvement Grant
MSP	Master Systems Plan
NEMA	National Environmental Management Act
NEPAD	New Partnership for Africa's Development
NER	National Electricity Regulator
NGO	Non Governmental Organization
NSDP	National Spatial Development Perspective
NWMS	National Waste Management Strategy
OLS	Operating Licence Strategy
PGDS	Provincial Growth and Development Strategy
PHC	Primary Health Care
PMS	Performance Management System
PPP	Public Performance Areas
REDS	Regional Electricity Distribution System
RSC	Regional Service Council
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
WSA	Water Services Authorities
IWSDP	Integrated Water Services Development Plan

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GERT SIBANDE DISTRICT MUNICIPALITY

IDP

1 PART ONE: INTRODUCTION AND CURRENT SITUATION

1.1 Introduction

This document represents the **Revised Integrated Development Plan** as prepared by the **Gert Sibande District Municipality (GSDM)** as part of its 2008/09 IDP Review process.

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

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

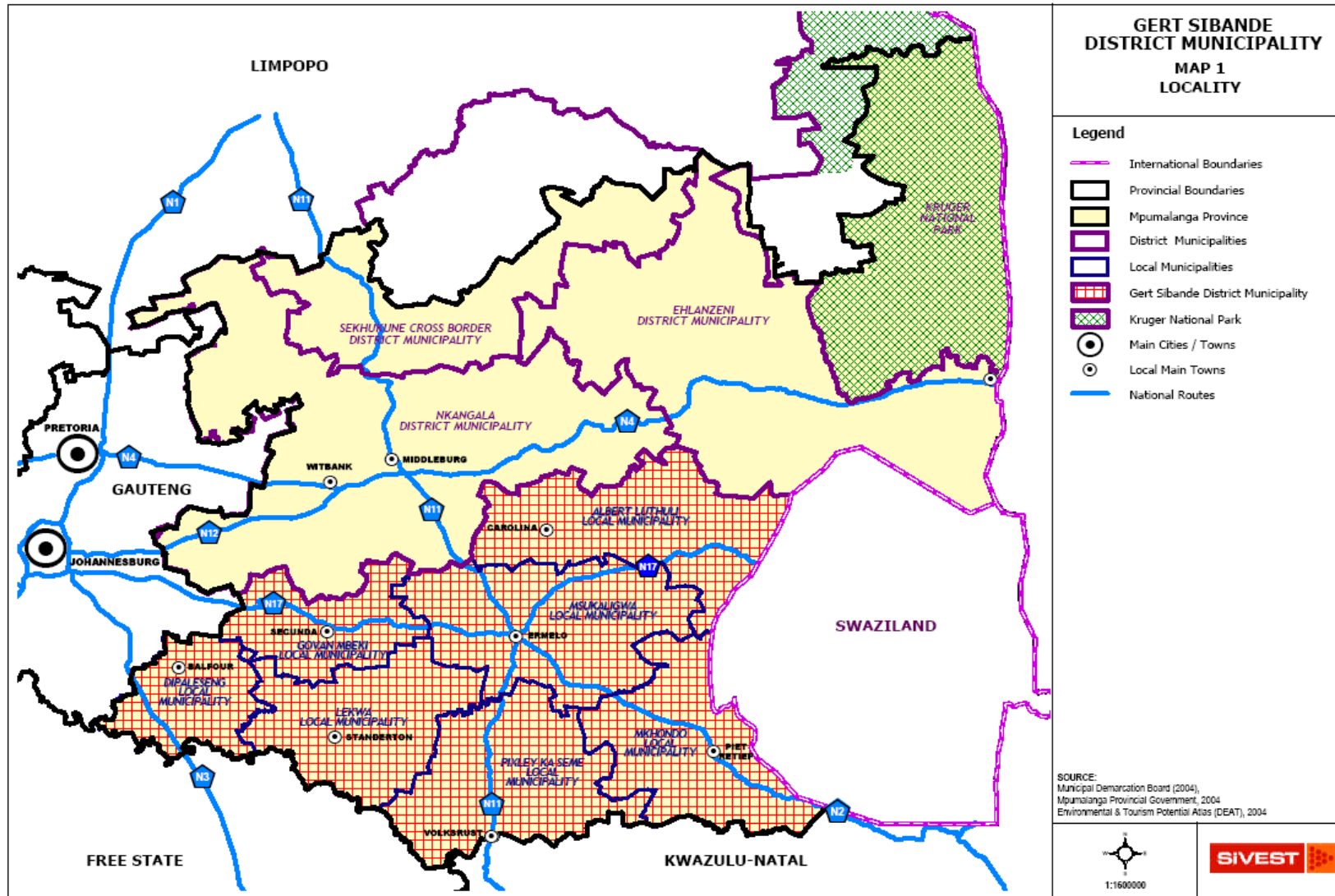
The District Municipality is bordered by Ekurhuleni Metro to the west and Sedibeng District Municipality to the south west respectively both in Gauteng Province, Ehlanzeni District Municipality to the north east and Nkangala District Municipality to the north respectively both in Mpumalanga Province,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

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

The District is made of Seven (7) constituent Local Municipalities, viz: Albert Luthuli; Govan Mbeki; Dipaleseng; Lekwa; Mkhondo; Msukaligwa and Pixley Ka Seme respectively. The spatial size and main Administration Offices of these Municipalities are depicted in **table 1** below.

Table 1: Local Municipalities Main Administration Offices

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



1.2 Policy and Legislative Context

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

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

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

“The Municipal Council:

a) Must review its Integrated Development Plan

- i) annually in accordance with an assessment of its performance measures in terms of Section 41 and;**
- ii) to the extent that changing circumstances so demand and;**

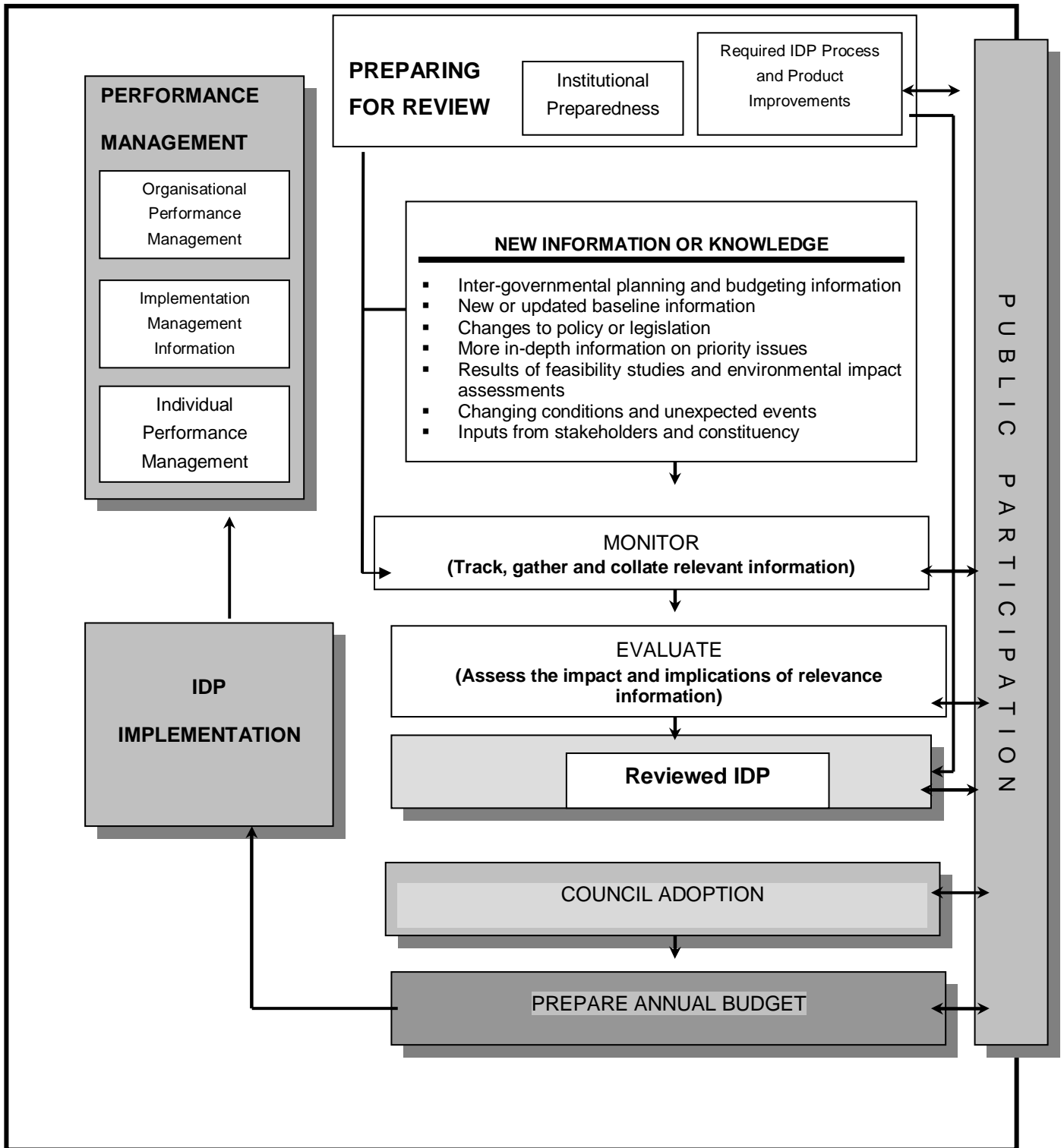
b) May amend its Integrated Development Plan in accordance with the prescribed process”

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

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

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

Figure 1: IDP REVIEW PROCESS



Report Outline

This report comprises three main components:

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

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

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

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

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

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

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

1.3 IDP Planning Process

1.3.1 The IDP Process

During October 2007, Gert Sibande District Municipality adopted a Framework Plan for IDP review throughout its area of jurisdiction, followed by Process Plans for the respective Local Municipalities for local IDP Reviews. These plans were adopted in accordance with the relevant legal prescripts and have dictated the process followed in reviewing this IDP.

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

- Institutional Issues;
- Amendments in response to changing circumstances; and
- Improving the IDP process and content;
- Mainstreaming of HIV and Aids, Poverty and Gender, Disability programmes

Particular attention was paid to Institutional Issues, the IDP-Budget-PMS link, and an updated list of Projects.

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

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

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

□ District Framework Plan

The District Framework Plan was formulated and adopted to serve as a guide to all of the local municipalities within the GSDM area of jurisdiction, in the preparation of their respective Review Process Plans. In brief, the District Framework Plan outlines the time frames of scheduled events/activities, structures involved and their respective roles and responsibilities of the respective stakeholders during the reviewal 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 2007 to its completion during March 2008.

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

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

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

Organizational Arrangements for Organised Public Participation

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
1.	Municipal Council	<ul style="list-style-type: none"> • The District Council will approve the reviewed IDP. • Will consider the Framework/Process Plan which should set out the process for the new IDP cycle.
2.	Executive Mayor and Mayoral Committee	<p>The Mayoral Committee must:</p> <ul style="list-style-type: none"> • Decide on the Process Plan for IDP Review • Responsible for overall management, co-ordination and monitoring of the review process, and may assign responsibilities to the Municipal Manager • Submit reviewed IDP framework and draft IDP to Council • Develop terms and criteria for Representative Forum. • Give political direction
3.	Municipal Manager with delegated powers to the IDP Manager	<p>The Municipal Manager is responsible for the management and co-ordination of the preparation of the IDP process which include but not limited to the following:</p> <ul style="list-style-type: none"> • Responsible for the day to day management of the planning process plan and ensuring that timeframes are being adhere to and resources are and managed effectively and efficiently; • Co-ordinate the involvement of all different role players; • Ensuring the horizontal and vertical alignment in the planning process, including Sectors; • Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained; • Ensuring compliance with National and Provincial requirements and legislations; • Ensure appropriate participation of all the relevant Stakeholders; • Ensure proper documentation of outcomes; • Chairing the Steering Committee, Technical Committee; and • Management of Service Providers
4.	IDP Steering Committee	<ul style="list-style-type: none"> • Framework/Process Plan management structure; • Allocation of duties and monitoring; • Overall management including the appointment of technical consultants; • Decision on roles and responsibilities; • Commission research studies and recommend appointment of service providers; • Decide on matters to be referred to Technical Committee for alignment and integration purposes.

5.	IDP Representative Forum	<ul style="list-style-type: none"> • The Executive Mayor or Representative chairs the forum meetings. • Constituted of the all the Executive Mayors/IDP managers/coordinators/CBO's/NGO's/Business Forums/ Community Forums/Youth /Woman/ Disabled Org./ Political parties /Traditional Leadership • This Forum consist of community participation structure/stakeholders in their respective organised formations, to represent the interests of all stakeholders and ensure proper communication to guarantee representative and collaborative participation during the review process; • Will provide an organizational mechanisms for discussion, negotiations and decision making between the stakeholders including municipalities and government departments during the Municipal process; • Monitor the performance of the planning and implementation process. • Make recommendations to the council on planning and development priorities.
6.	IDP Technical Sub-Committees <ul style="list-style-type: none"> • CFOs Forum • Corporate Services/HR Forum • Infrastructure & Technical Services Managers Forum • District Communications Forum • HIV/AIDS Council • Disaster Management Forum • Transport Forum 	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 Sub-Committee will be responsible for: <ul style="list-style-type: none"> • Advising the Steering Committee on terms of reference for the various planning activities; <ul style="list-style-type: none"> - Deliberate on reports and consider inputs from the relevant stakeholders. (study teams and consultants, and also inputs from provincial sector on sector departments and support providers); - processes, summarizes and document outputs; - consider and report on department outputs; - makes content recommendations, - prepare, facilitate and document meetings - Provide sectional IDP progress report on quarterly basis. - Discuss challenges encountered and recommend possible solutions within their respective line functions - ensure alignment regarding relational matters, and agree on the programme of action to be pursuit towards achieving goals as articulated in the respective Municipal IDPs - Use the 5 LGSA as the basis of their discussions and information assimilation and dissemination tool
7.	IDP Technical Committee	<ul style="list-style-type: none"> • Will be chaired by the District Municipal Manager or a designated Official. Consists of all Municipal Managers and Heads of Departments as well as representatives from sector departments. • Will deal with matters relevant and relating to District wide issues; • Consider District wide programs and integration to PGDS; • Consider and advise the IDP Representative Forum on the evaluation of sector plans; • Attend to the alignment of the LM's' IDP's to that of the GSDM • Deliberate on inter-sectoral programmes and recommends to the Representative Forum; • Give advise to municipalities and foster sectoral alignment; and • Will timeously report on progress which will then be forwarded to the Steering Committee
8.	IDP Management Committee	Will be responsible for among others the following functions: <ul style="list-style-type: none"> • Chaired by the GSDM IDP Director and consisting of all the IDP Directors/Managers from the seven (7) Local Municipalities

- Harness shared understanding of development between the Local and District Municipalities during the IDP implementation and review as well as other planning processes;
- Support the planning and implementation management process of local municipalities and District municipality;
- Establish and maintain close links with public and private service providers for proper programme alignment in municipal planning;
- Provide information to municipalities on relevant national and provincial policy and legislative frameworks;
- Organize/conduct relevant training events for municipalities to build their planning and implementation management capacity;
- Liaise with donors and other state agencies for funding the municipalities.

Summary of Community Stakeholder Input

During October 2007 and February 2008 respectively the District held its annual Mayoral IDP & Budget Izimbizo, where the Honourable Executive Mayor from the GSDM visited each local municipality with the aim of emphasizing on the Government's programme, the importance of meeting the Millennium Targets, improvement in service delivery and ensures better life for all District residents within constituent municipalities. Community members who attended these Mayoral Izimbizo highlighted the development and infrastructure challenges that they are experiencing such as:

- **Access to housing**
- **Access to clean water**
- **Access to decent sanitation facilities**
- **Access to waste collection**
- **Access to electricity**
- **Proper transport networks**
- **Access to youth / disability centres**
- **Access to education facilities / tertiary institution**
- **Access to information and government / municipal services**
- **Inaccurate billing and lack of support for indigent**
- **Effective and Accessible Administration**
- **Disaster and Emergency Services**
- **Lack of support and opportunities for SMME's**
- **Lack of Social Facilities**
- **Poor Communication between community, officials & Councillors**

1.4 National and Provincial Planning Frameworks affecting GSDM

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

In addition to existing legislation, a range of National, Provincial and Local development policies and plans exist to further guide and direct development in South Africa. Three of these, namely the **National Spatial Development Perspective (NSDP)**, the **Mpumalanga Provincial Growth and Development Strategy (MPGDS)**, and the **Mpumalanga Rural Development Programme (MRDP)** are of particular importance in developing a Development Framework for the Gert Sibande District Municipality.

The following section briefly deals with each, and highlights the most important guidelines presented.

1.4.1 National Spatial Development Perspective (NSDP)

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

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

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

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

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

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

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

Table 2: NSDP Classification for selected Municipalities in Gert Sibande

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

Table 3: Business Function Index in the Gert Sibande Area

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

1.4.2 Overview of Mpumalanga PGDS

Another important government initiative implemented during the past few years is the Provincial Growth and Development Strategy programme. The Provincial Growth and Development Strategies were compiled within the parameters set by the National Spatial Development Perspective, as well as the Integrated Sustainable Rural Development Strategy as defined by national government.

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

(SDF). It is thus essential that the issues and directives emanating from PGDSs' be compatible with the vision, priority areas, and guidelines of SDFs of local and District municipalities.

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

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

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

- Internationally, the United Nation's Millennium Development Goals (MDGs); and
- Nationally, the Accelerated and Shared Growth Initiative for South Africa (ASGISA) and the National Spatial Development Perspective (NSDP) of South Africa (as discussed in **section 1.5.1**).

Table 4: The UN Millennium Development Goals

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

1.4.3 Accelerated and Shared Growth Initiative for South Africa (ASGISA)

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

- Infrastructure programmes;
- Sector investment (or industrial) strategies;
- Skills and education initiatives;
- Second economy interventions;
- Macro-economic issues; and
- Public administration issues.

Furthermore, in terms of the Provincial Growth and Development Strategy, the following infrastructure projects and “Programmes of Action” are applicable to the Province in general:

- Upgrading of the Further Education and Training colleges;
- Improving the availability and reliability of infrastructure services such as provincial and local roads, bulk water infrastructure and water supply networks, energy distribution, housing, schools and clinics, business centres, and sports and recreation facilities;
- The development and implementation of multi-purpose government service centres, including police stations, courts and correctional facilities;
- Maximum exploitation of agricultural potential and opportunities;
- Promotion of the arts and culture industry;
- Tourism growth promotion and the preservation and development of heritage sites;
- Export promotion;
- SMME development;
- Extended Public Works Programme (EPWP);
- Local Economic Development (LED);
- Urban and Rural Development Programme; and
- Environmental management.

1.4.4 Mpumalanga Rural Development Programme (MRDP)

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

The key concepts of the programme include:

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

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

1.5 STATE OF DEVELOPMENT IN GSDM AND OVERVIEW OF MUNICIPAL SERVICES

1.5.1. District Population Dynamics

The Provincial mid-year population estimates for 2006 by Statistics South Africa is 3 508 000 for Mpumalanga Province. The population for the GSDM area, therefore accounts for 25, 63% of the total population of the Province; the Nkangala District area for 29, 09%, and the Ehlanzeni District for the remaining 45, 28%. Throughout the Gert Sibande District more than half of the population (52, 76%) and nearly two thirds of the households (62, 04%) reside in urbanized areas. An interesting fact to note is that nearly a third of the households (29, 67%) reside on farmland, which increases pressure on local municipalities to provide services herein upon reaching agreements with farm owners, which has also proven to be a daunting task in most areas across the country. People residing in rural areas more often do not have ownership where they reside, which in turn disqualifies them from housing subsidies and proper services. A proper study and strategy for formalizing rural settlements is therefore needed within the GSDM, area.

The District is home to **985 632** people who constitute **25%** of the Mpumalanga Province total population, with an average population density of 30.12 per km². District's population distribution per Local Municipality is depicted in **table 5** below.

Table 5: Population and Households Growth

Municipality	Population				Households (HH)			
	Oct 2001	Apr 2007	Current Annual Growth	Communities	Oct 2001	Apr 2007	Current Annual Growth	HH density
Albert Luthuli	187 937	201 861	0.56	44	41 651,00	44 741,00	0.52	4.51
Dipaleseng	38 614	41 150	0.62	6	9 937,00	10 590,00	0.53	3.89
Govan Mbeki	221 743	239 395	0.53	27	64 796,00	69 954,00	0.50	3.43
Lekwa	103 266	113 285	0.60	11	26 460,00	29 025,00	0.55	3.90
Mkhondo	142 894	163 456	0.63	17	29 252,00	33 461,00	0.85	4.89
Msukaligwa	124 813	137 822	0.60	16	31 159,00	34 409,00	0.63	4.01
Pixley Ka Seme	80 736	88 663	0.62	10	18 901,00	20 756,00	0.57	4.27
Total	900 003	985 632	0.58	131	222 156,00	242 936,00	0.58	4.18

Source: STATSSA 2007

The above table reflects the population, households and their respective growth within the District, the information herein indicates the current situation within the District in terms of the population growth from 2001 census by 0.58 %. The District is predominantly rural in nature with key anchor towns that dominate the urban settlements; these create a big challenge for the District in terms of provision of services, and coordination of planning, development and also the expensive nature of providing services to these rural areas, since most of the people reside therein.

Table 6: GSDM Population Classification

Permanent resident population	Aged residents (>65 years)	Youth residents (<18 years)	Male residents	Female residents
985 632	438 015	547 617	483 452	502 180

Source: STATSSA 2007

It can be deduced from the table above that any form of future regional development intervention must be more biased towards emancipation of Women and empowerment of Youth as these are the dominating categories of the District's populace. This however should not imply total disregard development aspirations of the elderly residing within the District.

Table 7: Population Profile

Municipality	Population	Population Group by %				Gender %	
		Blacks	Coloured	Asians	White	Males	Females
GSDM	985 632	87.73	0.65	2.38	9.24	51.59	48.41

Source: StatsSA. April 2007

As depicted in the table above, blacks remain dominant in the District, signifying an irrefutable fact that, whilst development initiatives within the District must continue to be inclusive and be based on the spirit of building a non-racial and non-sexist society, the plight of Africans as the culmination of the Apartheid policies and lasting impacts thereof must be accordingly addressed towards ensuring a transformed and an integrated society.

Table 8: Dwelling Type / Increment from 2001

Municipality	Formal	Informal	Traditional	Other
Albert Luthuli	21 415	15 762	6 246	70
Dipaleseng	10 593	7 500	2 020	37
Govan Mbeki	82 169	5 247	1 191	192
Lekwa	25 841	4 000	6 207	259
Mkhondo	20 684	4 384	5 251	73
Msukaligwa	14 477	9 240	4 791	70
Pixley Ka Seme	10 524	5 475	2 001	38
GSDM	185 703	51 608	27 707	739

GSDM WSDP 2006

It is evident from the table above that whilst resounding majority (185 73 HH) of the people in the District resides in formal dwelling structures, a disturbing number of more than 80 000 HH still resides in less formal structures.

Human Development Index (HDI): It is a reliable indicator of development, which is measured by life expectancy; literacy and income. The HDI for Gert Sibande District Municipality is 0.55, which is above 0.50, indicating moderate level of development within the District.

1.6 Municipal Transformation and Organization Development

1.6.1 Administrative Capacity

In an endeavour to be adequately responsive to the Developmental mandate bestowed upon municipalities, Gert Sibande District Municipality and all the Local Municipalities within its area of jurisdiction have accordingly approved their respective staff complements. (Refer to **table 9 below** for the Gert Sibande Administrative Capacity).

Table 9: Gert Sibande Administrative Capacity

DEPARTMENT/OFFICE	POSITION	LEVEL	STATUS	GENDER
Executive Mayor	Executive Director	Sec 57	Filled	M
	Economic Advisor	0	Vacant	n/a
	Community Participation Coordinator	2	Vacant	n/a
	Community Participation Coordinator	2	Vacant	n/a
Speaker/Chief Whip	Administrative Manager	3	Filled	M
Municipal Manager	Municipal Manager	Sec 57	Filled	M
	Strategic Executive Director	Sec 57	Vacant	n/a
	Director Communication	1	Filled	F
	Communication Officer	3	Vacant	n/a
	Chief Internal Auditor	2	Filled	M
	Senior IDP Manager	1	Filled	M
	Assistant IDP Manager	3	Filled	F
	Manager Supply Chain	1	Vacant	n/a
	Assistant Manager Supply Chain	3	Vacant	n/a
Corporate Services	Executive Director	Sec 57	Filled	M
	Director Administration	Contract	Filled	M
	Director Human Resources	1	Vacant	n/a
	Director Legal	1	Filled	M
	IT Manager	2	Vacant	n/a
	Labour Relations Spec.	3	Filled	M
	Records Manager	3	Vacant	n/a
Finance	Chief Financial Officer	Sec 57	Filled	M
	Deputy CFO	Contract	Vacant	n/a
	Director Finance	1	Filled	M
	Deputy Director	2	Vacant	n/a
	Budget Specialist	1	Filled	F
	Assistant Director	3	Vacant	n/a
Infrastructure & Technical Services	Executive Director	Sec 57	Filled	M
	Director: Project Implementation	Contract	Filled	F
	Director: Planning & Econ Dev	1	Filled	M
	Director: Water & Sanitation	1	Filled	M
	Deputy Director: Maintenance & TS	2	Filled	M

	Deputy Director	2	Filled	M
	Deputy Director: Project Implementation	2	Filled	M
	Town & Regional Planner	2	Vacant	n/a
	GIS Manager	Contract	Filled	M
Intergovernmental Relations	Executive Director	Sec 57	Filled	F
	Director: Social & Health Services	1	Filled	M
	Chief District Health Officer	3	Vacant	n/a
	Chief Disaster Officer	3	Filled	M
	Senior Manager Sports	Contract	Vacant	n/a
	Senior Administration Officer	Contract	Vacant	n/a
	Administrative Manager	3	Vacant	n/a

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

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

Summary - Councillors' oversight role and accountability in terms of the MFMA

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

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

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

It is important for councillors to understand their roles and responsibilities to ensure effective performance management by officials.

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

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

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

Councillors' critical responsibilities include providing oversight and direction to the municipality's operations, overseeing the preparation of budgets and the achievement of financial and non-financial objectives expressed in the budget and IDP.

Delegation consistent with the provisions of the act can work to ensure that the municipality operates efficiently and effectively. However, delegation does not divest ultimate responsibility and accountability concerning the delegated duty.

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

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

Table 10 below provides a summary of the status of Institutional Plans and Policies per municipality within Gert Sibande District Municipality.

Key Issues regarding Administrative Capacity Building and Training are as follows:

- Retention and scarcity of skills (Engineers, Accountants, Planners etc)
- Capacity development of officials and Councillors
- Job Evaluation process
- Performance Management & Monitoring
- Compliance with legislative requirements
- Human Resources Information System
- Organisational grading – pay curve

- Staff Recruitment and filling of critical posts
- Welfare and well-being of staff

Table 10: 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 for 2007/08	Approved	In Planning Phase	Approved
Total Staff Composition	159	In Progress	184		616	544	In Planning Phase	To be Reviewed
Filled Positions	88	In Planning Phase			561	424	In Planning Phase	28(58 budgeted for)
Job Evaluation	Awaiting for SALGBC's approval	In Planning Phase	Not yet done	Finalized, awaiting SALGBC's response	JDs Submitted to JE Manager	In progress	In Progress	Finalized, awaiting for SALGBC's response
Information Management System	In Progress	In Progress		IT Dept in place & functioning	In Planning Phase	In Planning Phase	In Planning Phase	Registry unit established
Delegations	Approved & in place	Approved & in place	Approved & in Place	Approved & in Place	Approved & in place	Approved & in Place	Approved & in Place	Delegation register exists. under review
PMS	Service Provider Appointed	In Planning Phase	In Planning Phase	Approved. Unit under way of being re-developed	In Planning Phase	Partly Completed	In Planning phase	Adopted until 2007. New system under review
Skills Development Plan	Approved	Approved	2007/2008 Plan in Place	Approved & in Place	WSP Submitted & Plan approved by the Training Committee	Approved & in Place	In Progress	Approved & in Place
Employment Equity plan	Approved	Approved	2007/2008 Plan in Place	Approved & in Place	EE Plan Approved & in Place	Approved & in Place	In Progress	Approved & in Place
Gender Equity Plan	Approved	In Progress	2007/2008 Plan in Place	Approved & in Place	Not in place	Approved & in Place	In Planning Phase	In process
Employment Assistance Plan	No	In progress	Not in Place	Approved & in Place	Not in place	Available	In Planning Phase	Adopted & in Place
Disaster Management Plan	Draft	Draft	None	None	Draft	None	Adopted	Draft

1.6.2 Committee Service

Council meetings are held quarterly and Mayoral Committee meetings are held on a monthly basis. The submission of items and the preparation of agendas and minutes need to be in such a way that the agendas are timeously prepared and distributed to reach the Councillors well before the scheduled meetings to harness fruitful and well informed deliberations during Council meetings.

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

Key Issues regarding proper administration of Committee Service:

- 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.

1.6.3 ICT Services

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

Key Issues regarding administration of proper ICT service include among others the following:

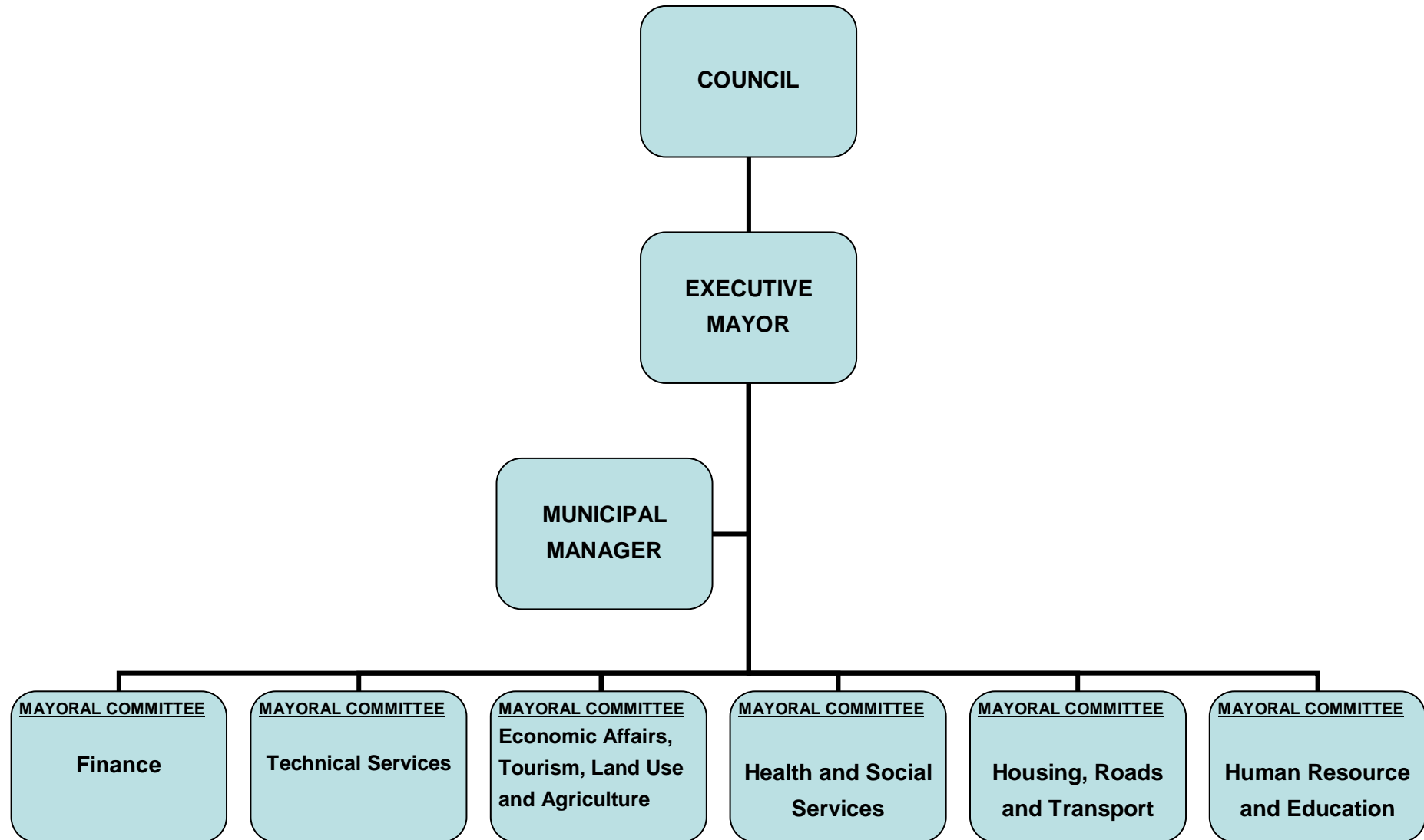
- Ensuring that computers are upgraded on generally accepted intervals (3 years for laptops, 4 years for desktop computers and 5 years for printers).
- Software upgrades to ensure maintain a high standard.
- Accepted data storage, backup and recovery programs and procedures.
- Enable optimally functional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

1.6.4. Organizational Design

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

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

FIGURE 2: GERT SIBANDE DISTRICT MUNICIPALITY: MACRO ORGANISATIONAL STRUCTURE



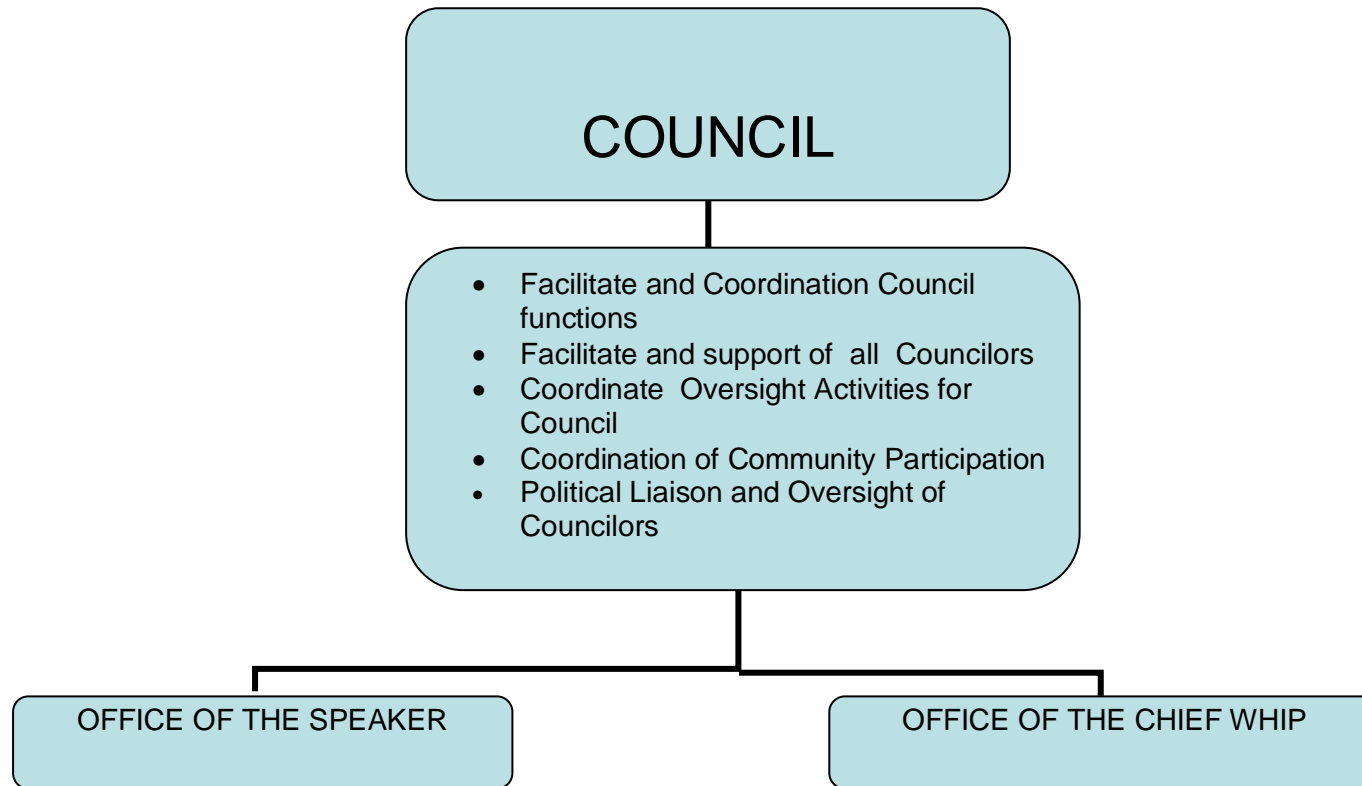


FIGURE 3: OFFICE OF MUNICIPAL MANAGER

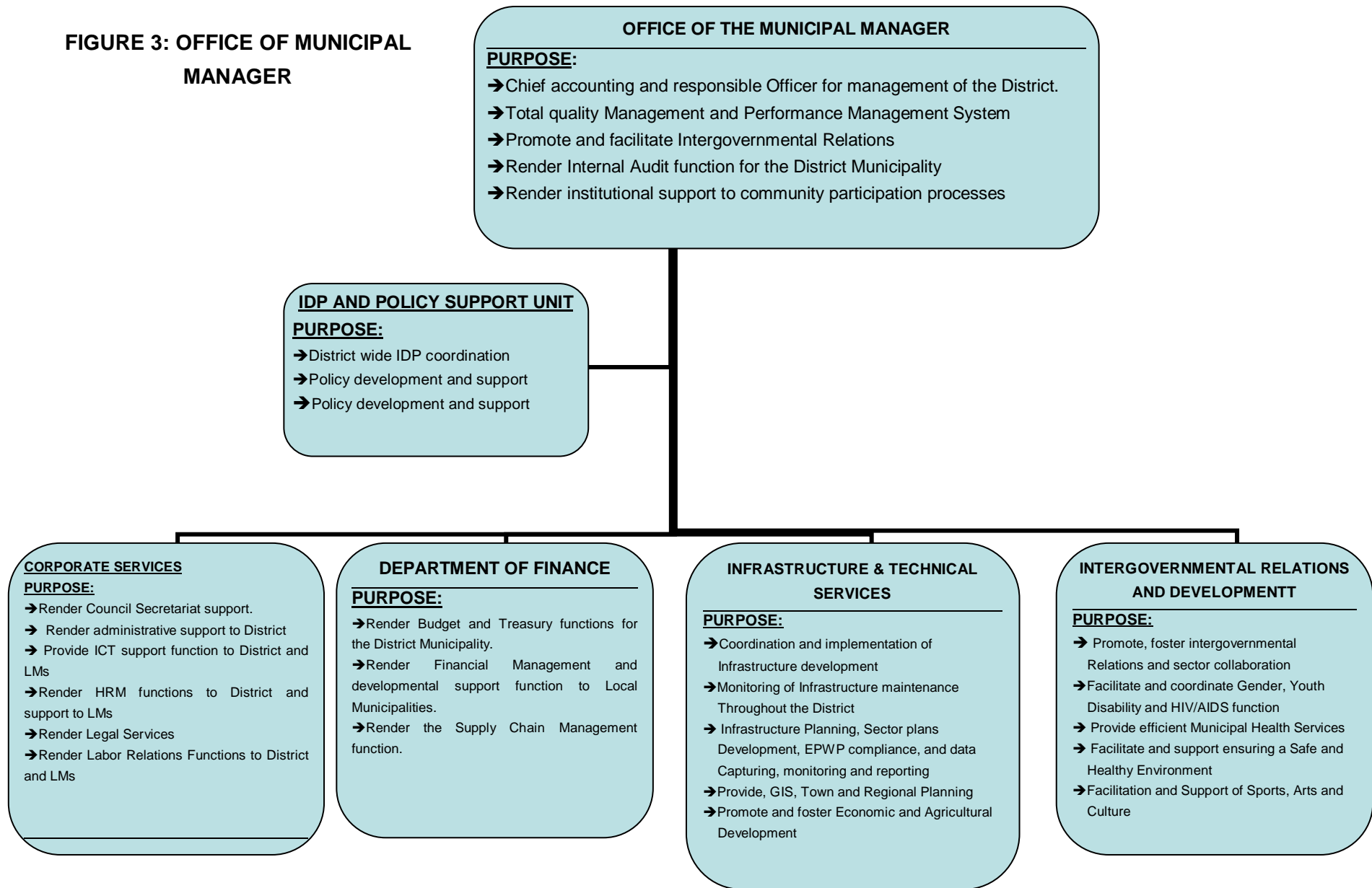


FIGURE 4: CORPORATE SERVICES

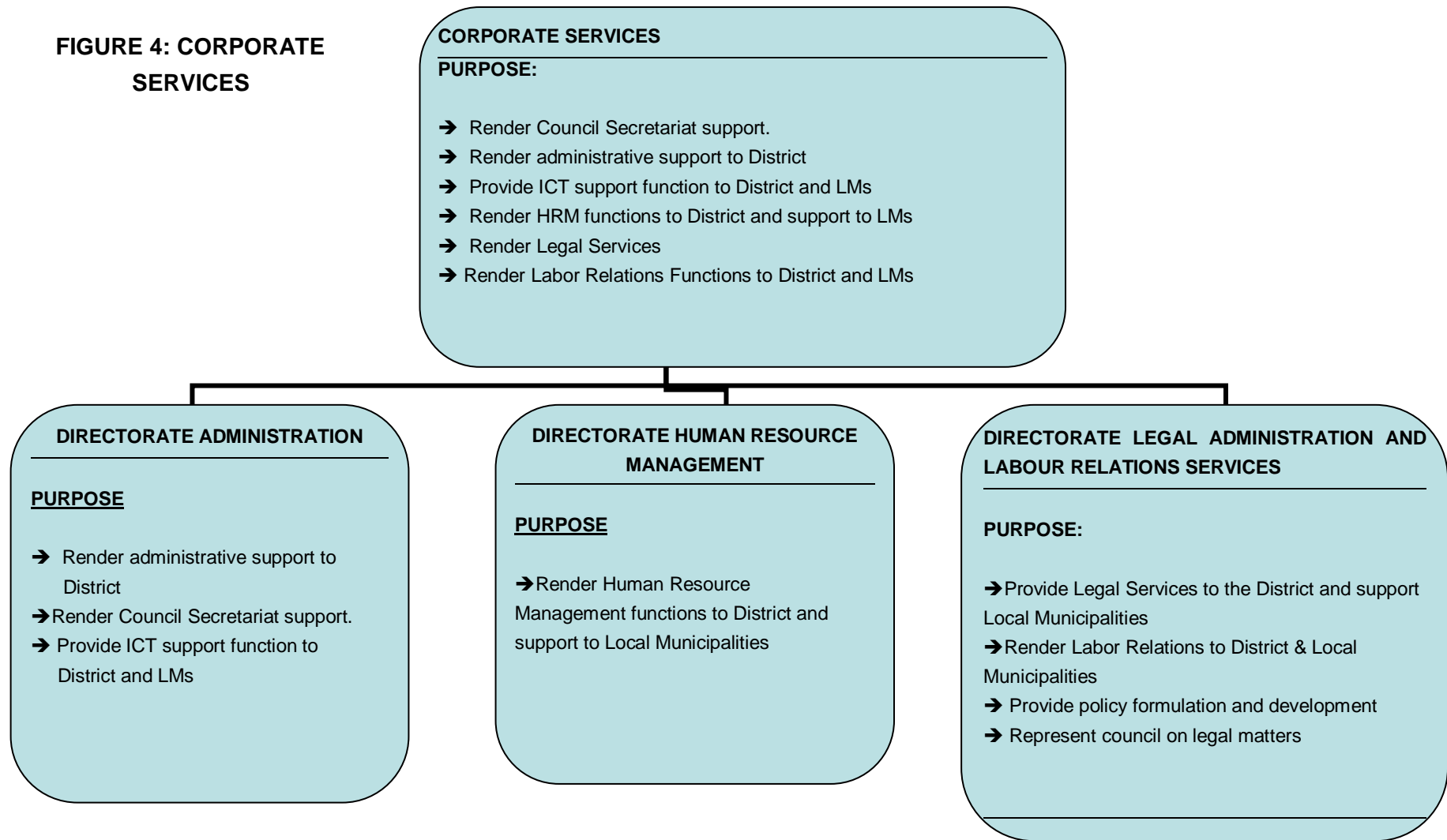
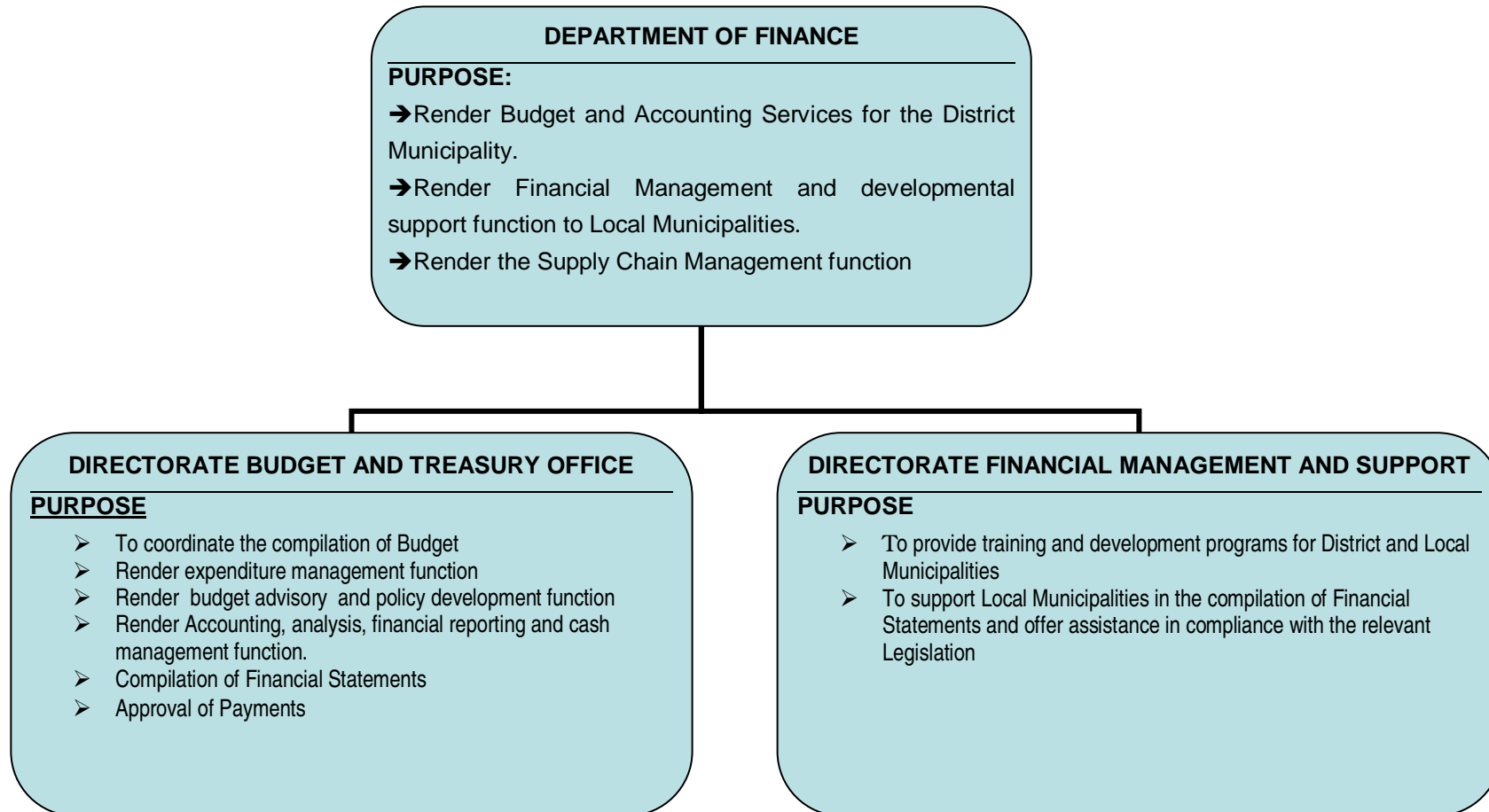
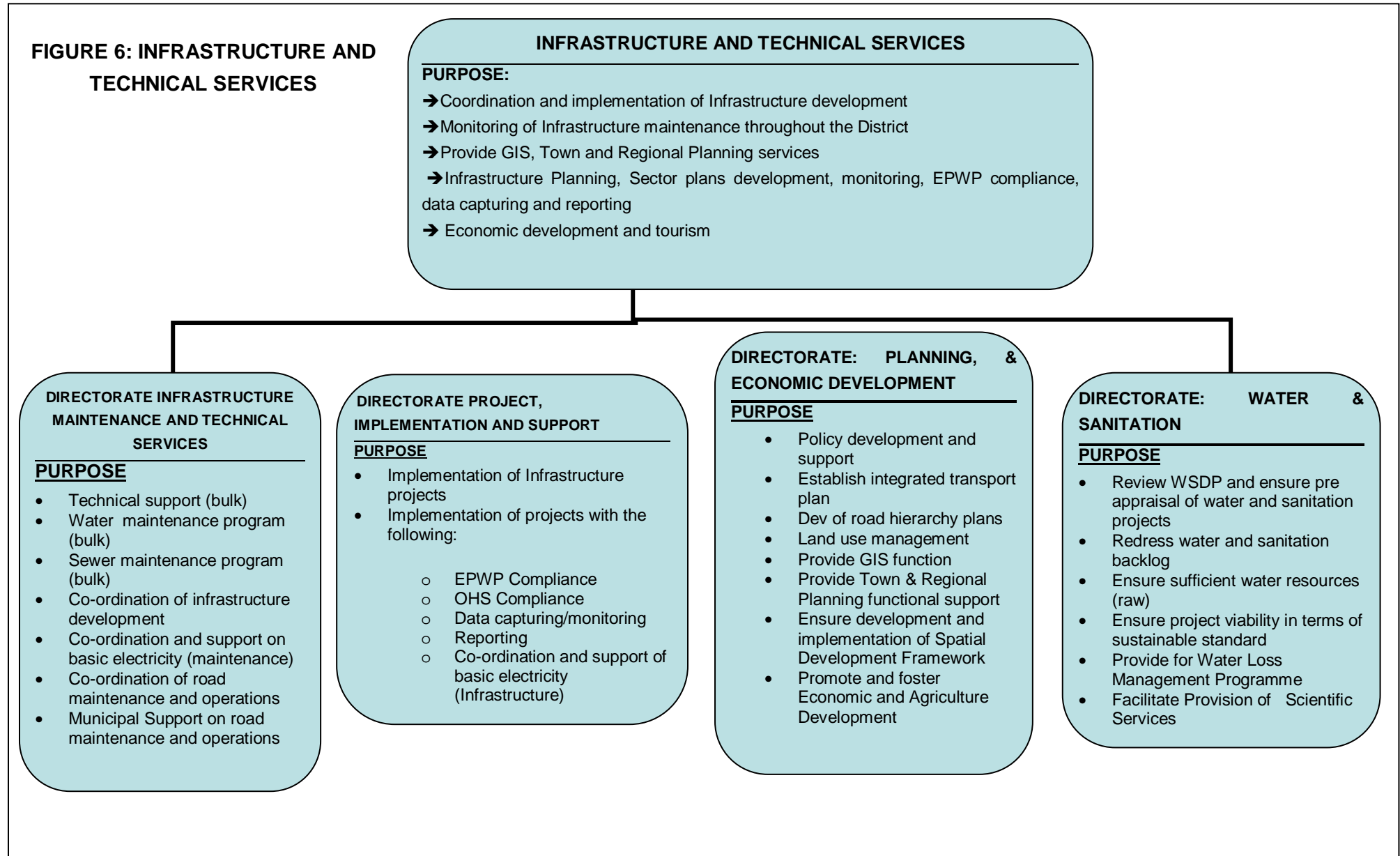
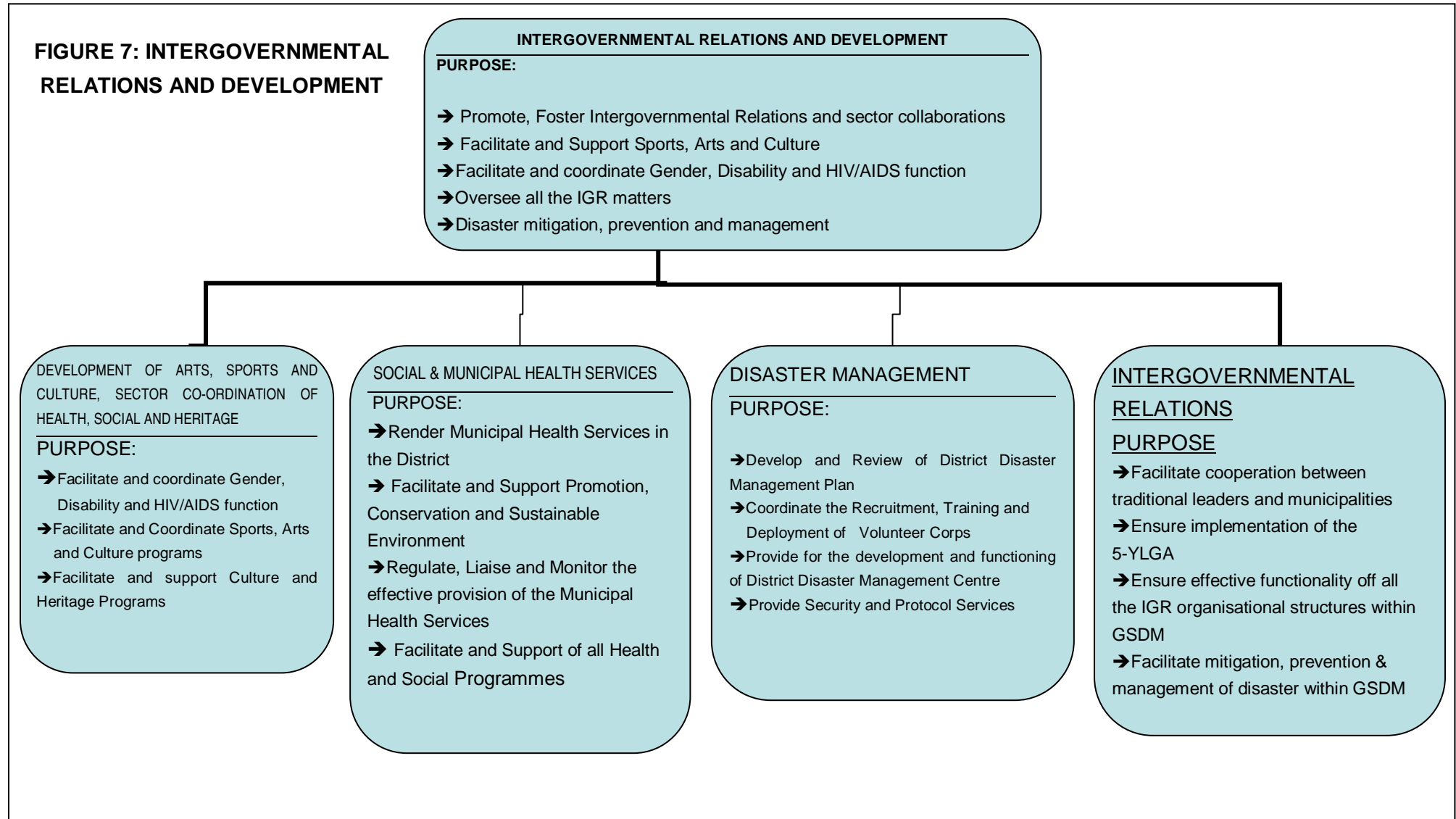


FIGURE 5: FINANCE





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

- Putting in place an organizational structure that will enable the Council to structure and transform itself in a manner that will harness its capability to adequately respond to its mandate.
- 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 highly productive personnel.
- Need to construct suitable and accessible accommodation for the District Municipality.
- Harness knowledge management and organizational memory among stass members.
- Harness and sustain Strategic Leadership through ensuring harmonious working relations between both Political and Administration components within the District

1.6.5. Municipal Powers and Functions

Local Government must provide a vision and leadership for all those who have a role to play in achieving local prosperity. The Powers and Functions of municipalities should be exercised in a way 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 municipalities at the same time..

Due to capacity constraints, GSDM has assumed responsibility for several functions at some of the LMs at varying levels. **Table 11** below depicts Powers, Duties and Functions allocated to GSDM and the respective Local Municipalities within its jurisdictional area as enshrined in different pieces of National, Provincial and Local Government Legislation respectively.

To allow for the functions depicted therein to be fulfilled, office space in the current building presents the District with some challenges as the current facility is not in the position to harness the optimal effectiveness of the District and it is not customer focused in relation to the service rendered to the public at large.

The Municipality is not performing all its Powers and Functions due to the following factors:

- Current Grading
- Predominant rural nature of the District
- Operating in silos
- Inability to retain skills
- Beauracatic processes and delayed turn around time in the re-allocation of functions coupled with relational financial resources.

In view of the above, the District Council, inter alia, resolved to investigate the viability of remaining in the current facility, or relocating to a more accommodative and central facility in so doing respond to concerns around accessibility of the District by all residing within its area of jurisdiction.

Table 11: Powers, Duties and Functions

Constitutional Mandate, Powers and Functions	GERT SIBANDE DISTRICT	ALBERT LUTHULI	DIPALESENG	GOVAN MBEKI	LEKWA	MKHONDO	MSUKALIGWA	PIXLEY KA SEME
Water & Sanitation in terms of Section 84(3) & 1(d) of the MSA	✓	✓	✓	✓	✓	✓	✓	✓
LED in terms of Schedule 4 & 5 part (b) of the constitution & Chapter 7 (153)	✓	✓	✓	✓	✓	✓	✓	✓
MHS in terms of Section 84(1) (i) of the MSA	✓	x	X	x	x	x	x	x
Municipal Airports in terms of section 84(i) (j) schedule 4 part (b)	✓	✓	X	✓	✓	✓	✓	x
Fire Fighting in terms of Section 84(i) (j) schedule 4 part (b)	✓	✓	✓	✓	✓	✓	✓	✓
Disaster Management in terms of section 25,42 & 53 of the DMA 57 of 2002	✓	✓	✓	✓	✓	✓	✓	✓
The Constitution of Republic of SA Act of 1996 in terms schedule 4& 5 part (b) of the constitution	✓	✓	✓	✓	✓	✓	✓	✓
Electricity in terms of section 84(1) (c) accept planning of the MSA	✓	✓	✓	✓	✓	✓	✓	✓
Waste Management in terms of schedule 4 & part (b) of the constitution	✓	✓	✓	✓	✓	✓	✓	✓
Housing in terms of providing land and bulk services	✓	✓	✓	✓	✓	✓	✓	✓
FBS – targeted indigent register available	x	✓	✓	✓	✓	✓	✓	✓
Greening programme in terms of Schedule 4 & part (b) of the Constitution Environmental promotion	✓	✓	✓	✓	✓	✓	✓	✓
Municipal Planning in terms of MSA Section 84 (1) (a)	✓	✓	X	✓	✓	✓	✓	✓
Municipal Roads in terms of Schedule 4 & part (b) of the Constitution	MSA S84(1)	✓	✓	✓	✓	✓	✓	✓
Child Care Facilities in terms of Schedule 5 & part (b) of the Constitution	✓	✓	✓	✓	✓	✓	✓	✓

Control of undertaking to sell liquor to the public in terms of Schedule 5 & part (b) of the Constitution	✓	✓	✓	✓	✓	✓	✓	✓
Facilities for accommodation, care/ burial of animals in terms of Schedule 5 & part (b) of the Constitution	✓	✓	✓	✓	✓	✓	✓	✓
Markets in terms of MSA S84(1)(k)	✓	x	X	x	x	x	x	✓
Municipal Abattoirs in terms of Schedule 5 & part (b) of the Constitution	MSA S84(1)(k)	MSA S84(1)(k)	✓	✓	✓	✓	✓	✓
Promotion of Tourism In terms of Schedule 4 & part (b) of the 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	The District need to increase its capacity to support its local municipalities and build capacity	The municipality is having financial and human constrains to perform its function The municipality is having a challenge to recruit and retain special skills and managers due to its rural nature and condition of services / salaries The municipality needs to look into the institutional arrangements to improve on its capacity to deliver services and have a staff retention policy						
General comments from demarcation board assessments in terms of Priority 1-3 Functions	That there should be service level agreements were DWAF or other providers are still performing water services on behalf of the locals That all locals must ring fence its budgets per service rendered independently That municipalities should improve on the performance of their functions [service delivery mechanisms]							

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

- Need to undertake an audit of all the powers and functions been currently performed by varying stakeholders in the District
- Need to continually improve the design of the current staffing structures, so as to ensure that all the employees match and are able to perform all the assigned functions.

1.6.6. Skills Development and Capacity Building

Much is therefore required of Local Government; service delivery; management; financial and accountability demands placed on Local Government Sphere are enormous. In cases where municipalities do not stand up to these demands, skills shortages are often cited as the cause. Is the skills crisis across the country to blame, or are there additional reasons for service delivery challenges?

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

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

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

The following Key Issues have been identified with regard to Skills Development and Capacity Building:

- 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
- Addressing shortage of scarce and critical skills concomitant with the growing regional economic demands
- Optimising the capacity of Municipalities to effectively perform their functions through continuous skilling of Municipal Employees and Councillors.
- Catering for designated groups in all the skills development initiatives.

1.7 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

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

- ❖ Optimizing financial viability
- ❖ Support to Local Municipalities
- ❖ Optimizing Regional Economic Growth
- ❖ SMME/Co-operatives development & support
- ❖ Agricultural development
- ❖ Heritage development
- ❖ Partnerships

To date the District still has a huge backlog in terms of addressing the basic needs of its community. Much Financial resources have been invested towards accelerating the provisions of free basic services and more people are enjoying the benefits of a new democracy and access to basic services. Yet much still needs to be done as we progressively move towards bettering the lives of all our communities, and this calls for more financial resources and commitment from Government and its Social Partners as a collective.

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

In terms of the ongoing support that the Gert Sibande District Municipality provides to its constituent Local Municipalities clearly of the consequential mandates is to provide support, financial or otherwise to municipalities to implement the MPRA and to ensure implementation within the legal framework. The expeditious implementation of the MPRA will ensure that material amount of income would be earned by local authorities, which would be utilised to address service delivery priorities and help promote economic and financial viability of the Municipality. It must also be noted that the critical source of revenue for municipalities will assist the municipalities to achieve their constitutional objectives especially in areas that have been overlooked in the past.

Gert Sibande District Municipality needs to assist the municipalities in fulfilling their respective responsibilities especially in the following areas:

- Communication strategy with rate payers
- Advise on the preparation of a municipal register of properties.
- Advise on the preparation of a rates policy, draft rates By-Laws, General valuation roll.
- Advise on the interface of the general valuation roll with the billing system.

In October 2007 a survey pertaining to the implementation of the MPRA was undertaken by Provincial Treasury and the results are highlighted on table 12.

Table 12: Progress Report on Implementation of the Property Rates Act, Act No 6 of 2004

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

From the table above it can be deduced that Msukaligwa is currently the only municipality within the District to have successfully compiled a Draft on the implementation of the Local Government: Property Rates Act.

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

1.7.2 Local Municipal Support

In terms of the Local Government Municipal Structures Act 1998, the District Municipality should build the capacity of local municipalities in its area of jurisdiction to enable them to perform their functions and carry out their respective powers where such capacity is lacking.

In order for GSDM to meet these obligations, the following programmes are anticipated and currently Service Level Agreements are being negotiated with the respective local municipalities.

- ▶ For the provision of bulk water services, water quality testing and the co-ordination of water services operations generally throughout the GSDM area of jurisdiction
- ▶ Sharing of financial, technical & administrative information and experiences. In addition to the technical and administrative forum, a District Finance Forum meets regularly to discuss common areas of concern. Further, information relating to best practices, as well as Treasury Circulars are tabled at

these meetings. Also matters discussed at the Municipal Managers Forum are cascaded down to the Finance Forum meeting.

Shared Audit Services

The District is to co-ordinate the shared audit services concept with at least four local municipalities. 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.

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

Table 13: Revenue Breakdown per Municipality

Municipalities	Revenue							
	Equitable Share	LGFMG	MSIG	MIG	NEP	WSOT	SCTCR	OWN REVENUE
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
GSDM	171,638	500	1,000	0	0	0	0	66,456
Pixley Ka Seme	32,319	250	734	9,908	416	0	750	69,823
Albert Luthuli	57,774	500	1,448	28,782	3,119	20,111	1,572	37,011
Lekwa	29,494	500	734	14,390	1,235	0	965	147,198
Dipaleseng	17,235	500	734	5,718	2,162	0	477	38,705
Mkhondo	35,689	500	734	20,571	0	0	1,072	86,754
Govan Mbeki	77,275	500	734	33,583	0	0	0	572,734
Msukaligwa	40,381	500	734	13,141	1,152	0	1,143	169,528
Total	461,805	3,750	6,852	126,093	8,084	20,111	5,979	1,188,209

Information as provided by National Treasury Report 2007

The District and local municipalities have noted with concern the escalating debt in all its local municipalities 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 per Municipality

Municipalities	2004/05		2005/06		2006/07	
	Capital Budget (R)	Capital Expenditure (R)	Capital Budget (R)	Capital Expenditure (R)	Capital Budget (R)	Capital Expenditure (R)
GSDM	2,419,492	2,313,659	1,605,000	500,987	27,635,660	25,179,201
Pixley Ka Seme	21,096,543	66,978,047	36,545,285	10,560,661	30,130,493	9,792,614
GSDM Portion	-	9 142 000	-	11 314 000	-	7 806 000
Albert Luthuli		13,591,605	77,117,631	57,279,073	56,936,857	36,611,721
GSDM Portion	-	12 845 000	-	22 597 000	-	13 946 000
Lekwa	32,170,732	29,347,401	38,124,279	40,947,610	35,967,960	35,967,960
GSDM Portion	-	28 293 000	-	7 200 000	-	16 081 000
Dipaleseng	12,000,000	31,278	16,924,635	6,258,231	15,007,532	472,101
GSDM Portion	-	6 048 000	-	12 108 000	-	5 109 000
Mkhondo	25,797,700	24,887,717	7,000,000	7,960,035	22,537,505	27,240,460
GSDM Portion	-	8 697 000	-	14 261 000	-	11 162 000
Govan Mbeki	44,884,818	53,552,165	95,020,618	95,293,106	71,580,700	70,706,139
GSDM Portion	-	17 091 000	-	24 705 000	-	13 800 000
Msukaligwa	24,161,143	28,498,127	17,171,230	19,839,152	47,235,797	33,422,674
GSDM Portion	-	12 816 000	-	9 566 000	-	13 515 000
Total	162,530,428	219,199,999	289,508,678	238,638,855	307,032,504	239,392,870
GSDM PORTION	-	94 932 000	-	101 751 000	-	81 419 000

Source Local Municipalities 2007

Table 15: Capital Expenditure versus Operating Expenditure Ratios

Municipalities	2007/08 BUDGET			
	Capital	Operating	Total	%
	Expenditure	Expenditure	Budget	Capital Exp vs
	R mil	R mil	R mil	Total Budget
GSDM	129.1	109.9	239.0	54.02
Pixley Ka Seme	30.1	94.0	124.1	24.25
GSDM Portion	12.5	-	-	-
Albert Luthuli	47.2	86.8	134.0	35.22
GSDM Portion	19.5	-	-	-
Lekwa	45.3	173.8	219.1	20.68
GSDM Portion	11.8	-	-	-
Dipaleseng	2.0	5.9	7.9	25.32
GSDM Portion	8.4	-	-	-
Mkhondo	78.7	123.7	202.4	38.88
GSDM Portion	21.5	-	-	-
Govan Mbeki	81.5	604.8	686.3	11.88
GSDM Portion	11.4	-	-	-
Msukaligwa	25.0	183.7	208.7	11.98
GSDM Portion	20.7	-	-	-
Total	438.90	1382.60	1,821.5	17.89
GSDM Portion	105.8	-	-	-

Source: Local Municipalities Budgets 2007 -2008

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

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

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

- Successful implementation of the Property Rates Act No 6 of 2004 for Local Municipalities
- Standardisation of financial aspects throughout the District.
- Sufficient financial resources to enable municipalities to be in compliance with various legislation requirements.
- Adequately supporting all Local Municipalities in all financial matters as and when called upon to do so.

- Compliance to all the Local Government Legislation's Financial Management prescribes.
- Ensuring as far as practicable unqualified Audit reports are being received.
- 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.

1.8 LOCAL ECONOMIC DEVELOPMENT AND ENVIRONMENTAL MANAGEMENT OVERVIEW

Gert Sibande District Municipality has a strong economy within the region which is predominantly mining (The coal belt starts from Govan Mbeki, Msukaligwa & Pixley Ka Seme and gold), the District's forestry stretches from Mkhondo, Pixley Ka Seme & Albert Luthuli and farming (cattle & sheep breeding and maize production). The District host one of the largest petro-chemical industries in the country (Sasol) and 4 Eskom coal powered stations, viz: Majuba; Thuthuka; Grootvlei and Campdon respectively. The 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 it boasts with its conference facilities, game reserve and leisure facilities for both adults and kids.
- Game Reserves offer a variety of animals including some of the Big 5.
- Leisure Dams as a mouth of the Vaal River, we have a variety of Leisure dams that can be used for swimming, fishing, skeeing and boat rides.
- Hospitality Industry in the District is striving amongst others we have the following facilities: casino, hotels, guesthouses, B&B and emerging township tours and pubs.
- Conference Facilities within the District ranges from the ones found in the farms, informal towns providing excellent quiet environment conducive to host conferences, meetings and corporate functions.
- Tourist attraction facilities include the Grass & Wetlands, Cosmos Country which boost amongst others the following attractions annually, bird watching, golf tournaments, athletics, jazz festivals, aarteppels festival and frog viewing. The District also hosts some of the historic battle fields and places of historical significant in our country's history.

Gert Sibande contributes 33.2% to the Province's total gross added value. Increasingly, the manufacturing and mining sector is becoming more dominant as an important economic sector. The tourism and recreation industries are growing. A large number of resorts, guesthouses, health spa's and hiking trails have been established to take advantage of the rural tranquillity experienced within some parts of the District. The Nooitgedacht research station of the department of Agriculture conducts research into crop production and animal husbandry.

Tables 16-20 below depicts some of the key socio-economic dynamics within the District

Table 16: Labour Market Status [estimated economically active population STATSSA 2001]

Municipality	Employed	Unemployed	Not economically Active	Pensioners & Under Age [Estimated]
Albert Luthuli	20 537	22 458	42 995	105 705
Dipaleseng	7 595	6 397	10 099	15 299
Govan Mbeki	60 681	40 189	50 746	74 566
Lekwa	26 592	15 286	41 878	21 574
Mkhondo	24 237	20 480	36 566	64 468
Msukaligwa	28 083	17 361	31 209	50 655
Pixley Ka Seme	11 746	12 043	22 022	36 541
GSDM	161 471	134 214	235 515	368 808

The tables above and below reflect the status of the labour market within the District and total household income per municipality. It clearly demonstrates the huge challenge the District is faced where a huge percentage of its populace (nearly 39.4 %) is unemployed, due to the demand of skilled labour in our economic industry, the District main economic activities cannot absorb most of the semi and unskilled labour force in the District thus high unemployment rate.

Due to huge influx of migrant labour into our region, the District is faced with a huge challenge of unskilled and semi skilled labour which comes mostly for short term contract work in the petro chemical industry and energy industry (shutdown and maintenance of plants) however majority remains within our municipalities and increase our unemployment rate. The major challenge is for all key stakeholders to form partnerships to create sustainable jobs and develop and support entrepreneurs and SMME's.

Table 17: District Extent, Population, and people below minimum living standard and household income.

Municipality	Extent (ha)	Population Stats SA 2001	People below minimum living standards	% People below minimum living standards	Total Household income R	% to total household income for GSDM
Albert Luthuli	555 939	187 936	159 283	84,75	822 163 456	11,44
Dipaleseng	261 720	38 618	31 841	83,14	185 155 723	2,57
Govan Mbeki	295 470	221 747	102 287	45,83	3 115 704 748	43,36
Lekwa	458 519	103 265	58 948	56,87	961 911 944	13,39
Mkhondo	488 216	142 893	80 540	56,14	743 010 159	10,34
Msukaligwa	601 566	124 812	67 720	54,38	973 950 375	13,55
Pixley Ka Seme	522 723	80 737	56 034	69,54	383 760 842	5,35
GSDM	3 184 154	900 008	556 897	61,70	7 185 657 248	100,00

GSDM WSDP 2006

Almost half the household income generated in the District comes from the Govan Mbeki Municipality with none of the other municipalities generating more than 13% of the total District Income. This has a great impact on the ability of the local municipalities to provide sustainable services with the community having very little ability to pay for services – see the high percentage of people (average 61,7%) living below the minimum living standard.

The tables below indicate the sectoral contribution per municipality to the District economy. As far as tourism is concerned it is clear that Govan Mbeki is by far the largest contributor to the District economy (see table 19).

Table 18: Contribution per Municipality

MUNICIPALITY	GVA (R)
Albert Luthuli	39 123
Dipaleseng	8 578
Govan Mbeki	121 640
Lekwa	40 262
Mkhondo	19 757
Msukaligwa	45 353
Pixley Ka Seme	8 061
Gert Sibande District	282 775

Source: Global Insight: Ricon (Pty) LTD. Regional Economic Explorer Version 2.0C

The same principle applies to Mining and Quarrying (refer to table 19) and Manufacturing (see table 20).

Table 19: Mining and Quarrying

MUNICIPALITY	MINING AND QUARRYING (tons)
Albert Luthuli	117 776
Dipaleseng	140
Govan Mbeki	4 186 523
Lekwa	173 435
Mkhondo	86 670
Msukaligwa	242 351
Pixley Ka Seme	25 084

Source: Global Insight: Ricon (Pty) LTD. Regional Economic Explorer Version 2.0C

Table 20: Manufacturing – Labour Intensive

MUNICIPALITY	MANUFACTURING – LABOUR INTENSIVE [R. 000]
Albert Luthuli	64 246
Dipaleseng	23 966
Govan Mbeki	10 969 693
Lekwa	107 693
Mkhondo	213 661
Msukaligwa	69 396
Pixley Ka Seme	16 967
Gert Sibande District	11 465 574

Source: Global Insight: Ricon (Pty) LTD. Regional Economic Explorer Version 2.0C

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

1.8.1 Potential Economic Hubs

1.8.1.1. N17/N2 Development Corridor (Leandra to Piet Retief)

The GSDM has identified potential development along N17 Corridor. N17 is a national road linking Mpumalanga with Gauteng and cuts across Gert Sibande ending at Oshoek border post entry to Swaziland. It is a currently highly strategic logistics corridor moving goods and people between Gauteng, Mpumalanga and Swaziland linking up to the Maputo Development Corridor and the N2 to KZN. N17 has been identified as a major corridor within the District that could be developed to provide downstream industries for petro chemical industry and the mines within the District including forestry beneficiation industries. The District in partnership with investors and other spheres of Government and Private Sector will be looking at undertaking feasibility study along the corridor 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

The feasibility study into the development of the N17 Corridor will result in proper planning and implementation to harness the growth of the District. The District thus has confidence in the economic potential of the corridor which will amongst other aspects translate into the following benefits;

- Medium and High income Housing Projects
- Shopping Centres/Mall
- Leisure Facilities
- Improve revenue for the local municipalities to provide improved services

1.8.1.2. N11 Development Corridor from Pixley Ka Seme to Albert Luthuli

GSDM has also identified potential development along N11 Corridor. N11 is a national road linking Mpumalanga with KZN and traverse Gert Sibande ending at Volksrust to KZN. It is a currently highly strategic logistics corridor moving goods and people between Mpumalanga and KZN. N11 has been identified as a major corridor within the District that could be developed to provide beneficiation downstream industries for forestry industry, tourism services and facilities including mining within the District.

The District in partnership with investors and other spheres of Government and Private Sector will be looking at undertaking feasibility study along the corridor for the following:

1. Manufacturing Hubs industrial zones (light and medium industrial parks)
2. Leisure facilities
3. Agro processing facilities

The proposed feasibility study into the development of the N11 Corridor will result in long term planning and key anchor projects to diversify economic growth of the District. The District believes that the contribution of the private sector in this venture will translate into the following potential impact to the community,

- Medium and High income Housing Projects
- Tourist attraction facilities and centres (cultural villages, game reserves, art galleries, museum)
- Improve revenue for the local municipalities to provide improved services

1.8.1.3. N2 Development Corridor

The N2 Development Corridor has been identified as a potential economic hub within the District. N2 is a national road linking Mpumalanga with KZN and cuts across Gert Sibande joining N17 and ending at Gauteng. It is a currently highly strategic logistics corridor moving goods and people between Mpumalanga and Gauteng. N2 has been identified as a major corridor within the District that could be developed to provide beneficiation downstream industries for forestry industry, tourism services and facilities including mining within the District.

The District in partnership with investors and other spheres of Government and Private Sector will be looking at doing feasibility study along the corridor for the following:

1. Forestry Downstream Manufacturing Hubs
2. Tourist and Leisure facilities
3. Agro processing facilities and enhanced farming

The proposed feasibility study into the development of the N2 Corridor will result in long term planning and key anchor projects to diversify economic growth of the District. The District believes that the contribution of the private sector in this venture will translate into the following potential impact to the community,

- Tourist attraction facilities and centres (cultural villages, game reserves, art galleries, museum)
- Improve revenue for the local municipalities to provide improved services
- Economic diversification and economic empowerment

1.8.1.4. Establishment of the GSDM Development Agency

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

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

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

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

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

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

1.8.2 Strategic Development Master Plans

1.8.2.1. Heyshope Dam Development Master Plan and cultural Village

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

1.8.2.2. Tourism Master Plan

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

- The availability of tourist attraction facilities and natural sites e.g. conferencing facilities, casino, resorts, motels, game farms, wetlands and Bed and Breakfast accommodation.
- There is a new tourism phenomenal which has been developed within the District which is township and industrial tourism, this offer a unique tourist adventure to our petrochemical industry and township site visits.

1.8.2.3. District Industrial Development Strategy (DIDS)

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

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

1.8.2.4. Mining Beneficiation Master Plan

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

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

There are 77 communities who have benefited from land re-form projects in our District. Due to uncoordinated capacity building and support for the beneficiaries, this has led to some challenges in the sustainability in most of the previously economically viable farms. The District intends to coordinate development and support for agricultural sector with emphasis to enhancing partnerships, training and development, management within the agricultural sector, farm worker labour training and development and overall economic empowerment within the agricultural sector for the District agricultural communities.

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

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

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

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

1.8.2.6. Regional Fresh Produce Market

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

1.8.3 Municipal Health and Environmental Management

1.8.3.1. Health and Social Services

Gert Sibande District Municipality amongst its powers and functions is mandated to perform functions which are aimed at promoting health and a safe environment for its citizens; this has to complement at times the competing needs for sustainable economic development and promotion of the environment for future generation as envisaged by the constitution in terms of Chapter 2(24).

Package of Services (Health Act 61 of 2003 / NEMA Act 107 of 2004)

Disposal of the dead (cemeteries)

Chemical Safety

Water quality monitoring

Health Surveillance of Premises

The District is faced with the challenge of both first world housing and third world housing , due to its rural nature, there are still a number of larger rural villages with mud houses and urban areas with brick houses and some squatter areas, these pose a serious health risk to the communities living with the diseases

The following Key Issues were identified as far as Surveillance of Premises:

- Unauthorised use of premises
- Illegal use of premises for activities that require specialised building
- Indoor air quality
- Fire & Safety risks
- Communicable Diseases threat
- Structural collapse
- Vector breeding
- Review of By- Laws

Health Surveillance and Prevention of Communicable Diseases, excluding immunizations

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

The following Key Issues were identified as far as Health Surveillance & Prevention of Communicable Diseases are concerned:

- ▶ Diarrhoea
- ▶ TB / HIV & AIDS
- ▶ Cholera

Food Control

The District has a huge challenge of ensuring that there is safe food for all, due to the nature of our area and the transits of foodstuffs from one area to another within the district and its neighboring provinces and Swaziland, these poses a huge challenge in terms of ensuring prevention and safe food for all. There is also a huge emergence of food manufacturing and processing in the district including storage.

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

- Possible food poisoning
- Illegal selling of foodstuffs
- Improper and unsafe preparation & distribution of foodstuffs
- Improper labelling of foodstuffs
- Irregular monitoring of foodstuffs

Disposal of the dead (cemeteries)

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.

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

- Addressing the condition of cemeteries and possible improvements thereto
- Addressing capacity issue of cemeteries reaching full capacity and
- Monitoring and management of cemeteries and disposal of the dead

Chemical Safety

The district as with the rest of the country is faced with the challenge around chemical safety, issues that concern the district most is the safe use and disposal of pesticides including domestic chemicals. The challenge faced by the district is also the impact of incorrect use of these chemical in a long term to the environment, Bio – Diversity or ecosystems including the animals.

- Involves Monitoring, identification, evaluation and prevention of the risks of chemicals that are harmful to human health, for example, chemicals for domestic use.

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

- Labelling
- Awareness and safe use of chemicals
- Incorrect use of chemicals
- Illegal or improper disposal of chemicals or containers
- Exposure to lethal doses of chemicals
- Improper and safe storage of chemical

Vector control

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

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

- Rodents
- Fly Breeding
- Pests

Water Quality Assurance

The water quality assurance task needs to be performed by the Water Services Authority designated. This key tool will ensure that the Water Services Authority has the required teeth to ensure that high levels of quality are provided for by the Water Services Providers, both internal and external.

It should be noted that the Water Services Act places emphasis on the Water Services Authority to ensure that quality water is delivered by Council to the customer. The water resources need to be monitored to ensure that the water quality is maintained and constantly evaluated. This is in accordance with achieving a sustainable water resource for all within the District.

The water quality assurance function is not been effectively administer by the current WSA's within the GSDM and as there in no accredited laboratories within the District the water samples are transported large distances to the nearest water quality testing services. This is one of the contributing factors to an ineffective monitoring programme. It is therefore required that an accredited water quality laboratory be established within the GSDM and preferably in a location that will be central to service all the Local municipalities. It is envisaged that efficiency will be realised if the GSDM establish one laboratory for the entire District and locate it centrally, to be utilised by all the current WSA's and the public at large.

Necessity of a Laboratory and Testing facilities

Section 9(1) of the Water Service Act No. 108 of 1997 provides for the compulsory National Standards for water services provision and the quality of water taken from or discharged into any water services or water resource system. These provisions are provided for in the Compulsory National Standards, Regulations under the Water Services Act, 1997 (Act 108 of 1997), (Compulsory National Standards (Section 9(1)) Potable Water) and are as follows:

1.8.3.2. Waste Management, excluding refuse disposal

Waste Management is provided for in Section 84(e) of the Local Government: Municipal Structures Act, Act 17 of 1998 as thus: - Solid waste disposal sites, in so far as it relates to -

- (i) The determination of waste disposal strategy;
- (ii) The regulations of waste disposal;
- (iii) The establishment, operation and control of Solid Waste Landfill sites, bulk waste transfer facilities and waste disposal facilities .

This function just like the operation of cemeteries remains a shared function since it is most often beyond the capacity of most Local Municipalities' individually; the district is responsible for regional cemeteries.

The district developed an Integrated Waste Management Plan, the aim is to start coordinating waste management services, and ensures that waste matters are addressed adequately and resources are coordinated to deal with the current challenges faced by the district and the local municipalities in terms of the increased waste volumes, collection, and disposal of waste.

Table 21: 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	50 ¹	594 ¹
Govan Mbeki	15 611	1 463	2 342	0*	86	19 502	234 024
Lekwa	1 540	535	1 165	0*	0	3 240	38 880
Mkhondo	3 972	63	212	0*	141	4 388	52 656
Msukaligwa	799	330	151	4	0	1 280	15 360
Pixley ka Seme	1 001	35	99	0*	5	1 140	13 680
Total	23 129	2 451	4 000	4	233	29 813	357 750

Source: GSDM IWMP figures – April 2005

Hazardous waste within certain local municipalities is handled by private contractors and as a result the data cannot be 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 with less than 1%. Using the tons per annum, the municipalities rank in the following order (highest to lowest) in terms of the percentage their waste production makes up the total waste production of Gert Sibande District Municipality:

- 1) Govan Mbeki (65%);
- 2) Mkhondo (18);
- 3) Lekwa (11%);
- 4) Msukaligwa (15);

- 5) Pixley ka Seme (4%);
- 6) Albert Luthuli (1%); and
- 7) Dipaleseng (0.2%).

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

It is against this backdrop 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 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 District. It also has to deal with mounting operational expenses coupled with huge environmental risks and challenges as a result of poor waste management.

Table 22: Number of Formal Households with Access to Waste Collection

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

Source: GSDM IWMP figures – April 2005

The above table 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 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 relevant stakeholders.

Table 23: 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%
Msakaligwa	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 –WSDP May 2006

Table 23 above reflect the financial challenges 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 by the current situation may be catastrophic. The District will strive 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. The Integrated Waste Management Plan is being developed and will be finalized soon.

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 The following 4 landfill sites are not licensed:

Amersfoort / Ezamokuhle

Volksrust / Vukuzakhe

Wakkerstroom / Esizameleni

Perdekop / Siyazenzela

All urban areas have access to refuse removal except Daggakraal / Sinqobile.

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

Table 24: 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			
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:

- Unpermitted & illegal land fill sites
- Increase in waste generation with no sufficient corresponding planning of future sites
- Unmaintained land fill sites
- Use of old and obsolete equipment that frequently break down
- Increased maintenance costs
- Insufficient skilled personnel to adequately man the waste management sections of the municipality
- Unresponsive IWMP to deal with real issues on the ground
- Existence of some sections of the community not receiving waste collection service
- Waste control and eradication awareness.
- Promotion of environmentally friendly Waste Management practices
 - A WSA must have a suitable programme for sampling the quality of potable water, specifying points for sampling, the frequency and for which substances and determinants the water will be tested. The SANS 241: Specifications for Drinking Water need to be complied with.
 - The effluent discharges from the sewage treatment works must be tested and the results must fall within the allowable limits for effluent discharges as stated in Section 3.7 and table 3.2 of the General Authorization In Terms Of Section 39 Of The National Water A, 1998 (ACT NO. 36 OF 1998

The regulations set the standards of service which is in fact the quality standards of services. It further puts emphasis on the controls of a system through which industrial effluent is disposed off. Most of these activities cannot be done without sample testing and these demonstrate the necessity for the laboratory and testing

facilities to be accessible to the Water Services Authorities as the tool to fulfil the obligation as required by this Act.

Municipal Structures Act: Section 84(b) and (d)

There is a reason to believe that the Demarcation Board is in a process of reviewing the powers and functions in terms of Section 84 of the Structure Act and that the function of Section 84(b) and (d), namely the Potable water supply systems and Domestic waste water, and Sewage disposal systems respectively. These powers and functions will presumably be reviewed and the authority for both these functions given to the District Municipality.

By centralising the powers and functions at the Gert Sibande District Municipality in this regard one will be able to rationalise the provision service relating to the Potable water supply, organise the water business according to scientific principles of management in order to increase efficiencies. The Authority and Provision functions will then be accounted for separately should the LMs or other institutions be contracted as the Water Services Provider within the GSDM. There are studies and examples in support of the Transfer of Authority Status, namely the Findings of the Sections 78 Assessments and the examples of the best performing Water Services Authorities in South Africa.

The GSDM currently have a final Draft of the 'Memorandum of Understanding', to be entered into between the LMs and the GSDM for the provision of Bulk Water Services, Water Quality Management & Pollution Control, Rudimentary Water Supply (Rural and Farms Area), Water Conservation and Water Demand Management, Bulk meter installation / maintenance & reading, and Planning (WSD's). When the MOU is agreed upon by the respective LMs then GSDM will begin with this provision function, which will provide an easy transition to the provision of the entire function should the revised allocation of functions be proclaimed.

GSDM is currently conducting a Section 78 Assessment for the Municipal Health function. This will inform the District pertaining to the type of service level it can provide and the type of legal and institutional arrangements it needs to put in place for it to deliver an efficient service. The district in partnership with its local municipalities and the Department of Health is rendering municipal health services; the outcome of the section 78 process will provide recommendations on the level and mechanism of providing the service.

1.8.3.3. HIV/AIDS

A significant of between 4, 5 million and 6, 5 million people in South Africa are HIV/AIDS positive. Economically, however, most listed companies and increasingly unlisted companies have programmes ensuring that HIV/AIDS is a manageable disease and allowing infected and effected workers to remain productive for years to come. The three Provinces identified in a recent study as having highest infection rates, KwaZulu-Natal, Mpumalanga and Eastern Cape respectively have been singled out for immediate action.

In terms of prevalence of the scourge, GSDM out of the three Districts in the Province is leading by 38.9%. The highest prevalence rate is recorded amongst people with lower levels of education (grade 0-7) at 36.3%. Prevalence trends per local municipality indicate the following figures: Pixley ka Seme 42.4%, Albert Luthuli 40.2%, Lekwa 40%, Msukaligwa 39.1%, Govan Mbeki 37.4%, Mkhondo 37.2% and Dipaleseng at 35.5%.

As the epidemic progress and in particular as more and more people reach the stages of HIV/AIDS related illness and death, the impact of HIV/AIDS transcends the household level, and starts impacting on the developmental imperatives of Municipalities.

Over time, changes in the demographic composition of varying areas, in particular urban areas of the District will be evident. The disproportionate numbers of death among young adults implies that there will be a higher proportion of relatively young and elderly people. The gender ratio may also change, with men increasingly outnumbering women in urban areas. However, a lot remains unclear about the future composition of urban areas as it is still uncertain how HIV/AIDS will affect migration and settlement patterns. It is quite likely though, that an increasing number of orphans from rural areas move to urban areas, seeking to escape exclusion and destitution in their communities of origin. In the absence of adequate support services to receive these children, the majority of them are likely to end up on the streets and participating in criminal atrocities.

Of particular importance is the negative impact of HIV/AIDS on the economy of the District in general, because the majority of those living with HIV/AIDS are between 15-49 years old, which are considered to be the backbone of the local economy-increasing levels of ill health and death will seriously compromise productivity.

In addition to a loss of personnel and skills, which is often costly to replace, there will be a loss of organisational memory and experience, which is also not easy to replace. All companies and sectors (including government) are likely to face higher costs for replacement, training, benefits and absenteeism, all these costs associated with HIV/AIDS will not only be to the detriment of sectors in our Regional economy, but will have macro economic implications, this is in the advent the spread of the pandemic is allowed to continue unabated

It can therefore be deduced that the cumulative impact of HIV/AIDS puts further strain on both Political and Administrative echelons responsible for the regional development. With municipalities badly affected by the loss of skilled and experienced personnel, their capacity to deliver basic services and improve the quality of life of their respective populace on an equitable basis is severely compromised. This occurs against the backdrop of increasing demands for more basic services and for qualitative different services to assist poor households to cope with the devastating effects of HIV/AIDS. For example there will be increasing demands for welfare facilities and for a greater variety of social security mechanisms to support individuals, households and communities affected by HIV/AIDS. There will also be a need for housing to be adapted to the needs of bedridden and wheelchair-bound people living with HIV/AIDS and for housing subsidies to be made available to cover such expenses.

This therefore means putting policies, funds, plans and Human Resources in place to manage and mitigate HIV/AIDS and its impacts in the best possible ways at our disposal.

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

- High rate of unemployment and poverty
- Low literacy rate
- Lack of coordinated regional approach in responding to challenges posed by HIV/AIDS

- Non-existence of coordinated partnerships as a result of lack of commitment and dedication, insufficient relevant information and knowledge, non appointment of dedicated staff members and inadequate resources.
- Need for specialised housing for terminally ill and Wheelchair bound people.

1.8.3.4. Environmental Management

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

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

- Bio-diversity
- Promotion and protection of indigenous plants and vegetation
- Rehabilitation and revival of local streams and rivers (water networks)
- Conservation and Rehabilitation of the Environment
- Pollution Control
- Awareness and promotion of sustainable environmental use and practices

Govan Mbeki, Dipaleseng, Lekwa and Msukaligwa local Municipalities has been included in the recently declared Highveld Priority area by the Minister of Environmental Affairs and Tourism, GSDM in partnership with the DEAT & DALA are in a process of establishment of air quality monitoring systems, initially, in Embalenhle and Ermelo. Over and above this, the District will source professional support to develop the Integrated District Environmental Management Framework and Plan, before the end of 2008.

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

- Review and development of district By- laws
- Air quality Management
- Environmental Impact Assessments
- Protection and rehabilitation of sensitive areas and wetlands
- Pollution of our rivers and streams
- Invasive plants and trees

Environmental Protection

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

The following Key Issues were identified as far as Environmental Protection is are concerned:

- Water Pollution
- Bio- diversity
- Air Pollution
- Conservation of natural resources
- Soil Pollution
- Minimum community and social partners involvement in conservation
- Economic development with little or no environmental management plans

1.9 INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY

1.9.1 Infrastructure Investment

Table 25 below reflects the infrastructure investments made by each local municipality in minimizing the infrastructure and construction backlog therein. The continuous contribution to its local economy through these investment is aimed at providing sustainable services and creating a conducive environment for economic growth and development.

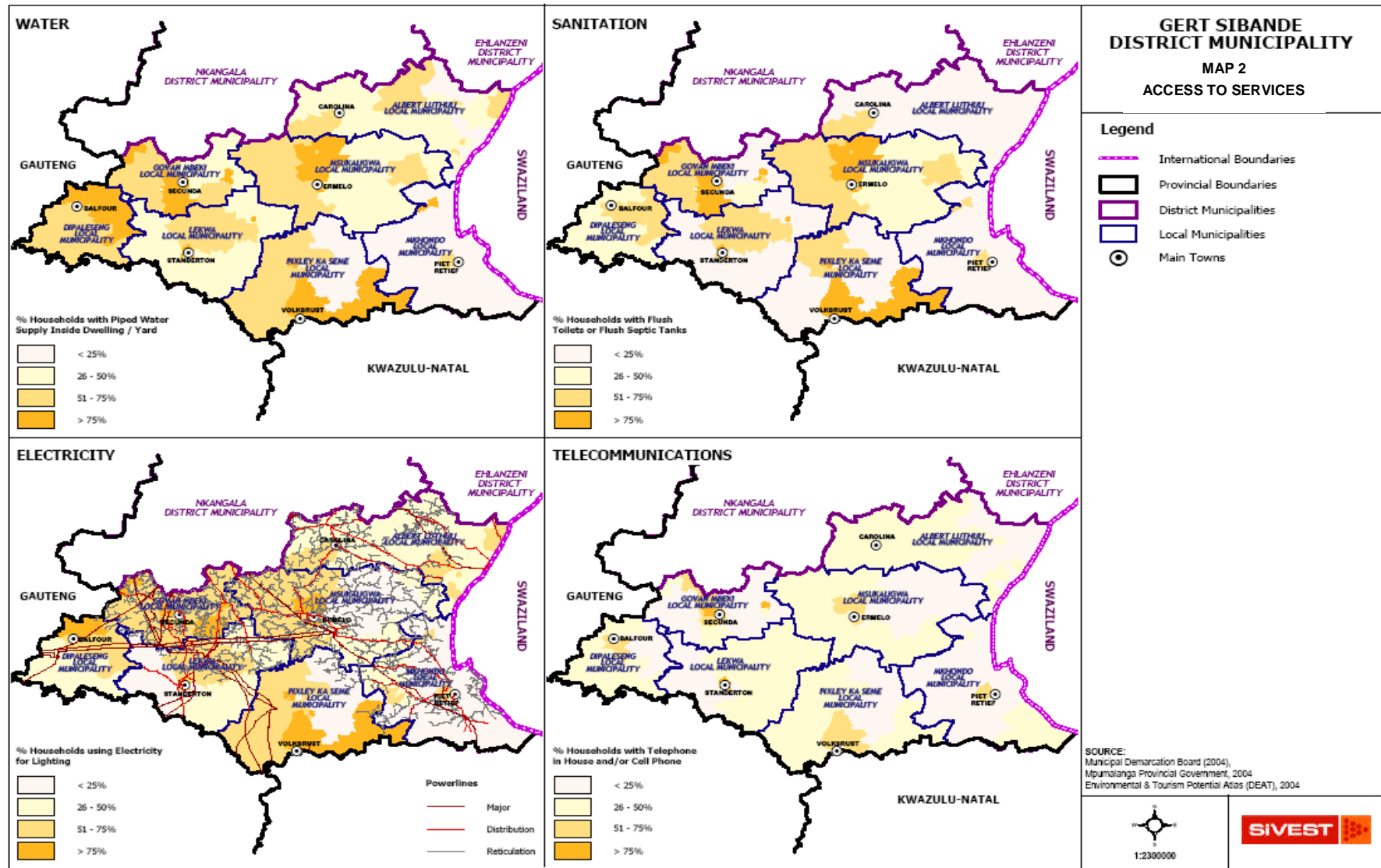
Table 25: Construction and Infrastructure Projects Investment

Municipality	Amount (R. 000)
Albert Luthuli	155 717
Dipaleseng	133 924
Govan Mbeki	1 146 799
Lekwa	642 631
Mkhondo	109 427
Msukaligwa	380 977
Pixley Ka Seme	417 232
Gert Sibande District	2 986 706

Source: Global Insight: Ricon (Pty) LTD. Regional Economic Explorer Version 2.0C

1.9.2 Access to Services: Regional Distribution

Map 2 below reflects the spatial distribution of water, sanitation, electricity and telecommunication services within the GSDM. From this it is evident that the percentage of households served is highest around the major towns and settlements in each municipal area and it rapidly declines into the rural areas. Water and electricity are the two most extensive services provided in the District. Mkhondo Local Municipality has the most limited distribution of engineering services in the entire District Municipality.



1.9.3 Water Provision

The District through its water blue print will strive to contribute towards attaining the Millennium Targets through ensuring access of water to all by 2011 through partnerships with all spheres of government and the private sector (the National target of 2008 is not achievable due to insufficient funding and human resources capacity. The backlogs are large and it will not be possible to achieve the said targets in time. As reflected in **table 26 below** there are approximately 83 677 households without access to a basic level of water service and approximately 95 906 without access to basic sanitation.

Table 26: Estimated backlog on bulk Infrastructure Projects (sanitation and water)

Municipality	No of household without Water	% of Total in relation to District Backlog	No of household without Sanitation	% of Total in relation to District Backlog	Estimated Rural Water & Sanitation Backlog
Albert Luthuli	21,537	26%	40,403	42%	61,940
Msukaligwa	1,866	2%	4,216	4%	6,083
Mkhondo	7,812	9%	14,797	15%	22,609
Pixley Ka Seme	10,299	12%	10,906	11%	21,205
Lekwa	16,946	20%	14,975	16%	31,921
Dipaleseng	15,129	18%	2,562	3%	17,691
Govan Mbeki	10,088	12%	8,047	8%	18,135
GSDM	83,677	100%	95,906	100%	179,584

Source: DWAF/GSDM 2008 (verification to be finalised)

In terms of the Premier's Coordinating Forum, roles and responsibilities have been shared to encourage intergovernmental cooperation, in terms of Section 88 of the Structures Act, between municipalities and other Spheres of Government so as to harness improvements in service delivery. The Roles and functions have been defined as follows:

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

The GSDM is therefore concentrating on the implementation of Bulk Water Supply Project 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.

Water Conservation and Demand Management. (Water Services)

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

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

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

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

services infrastructure. All these details need to be captured and the reticulations need to be modeled 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 is in the process of appointing.

Water services Backlogs

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 the DWAF and the WSA's within the GSDM.

It was further recommended by the PCF that the backlog in projects to be implemented be categorised according to an order of priority, as follows:

- Category "A" - those communities with no infrastructure given the highest priority and including sanitation bucket eradication projects.
- Category "B" - projects that require refurbishment or its replacement as a matter of urgency.
- Category "C" - projects which are purposed to improve the level of service to a community.

The backlog management challenges refer to backlogs where access to infrastructure exists but it is no longer optimally functional. The backlog figures are as follows:

Table 27: Backlog figures for water services – Category “A”, “B” & “C” (2007/08 financial year)

LOCAL MUNICIPALITY	Total Households	Total HH Below RDP Water	Total HH Management Challenges Backlog	Total (2007)
Albert Luthuli	44 741,00	21,537	0	21,537
Dipaleseng	10 590,00	1,866	0	1,866
Govan Mbeki	69 954,00	7,812	0	7,812
Lekwa	29 025,00	10,299	0	10,299
Mkhondo	33 461,00	16,946	0	16,946
Msukaligwa	34 409,00	11,929	3,200	15,129
Pixley Ka Seme	20 756,00	10,088	0	10,088
	242 936,00	80,477	3,200	83,677

Source: GSDM-WSDP May 2006

There is currently inadequate funding available to the GSDM to meet the target for the eradication of water services backlogs. The shortfall in funding required to meet the backlog is R523, 905,500 for water provision.

On analysis of the backlogs of category “A” projects only, statistics record an 11% reduction on water services backlogs for the district for the period July 2006 to June 2007, with a total of 57,297 households’ backlog as at the beginning of the 2007/2008 financial year. The figures need to be verified and confirmed by the Local Municipalities and DWAF.

The remaining backlog in terms of water services where no basic services has been provided is 24% of the total household count of 242 936.

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

- Progressively ensuring that rural communities enjoy the same rights and benefits as urban communities in terms of free basic services and provision of housing. Much has been done to provide water [bore holes] and sanitation [VIP toilets] on most farms. Continuous engagements will be used to resolve and address these challenges.
- The issue around access to free basic electricity and housing is another major challenge.
- 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.
- Need for mechanisms and processes that will readily provide
- Sustainable use and conservation of Water (Water resources)
- The modelling of infrastructure through water conservation and demand management studies to reduce losses in the reticulations.
- Performance of a bulk water master plan study for the entire district.

- Need for an Integrated WSDP for the entire GSDM
- 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 treatment plants
- The proper allocation of funding to the operations and maintenance budgets for the water treatment plants and associated infrastructure.
- The training of operators of the water treatment plants.
- The establishment of an accredited water quality testing laboratory within the GSDM.
- The establishment of systems for the proper monitoring and testing for water quality.
- The rationalisation of the operations reporting information systems into a district wide reporting system to improve efficiencies and customer service.
- The performance of an asset management study, for the consolidation of all information regarding the existing infrastructure assets within the GSDM that is currently belonging to the LM's and the GSDM.
- The performance of an infrastructure investment strategy for the entire GSDM, taking into account all the services that are provided within the GSDM.

1.9.4 Sanitation

The District through its water services blue print will strive to contribute towards attaining the Millennium Targets through ensuring access of a basic level of sanitation to all by 2011 through partnerships with all spheres of government and the private sector (the National target of 2010 is unlikely to be achieved due to insufficient funding and human resources capacity). The backlogs are large and it will not be possible to achieve the said targets in time. As reflected in **table 28 below** there are approximately 95 906 households without access to basic sanitation.

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. Project business plans have been prepared for the roll-out purposes.

As considered in the water services section and when taking into consideration the "A", "B" and "C" categories, the total estimated backlog figures are as provided in the table below.

Table 28: Backlog figures for sanitation services – Category “A”, “B” & “C” (2007/08 financial year)

Local Municipality	Total Households	Total HH Below RDP Sanitation (2007)
Albert Luthuli	44 741,00	40,403
Dipaleseng	10 590,00	4,216
Govan Mbeki	69 954,00	14,797
Lekwa	29 025,00	10,906
Mkhondo	33 461,00	14,975
Msukaligwa	34 409,00	2,562
Pixley Ka Seme	20 756,00	8,047
GSDM Total	242 936,00	95,906

Source: GSDM-WSDP May 2006

There is currently inadequate funding available for GSDM and its constituent Local Municipalities to meet the target for the eradication of sanitation services backlogs (“A”, “B” & “C” Categories) by 2010. The shortfall in funding required to meet the backlog is R 644,416 000 for sanitation provision.

On analysis of the backlogs of category “A” projects only, statistics record a 10% reduction on water services backlogs for the district for the period July 2006 to June 2007, with a total of 88,932 households’ backlog as at the beginning of the 2007/2008 financial year. The figures need to be verified and confirmed by the Local Municipalities and DWAF.

The remaining backlog in terms of water services where no basic services has been provided is 37% of the total household count of 242 936.

Key issues pertaining to Sanitation:

- 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 Sewage treatment plants
- The proper allocation of funding to the operations and maintenance budgets for the sewage treatment plants and associated infrastructure.
- The training of operators of the sewage treatment plants.
- The establishment of systems for the proper monitoring and testing for effluent water quality.

1.9.5 Electricity

The electricity supply backlog in GSDM is about 64 825 units which comprises about 27% of the total households. Largest electricity backlogs occur in the Albert Luthuli and Govan Mbeki Local Municipalities respectively.

Bulk supply of electricity, which includes for the purpose of such supply, the transmission, distribution and, where applicable, the generation of electricity is guided in accordance to the Municipal Structures Act: Section 84 (c).

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

Table 29 Proclaimed areas with access to electricity

Municipality	Approach	No. of h/holds	Registered Indigent	FBE: Municipality	FBE: ESKOM	Estimated Backlog
Albert Luthuli	Targeted	44 237	1 071	10 000	1 195	16 418
Msukaligwa	Broad-based	34 020	965	33 121	749	8451
Mkhondo	Targeted	33 085	3 237	3 237	65	9677
Pixley Ka Seme	Broad-based	28 700	6 190	28 300	600	7567
Lekwa	Broad-based	20 522	3 246	20 947	369	6712
Dipaleseng	Broad-based	10 472	660	9 000	400	2 910
Govan Mbeki	Broad-based	69 167	11 000	60 000	8 000	13 090
GSDM Total		240 203	26 369	164 605	11 378	64 825

Source: DWAF figures – April 2005

An analysis of electricity provision in each local municipality is as follows:

- At Albert Luthuli a total of 65% households, schools, clinics, farms currently have access to electricity in the Albert Luthuli municipality.
- At Pixley ka Seme, 99% of urban areas and only 1% of farm workers have access to electricity.
- At Dipaleseng the municipality has set aside a budget of +R4m, +R3m and +R3m for the provision of electricity in the following areas in the next 3 financial years:
 - Provision of electricity on rural or farms workers households –
 - Provision, upgrading and maintenance of electrical network and electrification of all households in the municipality
 - Provision of electricity to Clinics
- A total of 70% of Govan Mbeki households, schools, clinics, farms currently have access to electricity

Key issues pertaining to Electricity:

- Eradication of the remaining backlogs

1.9.6 Human Settlement

Provision of Housing remains the function of the Provincial Department 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 housing backlog in GSDM as depicted in **Table 30** below is estimated at about 98 500 units in the urban areas and about 27 707 units in the rural parts of the District. The biggest backlogs were recorded in the Albert Luthuli and Govan Mbeki Local Municipalities respectively, which is in some instances due to the influx of people seeking employment opportunities particularly in Govan Mbeki Local Municipality where the scenario of urban areas is concerned.

Table 30 Proclaimed areas with access to housing

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

Source: DLG&H figures – April 2005

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

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

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

municipalities need to come up with a comprehensive Municipal Housing Development Plan to address the growing housing demand, including investigating the possibility of establishment of Agri- villages.

The table below reflects the different types of housing per municipal area in the Gert Sibande District Municipality's jurisdictional area.

Table 31 Housing Typologies per Municipality

Type of dwelling	Albert Luthuli	Msukaligwa	Mkhondo	Pixley Ka Seme	Lekwa	Dipaleseng	Govan Mbeki
Formal	23187	19428	10743	2066	13692	5459	36413
Informal	2740	4051	2125	2104	8657	3312	23879
Traditional	6 246	4 791	5 251	2 001	6 297	2 020	1 191

Source: GSDM WSDP 2006 / STATSSA 2001

It can be deduced from the table above that majority of the people in the District dwells within formal housing type. Whilst this is an appreciated fact those that dwells in less formal housing type remains unbearably high, with Govan Mbeki Local Municipality due to developmental dynamics therein been the worst affected by higher numbers of people stating in informal dwellings (23 879).

Key issues relating to housing include amongst others the following:

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

1.9.7 Land Use and Spatial Structure

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

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

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

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

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

Local Municipalities rely 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 will be participating in the next 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 will be harnessed.

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

- Inconclusive and less informative Spatial Development Frameworks;
- Fragmented Town Planning Schemes.
- Inadequate knowledge of land ownership and uses of varying pockets of land across the District
- Addressing the problems related to using obsolete Town Planning Schemes that are reactive to development
- Addressing the capacity related issues with regard to planning.
- Lack of exclusive authority to create Townships and amend Municipal planning schemes. Developers may choose whether to lodge Land Use applications Municipalities or to the Provincial Development Tribunals, two Forums that use differing criteria to make decisions.

1.9.8 Roads and Transportation

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

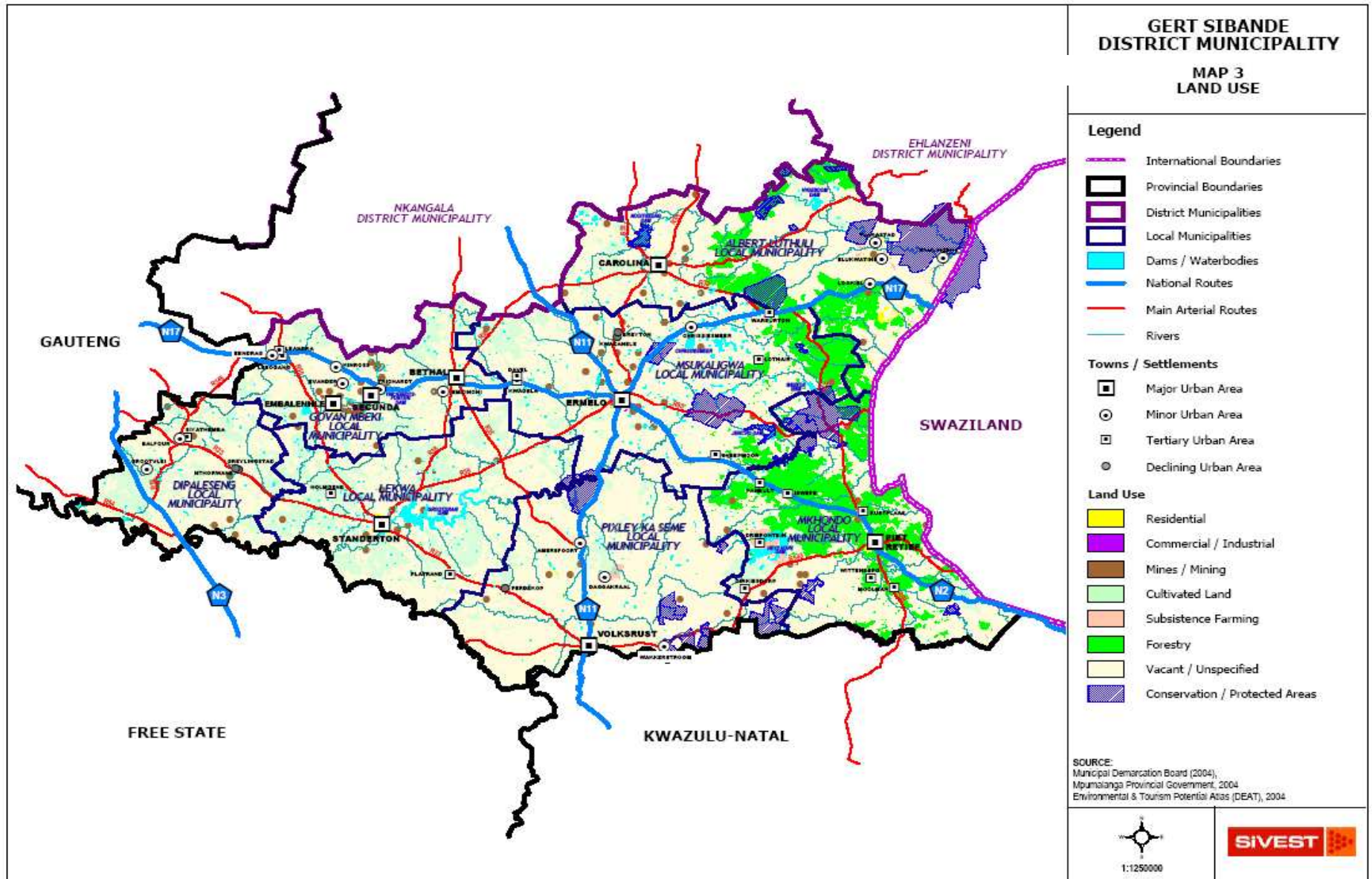
To this extent Gert Sibande District Municipality, together with its seven constituent Local Municipalities, subscribe to the national government's Local Government Strategic Agenda and its objective of implementing and monitoring the government Programme of Action, construction and Maintenance of Roads within Rural and Urban areas alike

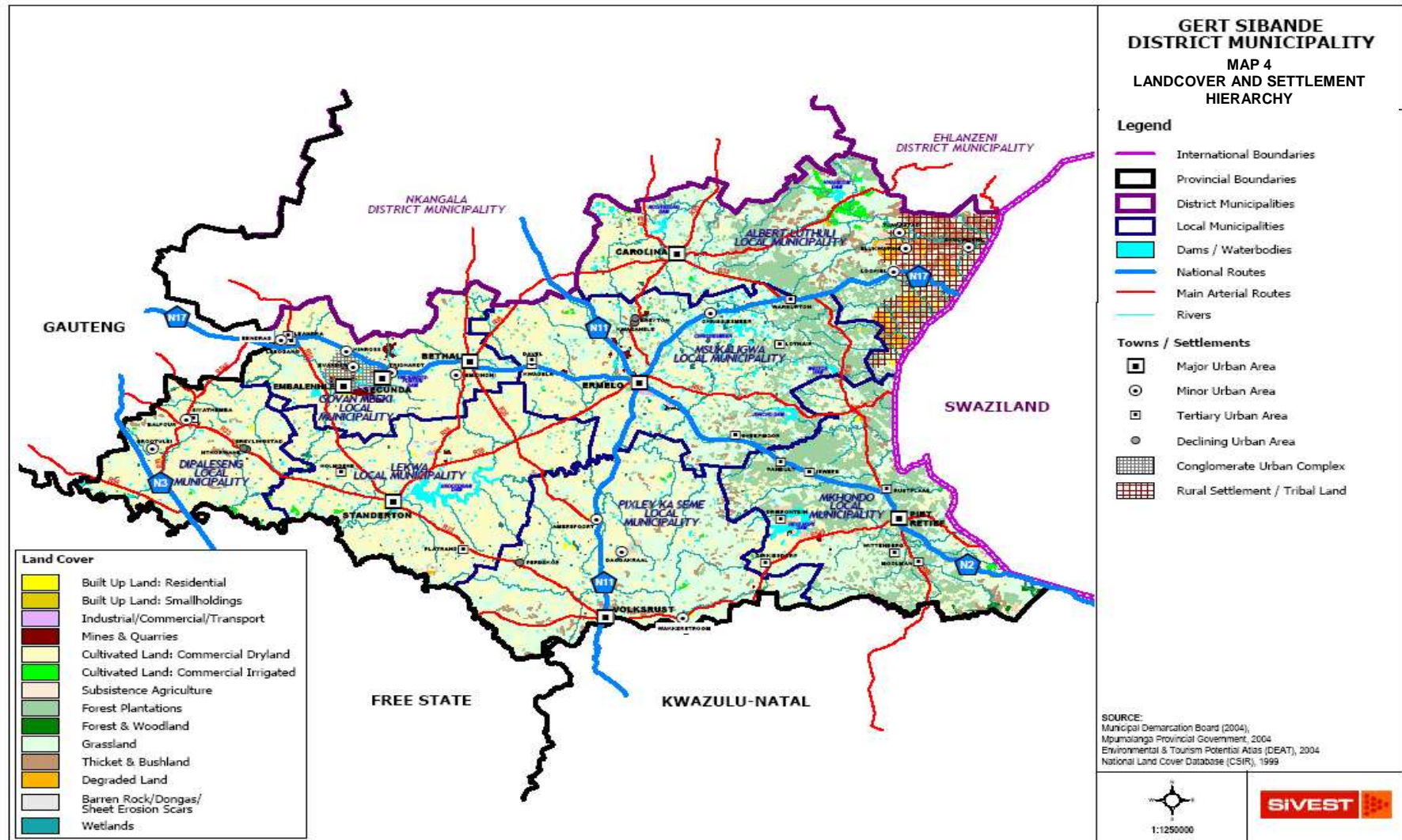
National, provincial and municipal roads construction and maintenance is joint effort from three spheres of government, hence the significance of a joint alliance to be established towards addressing matters of common interest.

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

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

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





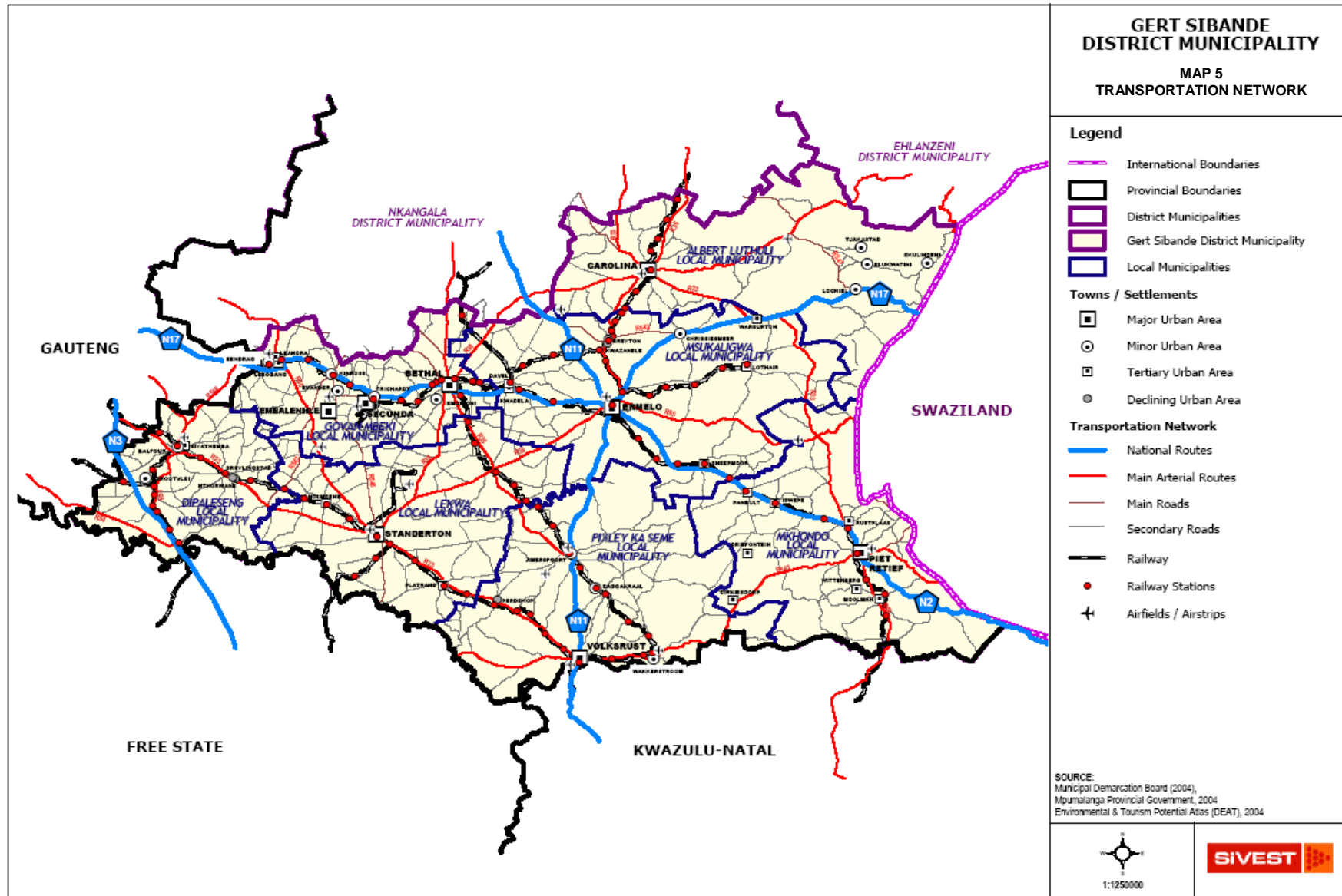


Table 32 below is a summary of some of the most salient features pertaining to municipal roads in each of the Local Municipalities in the GSDM area.

Table 32 Municipal Roads

Status	Albert Luthuli	Msukaligwa	Mkhondo	Pixley Ka Seme	Lekwa	Dipaleseng	Govan Mbeki
Total Km per municipality	153.84 km	240.3 km	193.15 km	122 km	195.7 km	121.4 km	527.6 km
Improvements per km from 2000	47,3 km	23,95 Km	120 km	42,1 km	32,4 km	8,2 km	183,3KM
Budget spent since 2000	R37 904	R16 900	R28 815	R7 760	R12 993	R8 000	R41 701
Informal areas	44,4 km	32 km	350,4 km	2 km	30 km	6,5 km	90,4 km
Gravel roads	76,84 km	25 km	50 km	30 km	39,9 km	76,6 km	90,5 km
Tarred roads	112, 6 km	127,2 km	32,6 km	90 km	51,5 km	12,25 km	183,3 km

Source: DWAF / Locals figures – April 2005

The GSDM intends establishing a District Rural Roads Strategic Betterment Unit and in doing so, the following elements will be considered:

- The establishment of the Rural Roads Betterment Strategy Unit is to benefit the entire community.
- The principles of the National Spatial Development Perspective will be taken into consideration in this regard.
- The conditions of the entire District Rural and Urban roads network will to be considered.

A summary of each municipal roads infrastructure is as follows:

- Albert Luthuli Local Municipality lies along the R 36, R 38, R 33 and R 501 Provincial routes that form part of major regional collection routes. 80% of the municipal area is serviced by gravel roads and the establishment of the rural roads unit will benefit this municipality immensely.
- Mkhondo Local Municipality lies along the National route N 2, Provincial routes R 65, R 543 and R 33. The region is mainly surrounded with rural routes that form part of mining areas and plantation collection routes.
- The N3 is the main National road passing through Dipaleseng Local Municipality. There are also provincial roads in the area like R 23, R 546, R 50 and R 51, provincial routes and rural roads are connected to the N 3. The municipality has set aside a budget of more that R8 million for rehabilitation of roads in the next 3 financial years. A Transport Master Plan is being developed to address the backlog on roads infrastructure.

- The National and Provincial routes around Pixley Ka Seme Local Municipality are, N 11, R 23 and R 543. The roads in the area consist of 90% rural and 10% paved roads.
- The national and provincial road networks that connect to the rural roads are the N17, R547, R546, R38 and R35. The rural roads form 70% of the entire roads network in the area and the rest are paved. To reach the target of 2013, Gavan Mbeki Municipality is in need of R2 billion for construction of new roads.
- All rural access and collection roads in Msukaligwa Local municipality are connected to the national and provincial roads N11, N2, N17, R65 and R35.
- Lekwa Local Municipality is surrounded by 80% rural roads and the following provincial paved roads: R23, R546, R50 and R39.

Management of Rural Roads around the Gert Sibande District

The establishment of the Rural Roads Betterment Strategic Unit will have the following key performance areas:

- I. Developing the Rural Settlement Road Network Strategy;
- II. Ensuring the existence of rural roads and storm water drainage management plan;
- III. Develop a rural roads collection plan;
- IV. There must be a community facility access rural roads management strategy, linking to the entire rural road network in the areas.
- V. Consider the development of the Rural Roads Master Plan as well as Storm Water Management Plan;
- VI. The strategy on Pedestrian Foot Bridge and Foot Path Access Plan has to be part of the Master plan.
- VII. The Rural roads Transport Plan is to form part of the Master Plan.

The Gert Sibande Technical Forum, Land Owners, Traditional Leaders, Department of Local Government and Housing, Department of Water Affairs and Forestry, Department of Education and Department of Land and Administration are to form part of the establishment of the Unit.

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

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

1.10 SOCIAL DEVELOPMENT AND COMMUNITY SERVICES

1.10.1 Community Facilities (Summary)

There is a wide range of community facilities and services available within GSDM as reflected in **table** below and on **Maps 6** and **7**.

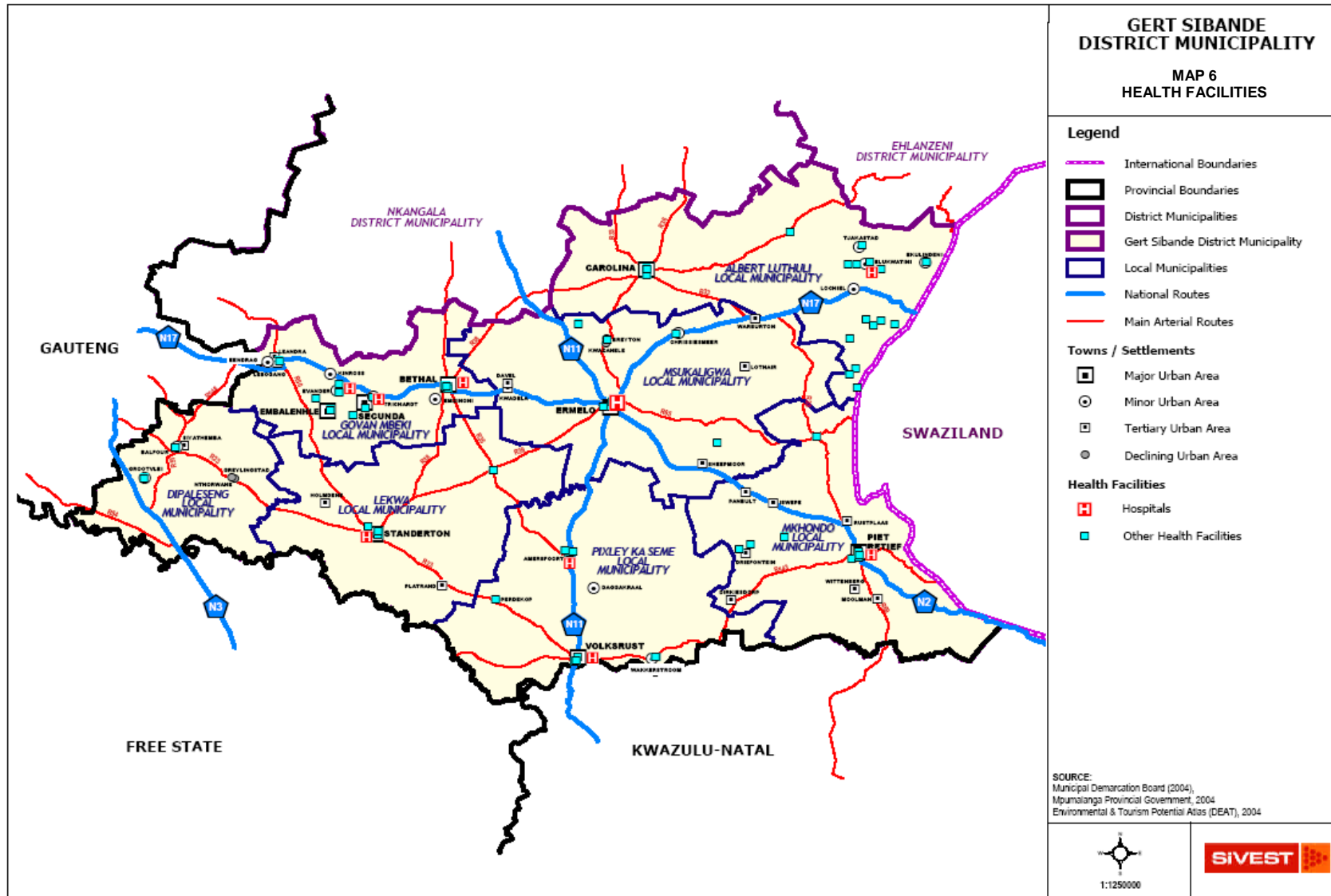
The focus of the District is not only on the number and spatial distribution of such facilities, but also on the nature and quality of services provided in such facilities to optimise their functionality, and thus accessibility of services by all the communities

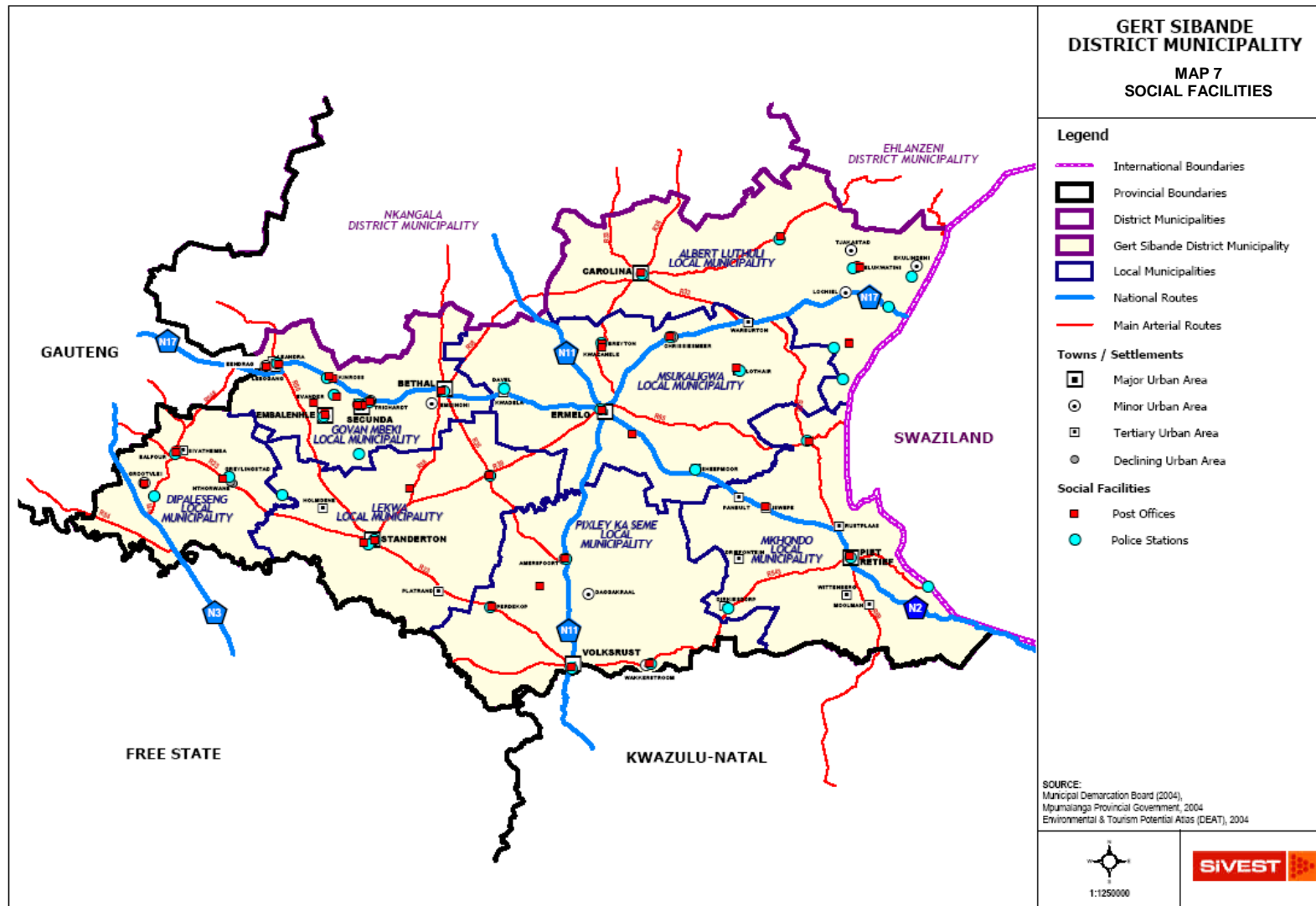
In addition to these facilities, District also adopted the concept of a Thusong Services Centre formerly Multi Purpose Community Centre to provide a comprehensive range of services under one roof in an effort to provide all residents in the GSDM area one-stop access to services within their proximity (\pm 10 KM).

Table 33 Community Facilities

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

Source: Local Municipalities Data 2006





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

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

- Equitable distribution of facilities across the District as per the spatial dynamics;
- Efficient use of these facilities by communities; and
- Coherent approach to construction of these facilities among all stakeholders.

1.10.2 Sports and Recreation Programmes and Projects

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

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

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

- Securing of all facilities to minimize or avoid vandalism of facilities.
- Upgrading, adequate maintenance and rehabilitation of all facilities
- 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 code

1.10.3 Disability Coordination and Support

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

The people living with disability are still confronted with challenges regarding their participation in economic activities, access to public facilities, housing and other social services rendered by the state and the private sector, some strides have being made in terms off legislation to address the matter however not much has being done to effect the intention and expectations of the legislature and the people living with disability.

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

- Lack of appropriate facilities
- Lack of access to economic and employment opportunities
- Lack of housing
- Discrimination
- Lack of access to social and health services

1.10.4 Youth Development

South Africa has a very high youth population of which majority of them find themselves unemployed, underdeveloped or living under adverse poverty circumstances. This picture is still the same 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 prospects.

Speaking at 2007's Youth Day Celebration, President Thabo Mbeki remarked: "each succeeding generation faces the responsibility carefully to study social conditions, accordingly to set its own agenda, so that it can contribute to a better human condition. Our current generation of young people owes it to history to protect and champion the ideals of social justice and an abiding culture of human rights and humane, just and equitable social order."

Today youth is faced with a variety of overwhelming challenges requiring immediate attention. All in the District has a responsibility to ensure that such struggles are tackled effectively. Young people alone cannot overcome the hurdles that they face without purposeful support of all the relevant stakeholders inclusive of government.

Notwithstanding the work already done, there is still a stronger need to strengthen the understanding of the role of youth in the decision making processes such as IDP and local government participating structures on infrastructure provisioning and service delivery, and to share information on how the youth could benefit from infrastructure provisions and service delivery.

This should bring about:

- Enhanced youth participation in Municipal IDP processes
- Better representation in Municipal Participatory Structures
- A clearer understanding of service delivery, specifically infrastructure at Municipal level
- Mainstreaming youth development at Municipal level

However, over and above the support extended by the state and communities, youth have a responsibility to ensure that they have a good understanding of opportunities around them. They must strive to acquire good educational qualifications in order to position themselves strategically for gainful employment.

The need for young people in our District to participate in all interventions such as the public policy processes the development of economic policies & strategies and developmental agendas such as poverty reduction strategies cannot be further overemphasized.

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

- No appropriate strategies and programs for Youth development , including opportunities for employment for young people
- Minimum Youth Participation in Local Government matters
- Ineffective of Youth developmental organisations [Youth Councils]
- No Policy development for Youth matters
- Lack of Youth viable strategic partnership with relevant stakeholders [private & public institutions]
- Lack of involvement of youth in Monitoring municipality compliance on policy matters

1.10.5 Gender

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

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

Unemployment is often higher among women than men, and when they do generate income it is through the informal sector, often at a survivalist level. This requires access to business centres, requiring suitable roads and means of transport.

Provision of health facilities at local level impacts on women since they have to access facilities from long distances, and ensure that their children get to these services as well. A lack of access to grid electricity creates additional labour for women and girl children, also reducing their available time for family and income generating activities.

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

Key Issues pertaining to Gender includes among others the following:

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

1.10.5 Rights of Children

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

In responding to some of these challenges our District will mobilise all the relevant stakeholders within our communities to support all initiatives intended to ensure upbringing of children in a safer and healthy neighbourhoods.

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

- Lack of support and coordination for the emancipation, protection and support for children in need and distress

1.10.6 Thusong Services Centres (TSCs)

The following Thusong Service Centres were in existence since 2005:

- Mpuluzi Albert Luthuli Municipality
- Tholulwazi Govan Mbeki Municipality

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

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

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

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

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

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

Albert Luthuli Municipality has a service centre at Empuluzi, Fernie B and are planning to open another one in Tjakastad.

As indicated above, Govan Mbeki currently has a service centre in Leandra and plans to establish operational centres in Embalenhle and Emzinoni respectively.

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

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

1.10.7 Safety and Security

Like any other municipality across the country, the District is crippling with crime related issues, and the following are some of the criminal atrocities prevalent in the District:

Key Issues pertaining to Safety and Security

- Poorly designed human settlement.
- Houses in particular RDP component constructed with minimal or zero consideration of safety and security aspects for the inhabitants or their belongings.
- Vehicle parking systems in most CBDs 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.

The District will strengthen partnership of all stakeholders to meaningfully contribute towards crime prevention, elimination of crime and violence through the following strategies:

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

1.10.8 Disaster Management

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

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

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

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

The District in partnership with its constituent LMs performs the function of planning, monitoring, evaluation of the services and delivery mechanisms within its area through the Disaster Management Forum. Funding is partly provided for some capital and operational needs, training and support for Volunteer cops.

The recent veld fires which caused destabilizing disruption, loss of life and financial implications thereof and the contribution of the traffic related accidents on (specifically along N17) calls for extensive preparation and support across the District.

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

Table 34: District Disaster Management Capacity

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

Source: Local Municipalities Data 2007

During 2004/2005 financial year, the GSDM has conducted risk assessment within its area of jurisdiction in order to ascertain all risks and potential hazards that are likely to happen and may constitute disaster if they are not considered, reduced, mitigated or prevented.

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

Air pollution

Flooding (storm water and natural)

Veld fires

Explosions at industrial plants

Road accidents

Dam failures

Hazmat spills

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

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

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

1.10.9 Education Facilities

Table 35 below and **Map 8** reflect 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.

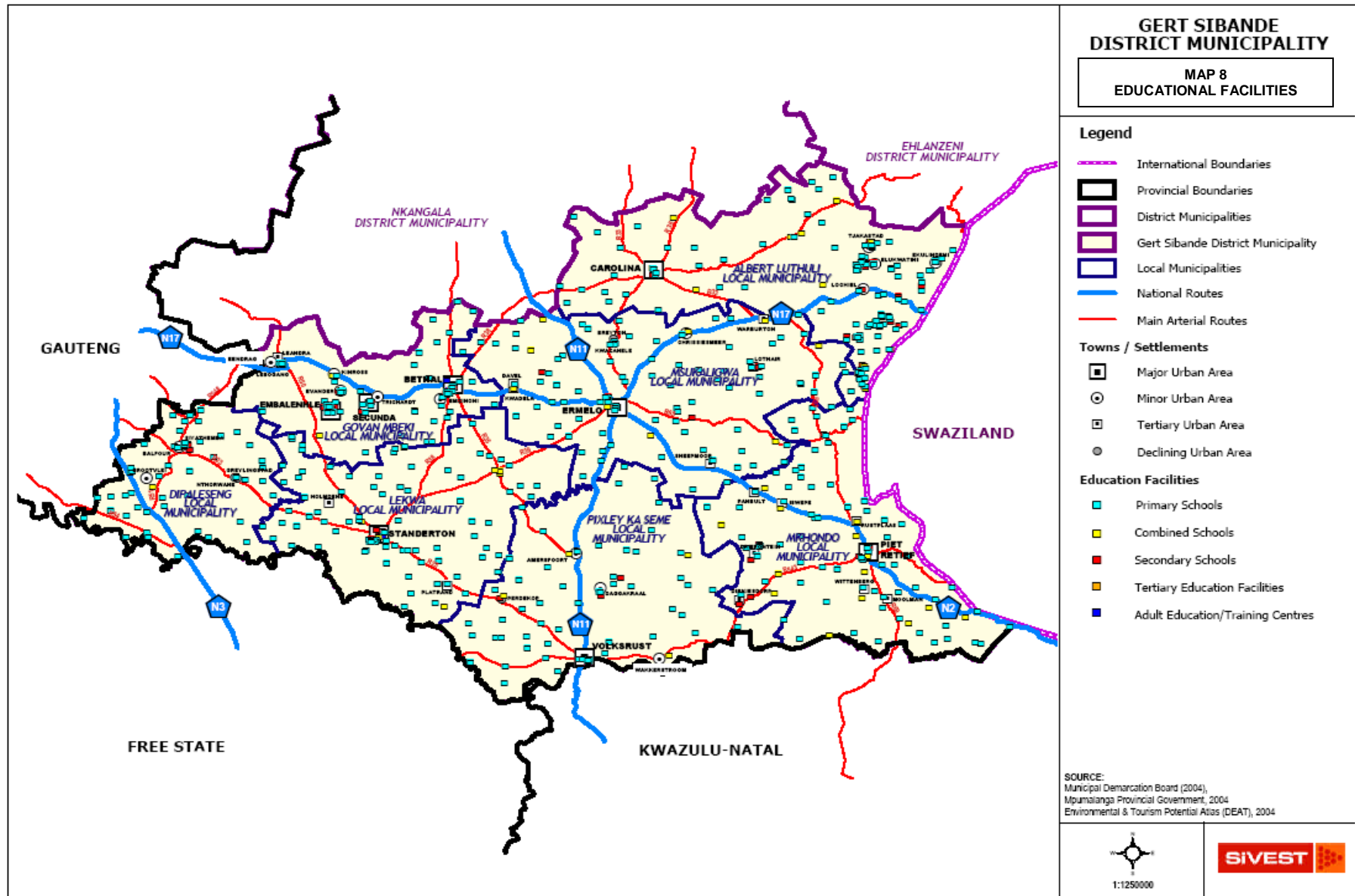
Table 35 Education facilities breakdown

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

Source: Local Municipalities date and Sector Departments

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

In the light of high need of skilled people required by the Regional Economic dynamics, current inadequacy of Institutions of Higher Learning and FETs within the District cannot be glaringly left unattended. Hence Department of Education and all the other stakeholders must be engaged with a view of collectively coming up with an integrated strategic approach to guide the manner in which we should adequately respond to all the Education and skills development issues throughout the District.



Key Issues pertaining to Education includes among others the following:

- Equitable distribution of Education facilities;
- Inadequate Institutions of Higher Learning; and
- Lack of coordinated approach towards skilling of communities
- Optimal and effective utilization of all Educational facilities.

1.10.10 Cemeteries and Graveyards

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

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

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

1.11 INTERGOVERNMENTAL RELATIONS, GOOD GOVERNANCE AND PUBLIC PARTICIPATION

1.11.1 Introduction

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

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

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

1.11.2 Community Participation and Communication Mechanisms

Positive progress has been realised in the past financial year as GSDM was recognised as the best performing municipality on issues of local government communication in the province by SALGA.

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

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

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

TABLE 36: COMMUNICATION STATUS QUO

MUNICIPALITY	Communication Strategy adopted by council	Establishment of Communications Unit in line with National guide	Number of Staff Employed	No. of Mayoral izimbizo planned for 07/08	LCF'S	COMMUNICATION POLICY
GOVAN MBEKI	Awaiting Council approval	YES	1	5	Yes	Draft
ALBERT LUTHULI	NONE	NO	1	5	NONE	NONE
LEKWA	NONE	NO	1	6	NONE	NONE
MSUKALIGWA	NONE	YES	2	6	NONE	NONE
DIPALISENG	NONE	NO	NONE		NONE	Draft
PIXLEY KA SEME	NONE	YES	1 (Acting)	4	NONE	NONE
MKHONDO	NONE	NO	1	10	NONE	NONE
GERT SIBANDE	YES	YES	2 (Dropped due resignation)	16	DCF-YES	Noted by council and sent to legal experts

Key issues pertaining to communication:

- Inadequate staffing
- 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.

Public Participation

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

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

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

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

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

All issues pertaining to the development of the District are deliberated upon by all this structures, which are composed of multidisciplinary stakeholders in their organised forms. They meet regularly throughout the year to deliberate on developmental challenges confronting the District, and in so doing harness their shared understanding of these challenges and required interventions thereof.

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

1.11.3 Traditional Leadership

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

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

Section 211 (Recognition)

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

Section 212 (Role of Traditional Leaders)

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

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

delivery programme, enhancement of quality of services delivered and enhancement of performance in Local Government.

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

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

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

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

Section 20 on the other hand provides for the guiding principles for allocation of roles and functions to traditional leaders

- (1) National government or a provincial government, as the case may be, may, through legislative or other measures, provide a role for traditional councils or traditional leaders in respect of-
 - (a) Arts and culture;
 - (b) Land administration;
 - (c) Agriculture;
 - (d) Health;
 - (e) Welfare;
 - (f) The administration of justice;
 - (g) Safety and security;
 - (h) The registration of births, deaths and customary marriages;
 - (i) Economic development;

- (j) Environment;
- (k) Tourism;
- (l) Disaster management;
- (m) The management of natural resources; and
- (n) the dissemination of information relating to government policies and programmes.

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

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

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

- The severe service delivery backlogs in rural areas and the inadequate communication between the institution of traditional Leadership and the Municipalities on development initiatives has caused a huge outcry from the rural communities.
- There is a noticeably low level of involvement of the rural communities in the Municipal integrated development planning (IDP) processes.
- Deliberate exclusion of the Traditional Leaders by some municipalities from the IDP processes under the pretext that they know what was required by these communities, and some Traditional Leaders did not want to participate in the Municipal processes.

1.11.4 Supporting Local Municipalities

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

1.11.5 Partnerships

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

Partnership with traditional leaders

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

Partnership between the GSDM and UGU District Municipality

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

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

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

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

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

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

Partnership between GSDM and Umhlathuze Water

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

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

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

Strategic alliance with ABSA

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

The District has recently entered into a Banking Service Level Agreement with ABSA with effect from 1st March 2007 for a period of 25 years which would be renewed annually over a 60 month period. This agreement is likely to achieve the socio-economic development level. ABSA has committed to provide technical support on three of the elements of the BBBEE scorecard; namely:

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

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

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

Corporate Social investment

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

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

Affordable housing

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

Alliance with Sasol

The District has decided to engage SASOL with an aim of forming a strategic alliance where both parties could benefit the communities. It has been an anomaly that, even though SASOL exists within the Gert Sibande area of jurisdiction, but the majority of the communities within the District have not benefited through its existence. Both SASOL and the District have agreed to work out a partnership that could result in some benefits accruing to the local communities. A Strategic Alliance Agreement has been drafted and is due for discussion in a workshop between the senior leaders of both the Gert Sibande District and SASOL. The agreement envisages co-operation between the District and SASOL on various developmental areas such as LED, environmental management, skills development, etc.

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

CONCLUSIVE SUMMARY: SWOT ANALYSIS AND KEY ISSUES

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

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

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

1.11.6 Swot Analysis

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

Strengths	Weaknesses
The Districts has good social stability	Huge backlog of Basic Services
There is untapped minerals deposits , development potential and economic growth potential	Lack of Marketing and incentives for investors
Strategic location of the District	Lack of capitalisation of the strategic advantage
Improving Institutional arrangement	Delay in filling key vacant posts / retention of skill personnel
Good relationship with other Stakeholders and Private Sector.	Poor to lack of participation and commitment by business and some sector departments.
There is political will and guidance	Implementation is still a challenge
Opportunities	Threats
Huge Potential for Development and Economic Growth	Limited Skills to Support Development and Economic Growth within the District.
Organisational arrangement to meet the challenges	Recruitment and Retention of Skilled Staff
Increase interest by outside investors	Lack of Spatial Development Frameworks
Stakeholders / Sector departments and District's goodwill to improve current slow development and Economic Growth.	Poor attendance to Forums and/lacking commitment from Stakeholders, slow expenditure and delivery of projects and the outstanding Spatial Development Framework Plans
District has developed its Economic Growth and Development Strategy	Limited commitment by other stakeholders

1.11.7 Key Issues

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

Priority Area	Key Issues
Capacity Building and Training	<ul style="list-style-type: none"> • Retention and scarcity of skills (Engineers, Accountants, Planners etc) • Capacity development of officials and Councillors • Job Evaluation process • Performance Management & Monitoring • Compliance with legislative requirements • Human Resources Information System • Organisational grading – pay curve • Recruitment and Selection (scarce skills) • Welfare and well-being of staff
Youth Development	<ul style="list-style-type: none"> • No appropriate strategies and programs for Youth development , including opportunities for employment for young people • Minimum Youth Participation in Local Government matters • Ineffective of Youth developmental organisations[Youth Councils] • No Policy development for Youth matters • Lack of Youth viable strategic partnership with relevant stakeholders [private & public institutions] • Lack of involvement of youth in Monitoring municipality compliance on policy matters
Capacity Building and Support for the Disabled	<ul style="list-style-type: none"> • Develop programs and mechanisms to support disabled forums. • To facilitate support for implementation of policies for the disabled in the local municipalities • To champion and assist in the development and support of the disabled in the district. • Integration and support of local municipalities to develop and support disabled programs.
Sports, Arts and Culture	<ul style="list-style-type: none"> • Lack of Coordination and Support for Effective Participation of Youth in Sports, Arts and Culture • Ineffective Promotion and Development of local talent in Sports, Arts and Culture • Facilitation and Support of local municipalities in development of Sports, Arts and Cultural facilities and traditional Arts
Office of the Children's Rights	<ul style="list-style-type: none"> • Lack of support and coordination for the emancipation, protection and support for children in need and distress
Committee Service:	<ul style="list-style-type: none"> • Timeous submission and approval of items • Timeous preparation and delivery of Agendas for at least 7 days before meetings (Council) and 3 days (Mayoral Committee). • Finalisation of minutes soon after meetings in order to execute resolutions urgently.

IT service:	<ul style="list-style-type: none"> • Ensuring that computers are upgraded on generally accepted intervals (3 years for laptops, 4 years for desktop computers and 5 years for printers). • Software upgrades to ensure maintain a high standard. • Accepted data storage, backup and recovery programs and procedures. • Enable optimally functional District wide GIS
Organisational Structure	<ul style="list-style-type: none"> • Putting in place an organizational structure that will enable the Council to structure and transform itself in a manner that will harness its capability to adequately respond to its mandate. • Create a conducive environment that will harness creation of a happy team of employees, and thus lead to a sustainable organisational memory due to high retention of productive personnel. • Need to construct suitable and accessible accommodation for the District Municipality.
Powers & Functions	<ul style="list-style-type: none"> • Need to undertake an audit of all the powers and functions been currently performed by varying stakeholders in the District
Skills Development and Capacity Building:	<ul style="list-style-type: none"> • Mobilizing all stakeholders to enter into a partnership and commit towards a comprehensive strategy aimed at addressing skills shortage in and around the Region • Addressing shortage of scarce and critical skills concomitant with the growing regional economic demands. • Optimising the capacity of Municipalities to effectively perform their functions through continuous skilling of Municipal Employees.
Municipal Financial Viability	<ul style="list-style-type: none"> • Successful implementation of the Property Rates Act • Standardisation of financial aspects throughout the District. • Sufficient resources to enable municipalities to respond to their mandate. • Adequately supporting all Local Municipalities in all financial matters as and when called upon to do so. • Compliance to all the Local Government Legislation's Financial Management prescribes. • Maintaining a clean Audit across the District. • Ensuring sound Financial Management practices
Local Economic Development	<ul style="list-style-type: none"> • Partnerships towards progressively responding to skills need by the growing Regional Economy. • Visible promotion of SMMEs • Visible promotion of Tourism aspects of the Region • Place Marketing of the Region as a whole. • Increasing local beneficiation and shared Economic Growth across the District • Promoting and supporting sustainability of the existing businesses within the District. • Identification and implementation of high impact LED projects/programmes. • Providing support services, mentorship and investment towards ensuring sustainability and effective utilization of farms attained through Land Reform Programme
Water Services	<ul style="list-style-type: none"> • Progressively ensuring that rural communities enjoy the same rights and benefits as urban communities in terms of free basic services and provision of housing. Much has been done to provide water [bore holes] and sanitation [VIP toilets] on most farms. Continuous engagements will be used to resolve and address these challenges. • The legacy of service provision in all the Local Municipalities needs attention with the challenges of low payment rates for services, small tax base, little investment or no significant economic activities. • Sustainable use and conservation of Water (Water resources) • The modelling of infrastructure through water conservation and demand management studies to reduce losses in the reticulations (Water reticulations).

	<ul style="list-style-type: none"> • Performance of a bulk water master plan study for the entire district. • Need for an integrated WSDP for the entire GSDM • Eradication of the remaining water and sanitation backlogs • Performance of status quo investigations of water services treatment plants to establish the refurbishment and O & M costs and other critical operations information. • The refurbishment and proper operation of the Water and Sewage treatment plants • The proper allocation of funding to the operations and maintenance budgets for the water and sewage treatment plants and associated infrastructure. • The training of operators of the water and sewage treatment plants. • The establishment of an accredited water quality testing laboratory within the GSDM. • The establishment of systems for the proper monitoring and testing for potable and effluent water quality. • The rationalisation of the operations reporting information systems into a district wide reporting system to improve efficiencies and customer service. The establishment of an accredited water quality testing laboratory within the GSDM. • The performance of an asset management study, for the consolidation of all information regarding the existing infrastructure assets within the GSDM that is currently belonging to the LM's and the GSDM. • The performance of an infrastructure investment strategy for the entire GSDM, taking into account all the services that are provided within the GSDM.
Electricity	<ul style="list-style-type: none"> • Eradication of the remaining backlogs
Human Settlement	<ul style="list-style-type: none"> • Need to speedily address challenges relating to allocation of units per Municipality. • Need to increase the pace with which houses are provided. • Supporting Municipalities with the purchasing of land for residential purposes. • Need to come up with a comprehensive Integrated Human Settlement Strategy for the District. • Need to proactively prevent emergence and spread of informal settlement whilst formalising the existing backlog.
Land Use and Spatial Structure:	<ul style="list-style-type: none"> • Inconclusive and less informative Spatial Development Frameworks; • Fragmented Town Planning Schemes. • Inadequate knowledge of land ownership and uses of varying pockets of land across the District • Addressing the problems related to using obsolete Town Planning Schemes that are reactive to development • Addressing the capacity related issues with regard to planning. • Lack of exclusive authority to create Townships and amend Municipal planning schemes. Developers may choose whether to lodge Land Use applications Municipalities or to the Provincial Development Tribunals, two Forums that use differing criteria to make decisions.
Roads and Transportation	<ul style="list-style-type: none"> • Addressing the over usage of roads by heavy coal haulage and other freight trucks • Addressing the current state of poorly repaired roads in the District. • Reducing to acceptable levels the volume of haulage trucks on the roads • Improving or reducing the road hazard potential caused by large volumes of overloaded trucks on the roads • Lack of overload monitoring and enforcement resources in the District
Community Facilities:	<ul style="list-style-type: none"> • Equitable distribution of facilities across the District as per the spatial dynamics; • Efficient use of these facilities by communities; and • Coherent approach to construction of these facilities among all stakeholders.

Sports and Recreation:	<ul style="list-style-type: none"> • Vandalism to upgraded facilities. • Addressing the substandard nature of sports facilities • Upgrading/developing at least one sports facility in the District into a regional sports complex. • Upgrading six other facilities to meet the standards acceptable for the various national sport codes including 2010 soccer games
Thusong Service Centres:	<ul style="list-style-type: none"> • Rate at which TSCs are build/established; • Buy in by Government Departments; and • Need for Youth and Women empowerment services therein
HIV/AIDS:	<ul style="list-style-type: none"> • High rate of unemployment and poverty • Low literacy rate • Lack of coordinated regional approach in responding to challenges posed by HIV/AIDS • Non-existence of coordinated partnerships as a result of lack of commitment and dedication, insufficient relevant information and knowledge, non appointment of dedicated staff members and inadequate resources. • Ned for specialised housing for terminally ill and Wheelchair bound people.
Disaster: Management	<ul style="list-style-type: none"> • Integrated Institutional capacity • Disaster Risk Assessment • Disaster Risk Reduction • Disaster Response and related Recovery • Lack of traffic personnel and their resources • Lack of fire fighters personnel • Lack of disaster management personnel in LMs • Inadequate response vehicles and equipments • The review and development of disaster policy framework, disaster management plans and contingency plans for LMs as well as GSDM.
Education:	<ul style="list-style-type: none"> • Equitable distribution of Education facilities; • Inadequate Institutions of Higher Learning; and • Lack of coordinated approach towards skilling of communities
Waste Management	<ul style="list-style-type: none"> • Unpermitted & illegal land fill sites • Increase in waste generation with no sufficient corresponding planning of future sites • Unmaintained land fill sites • Use of old and obsolete equipment that frequently break down • Increased maintenance costs • Insufficient skilled personnel to adequately man the waste management sections of the municipality • Unresponsive IWMP to deal with real issues on the ground • Existence of some sections of the community not receiving waste collection service
Health and Environmental Issues	<ul style="list-style-type: none"> • Implementing Council By-Laws on keeping of animals. • Allocating stock camps for grazing purposes and control measures to avoid over-grazing. • Conducting continuous Environmental Impact Assessments that will prevent unnecessary pollution of land, air and water
Cemeteries and Graveyards	<ul style="list-style-type: none"> • Addressing the condition of cemeteries and possible improvements thereto • Addressing capacity issue of cemeteries reaching full capacity. and • Maintenance of graveyards.

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 of the District.
- Dissemination and communication of the District's information to the Public

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

2.1 Our Vision, Mission and Corporate Values

Vision

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

STRIVING TO EXCEL IN GOOD GOVERNANCE AND QUALITY INFRASTRUCTURE

Mission

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

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

Corporate Values

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

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

Strategic Development Objectives

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

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

2.2.1 Municipal Transformation and Organisation Development: Objectives and Strategies

Priority Area	Objective	Strategy	Indicator	Measurement Source Frequency	Baseline	Target 2008/09	Accountable Official
Optimizing Internal Governance Systems	To create an enabling environment for effective and efficient rendering of Authority Functions by 2009	Construct a suitable District Accommodation	Service Providers appointed for the construction of GSDM Offices	Council Resolution	0	1	MM
		Develop Policy and by-Laws	No of Policies developed	Annual Council Resolution on Policies noted/adapted	Powers & Functions	Refined Powers & Functions	ED:CS
		Investigate Service delivery mechanisms (PPPs , MOUs etc)	No of investigations undertaken	Final Reports of the investigations	1	3	ED:OEM
		Facilitate partnerships and support for the District and LMs	No of partnerships entered into	Report on newly established Partnerships	4	6	ED:OEM
		Conduct Sect.78 exercise on all assigned functions	Comprehensive report and proposals	Council Resolution	0	1	ED:CS
		Commission a service provider to train selected officials on conducting the Sect.78 exercise	No of staff members per Local Authority competent to undertake study	Report on Officials Trained to undertake the study	0	1	ED:CS
	To redress demographic imbalances in GSDM's employment profile by Jun 2009	Ensure representivity in line with GSDM's Employment Equity Plan	No of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved EEP	EEP submitted			ED:CS
		Prepare and submit the Skills Development Plan	Prepare and submit the Skills Development Plan	WSP submitted	1	1	ED:CS
		Implement WSP	% improvement of WSP gaps addressed	Report on training courses attended	50%	100%	ED:CS
			% of GSDM's operational budget spend on training	Quarterly Report	0.36	1.5	ED:CS

To address 100% of the gaps identified in GSDM's Skills Plan		% Skills Levy received in rebate from LGSETA	Once off Report on % received from Skills Development Levy	50	50	ED:CS
		No of learners awarded bursaries per annum	Bi-annual report	1	2	MM
	Identify gaps in terms of management and councillor competencies and the development of the proficiency levels of:	Needs Analysis and Competencies Reports compiled by July 2008	Both Needs Analysis and Competencies Reports submitted in June 2008	0	2	ED:OEM
	Participating Councillors, Senior and middle managers within GSDM and seven constituent LMs	Personal Development Plan completed in August 2008	Personal Development Plan submitted in August 2008	0	1	ED:OEM
	Participating lower and supervisory level managers at Msukaligwa and Pixley ka Seme LMs	Training material finalised by January 2009	Report on the Training material submitted in January 2009	0	1	ED:OEM
		Completion of the programme by June 2009	Comprehensive Report on the programme and its impacts in June 2009	0	1	ED:OEM
To create a healthy working environment within GSDM	Ensure 100% implementation of HR Policies approved by Council	% person days lost to absenteeism	Quarterly Reports on Monthly Staff Records	0	4	ED:CS
	Continuously improve on the Organogram	No of appointments made	Annual Report on all appointments made	0	1	ED:CS
	Undertake Organizational Study	Report on Job Description and Evaluation compiled	Council Resolution	0	1	ED:CS
To ensure that all Council meetings do take place as per their respective schedule.	Provide agendas of high standard and informative to harness proper decision-making	No of Council Meetings successfully held	Council Notices	4	4	ED:CS
To maintain and streamline IT functioning	Implement IT based on IT solutions strategy and adopted IT policies	Quarterly Report on compliance to Council policies	Quarterly Report	0	4	ED:CS
	Enable District Wide GIS	Number of local municipalities linked into the main GIS System	Project Reports bi-monthly	0	7	ED: ITS
		% services with key data captured in a management and GIS	Quarterly report	0	4	ED: ITS
	Ensure efficiently and optimally functioning IT Hardware that satisfy the requirements of Council	No of IT hardware maintained and purchased	Quarterly Report on status quo of IT facilities	0	4	ED:CS

		Identify IT software that needs to be purchased and upgraded as per Council IT requirements	No of Software purchased and repaired	Quarterly Report on IT Software repairs and procumbent	0	4	ED:CS
	To ensure coordinated implementation of the Organisational PMS by December 2008.	Appoint a Service Provider to develop the PMS for the District	PMS made of Framework and a Model adopted by Council	Council Resolution	0	1	ED:CS
To meet Annual IDP targets		Minimise the risk of Council not achieving its objectives by implanting programmes identified in risk response plan	No of programmes as identified in risk response plan	Annual Report	0	4	CFO
		Improve programme and projects implementation	% Capital Budget Expenditure on programmes/projects implementation against the target	Quarterly Report on Projects/programme implementation status	0	4	MM
		Co-ordinate all GSDM funded projects within the District	No of projects successfully implemented	Quarterly Report on implementation status of GSDM projects	0	4	ED: ITS
		Engage throughout the year in a consultation exercise with local municipalities and key stakeholders to review the IDP	IDP document inclusive of inputs from all stakeholders adopted by the 30 March 2009	Council Resolution	1	1	MM
Strategic Development and support		To enhance strategic development and support	Strategic Document with annual focus areas	Quarterly Report on implementation status	1	4	ED:OEM
			Annual Report to Council in terms of the MFMA and Systems Act	Annually	1	1	ED:OEM
Policy Development		To support and ensure service delivery	Policies approved by Council	Council Resolution	0	4	ED: OEM

2.2.2 Municipal Financial Viability and Management: Objectives and Strategies

Priority Area	Objective	Strategy	Indicator	Measurement Source Frequency	Baseline	Target 2008/09	Responsible Official
Optimise Financial Viability	To ensure that GSDM is financially viable through harnessing sound Financial Management	Ensure that Budget is adequately prepared and reported on	Annual approval of Budget on 30 May 2009	Council Resolution	1	1	CFO
			Submission of Financial Statements to AG on/before 30 August	Accompanying letters of submission & receipt	0	1	CFO
		Promote effective and efficient implementation of the District's Supply Chain Management Policy.	No of queries against the decisions made by the SCM Committees	Quarterly Report on the implementation of the Policy	0	4	CFO
		Budgetary control of operating income and expenditure	Office expenditure variance not to exceed 10%	Annual Financial Statements	10%	10%	CFO
			% of GSDM's capital Budget actively spend on capital projects as identified in the IDP	Annual Financial Statement	80%	100%	CFO
		Fastrack expenditure as scheduled	Quarterly progress Report on Capital Expenditure	Quarterly Report	0	4	CFO
		Ensure that there is positive working capital	Quarterly Reports submitted to Council	Council Resolution	0	4	CFO
		Ensure optimal implementation of Budget reform programmes	% of grant expenditure	Quarterly Financial Reports	60%	90%	CFO
	To optimise grant collection of Council	Implement Division of Revenue Act (DORA)	% Gazetted funds received versus Gazetted amount	Annual Report	100%	100%	CFO
	Support to Local Municipalities	To ensure maintenance of the current District Unqualified Audit reports and Provide Capacity to Local Municipalities to improve their current status where practical	Ensure timely submission of Financial Statements to AG's Office	Number of LMs' Financial statements submitted to AG as scheduled	AG's Office Report bi-annually	7	7
Implement the Shared Internal Audit Services catering for the GSDM and 3 of the Local Municipalities			No of intervention Municipalities awarded unqualified audit report	Audit Report submitted to Audit committee	0	3	CFO

		Address matters raised in the AG's reports of the 7 Municipalities	Number of LM's identified for interventions programmes and accordingly supported	Annual Audit Reports	0	3	CFO
		Determine & address Legislative non-compliance by LMs	MFMA compliance checklist	Quarterly compliance Report	0	4	CFO
		Co-ordinate bi-monthly functional CFOs' Forum meetings	No of functional Forum meetings held	Minutes of bi-monthly meetings	4	6	CFO
		Provide Financial and other support to Local Municipalities to increase their Capacity towards good budgetary controls and financial Management Systems	% of a municipalities' budget actually spent as per their respective IDPs;	Annual Financial Statements	50%	80%	CFO

2.2.3 Local Economic Development: Objectives and Strategies

Priority Area	Objective	Strategy	Indicator	Measurement Source Frequency	Baseline	Target 2008/09	Responsible Official
Optimising Regional Economic Growth	To facilitate and promote economic growth and development of GSDM to achieve a yearly growth rate	Development of LED & Tourism Strategy by District and local municipalities, which will focus on the areas with economic opportunities identified in the District Spatial Framework Plan	LED and Tourism Strategies developed/ refined and adopted by Council	Council Resolution	1	2	ED:ITS
			No of jobs created through municipality's local, economic development initiatives including capital projects	Annual Report on progress made in creating employment opportunities	0	1	ED:ITS
			Long-term capital development plans developed	Council Resolution	0	2	ED:ITS
		Commission a study to ascertain Economic Potential and Beneficiation at varying Key Economic Nodes in line with the District SDF.	Comprehensive study undertaken	Council Resolution	0	1	ED:ITS
		The District will in partnership with all stakeholders commission investigations to promote economic development along the following corridors: <ul style="list-style-type: none"> o N2 – Mkhondo o N17 – Dipaleseng/Govan Mbeki/Msukaligwa and Albert Luthuli o N11 – Pixley ka Seme 	Number of studies commissioned	Report on all the studies commissioned submitted to Council	0	1	ED:ITS
		Implement and follow up on the Resolutions taken during the Gert Sibande Economic and Development Summit which took place during August 2006	No of Economic and Development Summit Resolutions implemented	Progress Report on Summit's Resolution implementation	0	4	ED:ITS
		The District will strive to provide resources and facilitate partnerships for all role players to ensure good service to the tourism industry	No of new entrants in Tourism industry in relation to the original	Report on progression of Tourism Sector	0	4	ED:ITS

		Market GSDM to attract tourism, trade and investment.	Implementation of the Marketing & Communication strategies	% implementation of the strategies	0	3	ED:ITS
		To support and promote the development Tourism products in the District	% increase in number of projects	Quarterly Reports	0	1	ED:ITS
		The District will facilitate the formation of a platform for all role players to share skills and good practices, mentorship and shared growth	LED Forum constituted of all the relevant stakeholders established and effectively functioning	Half Yearly Report on functionality of the Forum	0	2	ED:ITS
		To operationalise the Development Agency to assume the Business Development function.	Fully operational Development Agency	Quarterly Reports	0	Fully operational Agency	ED:ITS
SMME/Co-operatives Development & Support	To improve coordination & formalise linkages between GSDM and its Social Partners	Ensure optimal functionality of LED Forum which is inclusive of all relevant stakeholders	Functional & inclusive LED Forum	Minutes of Quarterly Meetings	0	4	ED:ITS
		Render support to entrepreneurs and Co-operatives	No of entrepreneurs & Co-operatives supported	Bi-Annual Report on the status of SMMEs and Cooperatives	0	2	ED:ITS
Agricultural Development	To facilitate development of a vibrant and sustainable agricultural sector that encourages job creation	Support the Implementation of Agricultural Development programmes	No of Agricultural programmes effectively implemented	Quarterly Reports	0	4	ED:ITS
Heritage Development	To promote and develop heritage re sources	Develop heritage management plan	Adopted Heritage Management Plan	Council Resolution	0	1	ED:IGR
	To develop market and promote the 4 heritage routes	Upgrade and maintain Heritage Infrastructure	No of sites upgraded and maintained	Bi-Annual Reports	0	2	ED:IGR
		Implement the District marketing & promotion strategy	% implementation of the strategy	Quarterly Reports	0	4	ED:IGR
Partnerships	To form strategic Partnerships with different stakeholders and Government Departments involved in Economic development and empowerment initiatives	The District will through its Economic Growth & Development Strategy seek partnership with all role players to promote Investments and economic Growth and development.	No of Partnerships created/retained and their effectiveness	Half Yearly Report on the impacts of all the current Partnerships	0	2	ED:IGR

2.2.4 Infrastructure Development and Service Delivery: Objectives and Strategies

Priority Area	Objective	Strategy	Indicator	Measurement Source Frequency	Baseline	Target 2008/09	Responsible Official
Water Services	To provide for proper planning and the provision of adequate quantity of portable water with an acceptable quality.	Solicit the Support of relevant stakeholders in developing business plans and capacity to implement and support water services at all the 7 WSAs	No of stakeholders successfully mobilised	Quarterly Report	0	4	ED: ITS
			Business Plans Developed	Comprehensive Report	0	1	ED: ITS
		Continue to build the capacity of personnel and appoint personnel to fill the vacant posts for the proper operation of the water quality laboratory.	No. of staff appointed to work at the Laboratory	Report on appointments	0	8	ED: ITS
		Construction of a centrally located laboratory , temporary and then to be replaced by a permanent structure	Fully functional Laboratory	Report on the functionality of the laboratory	0	1	ED: ITS
		Purchase of equipment for the establishment of a laboratory, training and transfer of skills to the appointed staff;	No of Items purchased for the Laboratory use	Quarterly Report on laboratory expenditure	0	4	ED: ITS
			No of Laboratory staff trained/identified for skills development	Quarterly report on the skills development of staff.	0	4	ED: ITS
		Obtain mentorship, monitoring and the evaluation of the accredited water services laboratory.	Accredited water services laboratory identified	Once off Report submitted to Council	0	1	ED: ITS
		Ensure that the laboratory service is self sustaining entity and development of a strategy for water quality testing tariffs;	Strategy for water quality testing tariffs developed	Council Resolution	0	1	ED: ITS
		Develop an effective water quality monitoring and quality water supply programme that will directly benefit the rural and urban communities in terms of its Supply Chain	Water quality monitoring and quality water supply programme developed	Once off Report to Council	0	1	ED: ITS
		Build the capacity within the GSDM for the development of a District wide integrated WSDP	District wide integrated WSDP developed	Council Resolution	0	1	ED: ITS
		Appoint consultants to perform an investigation into aspect of the WSDP where time or expertise for such investigation do not exist, e.g. collating all information	Comprehensive report of the findings of the investigation	Once off report to Council-Council Resolution	0	1	ED: ITS

To provide for proper planning and the provision of adequate quantity of portable water with an acceptable quality.	Obtain buy-in from all WSA's, sector departments and other stakeholder into the District Integrated WSDP.	No of stakeholders who bought in the initiative	Once off report to Council-Council Resolution	0	1	ED: ITS
	Appointment consultant to performance a bulk water master plan study for the entire district.	Comprehensive report of the findings of the investigation	Once off report to Council-Council Resolution	0	1	ED: ITS
	Continually review and update the WSDP so as to encourage all stakeholders to utilise the updated District WSDP.	Updated WSDP	Council Resolution	0	1	ED: ITS
	Build capacity within the GSDM in accordance with the approved organogram by appointing suitably qualifies personnel for planning and water loss and demand management.	No of personnel appointed to perform the function.	Half Yearly Report on appointments	0	2	ED: ITS
	Collection of all As-built drawings that is available from municipalities, consultants and other sources for the modelling of infrastructure exercise.	Collection of all as-built drawings of water service infrastructure	Once off report to Council-Council Resolution	0	1	ED: ITS
	Appoint consultants to perform water loss management studies so as to help reduce water and revenue losses.	water loss management studies undertaken	Once off Report with recommendations submitted to Council	0	1	ED: ITS
	The modelling of infrastructure through water conservation and demand management studies to reduce losses in the reticulations (Water reticulations).	Modelling of water Infrastructure	Half Yearly Report submitted to Council.	0	2	ED: ITS
	Implementation of civil works project in conjunction with high priority interventions in terms of Water loss & Demand Management Study	% of water loss recovered through implementing civil works projects	Quarterly Report on status of Water Management	0	4	ED: ITS
	Appoint suitably qualified consultants possessing good understanding of the ground water resources and other water resources within the GSDM to be utilised for improved planning and managing the ground water resource.	Ground water resources studies undertaken	Once off Report with recommendations submitted to Council	0	1	ED: ITS
	To provide for proper planning and the provision of adequate quantity of portable water with an acceptable quality.	Prepare business plans for all projects that are prioritised for implementation in the following 3 financial years.	No of Business Plans prepared	Council Resolution of all the prioritised projects	0	1
Appoint suitably qualified staff to manage the legal matters of Water Services division.		No of Personnel with Water Services' Legal background appointed	Once off Report on Personnel appointments made	0	1	ED: ITS

		Appoint consultants to undertake an investigation / audits into all the treatment plants per local municipality so as to ascertain the operations and maintenance required including the costs to be budgeted for refurbishment and O&M.	No of municipalities where plants are thoroughly investigated	Once-of comprehensive Report on status of Treatment Plants taken to Council	0	1	ED: ITS
		The refurbishment and proper operation of the Water treatment plants	No. of water services treatment plants that have been refurbished and are operated correctly.	Once off Report with recommendations submitted to Council	0	1	ED: ITS
		Appoint consultants to perform operation and maintenance manuals for all the treatment plants per local municipality in response to the objective.	No of Operation and Maintenance manuals produced	Once-of Report to Council	0	1	ED: ITS
		The training of operators of the water and sewage treatment plants.	No of Operators to be trained for the operation of the treatment plants.	Once-of Report to Council	0	1	ED: ITS
		Appointment of consultants to perform 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.	No. of municipalities for which the asset management study has been completed.	Half Yearly Report on appointments	0	2	ED: ITS
		The performance of an infrastructure investment strategy for the entire GSDM, taking into account all the services that are provided within the GSDM.	No. of municipalities for which the IIS has been completed.	Half Yearly Report on appointments	0	2	ED: ITS
		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.	No. of municipalities which have utilised the operations reporting information system.	Half Yearly Report on appointments	0	2	ED: ITS
	To Provide adequate Sanitation services to all by 2010	Eradication of Sanitation backlogs	No of households provided with basic sanitation in eradicating the backlog.	Quarterly Report	0	4	ED: ITS
		Appoint consultants to undertake an investigation / audits into all the sewage treatment plants per local municipality so as to ascertain the operations and maintenance required including the costs to be budgeted for refurbishment and O&M.	No of municipalities where plants are thoroughly investigated	Once-of comprehensive Report on status of Treatment Plants taken to Council	0	1	ED: ITS
		Appoint consultants to perform operation and maintenance manuals for all the treatment plants per local municipality in response to the objective.	No of Operation and Maintenance manuals produced	Once-of Report to Council	0	1	ED: ITS
		The training of operators of the sewage treatment plants.	No of Operators to be trained for the operation of the treatment plants.	Once-of Report to Council	0	1	ED: ITS

		The refurbishment and proper operation of the Sewage treatment plants	No. of water services treatment plants that have been refurbished and are operated correctly.	Once off Report with recommendations submitted to Council	0	1	ED: ITS
		The establishment of systems for the proper monitoring and testing for effluent water quality.	Effluent water quality monitoring and testing programme developed	Once off Report to Council	0	1	ED: ITS
Electricity Supply	To ensure provision of Electricity throughout GSDM by 2012	Participate in all the energy generation and supply initiatives, and engage all the relevant stakeholders	% reduction in the current HH electricity supply backlog	Annual Report on progress made in eradicating the current backlog	0	1	ED: ITS
Roads & Transport	To ensure adequate transport systems for the efficient movement of people and goods within GSDM through proper planning and implementation	The District will in partnership with the sector departments develop a comprehensive Transport Plan that will respond to the current developmental needs and economic growth	Comprehensive Transport Plan developed	Report on the Plan submitted to Council	0	1	ED: ITS
		The District will partner with private sector and the sector departments to meet the challenges posed by providing adequate transport facilities that meet the needs of the community including access to community facilities.	No of transport programmes/projects implemented through the Partnerships	Once-of Report on prioritised Transport projects/programmes	0	1	ED: ITS
		The District will in partnership with all stakeholders facilitate and promote integration of all transport modes	No of engagements on promotion and integration of all transport modes	Once-of Report on progress made in transport promotion & integration	0	1	ED: ITS
	To ensure safer, proper and well maintained roads throughout the District	Increase monitoring and enforcement resources with regard to overloaded heavy duty coal haulage and other freight trucks	No of monitoring & enforcement mechanisms put in place	Quarterly progress report on effectiveness of monitoring & enforcement mechanisms	0	1	ED: ITS
		Partnering with the critical role players in coal & electrically generation community to mobilize resources to implement strategies.	% of resources from Coal & energy generation towards implementing strategies	Annual Report on contribution of these stakeholders	0	1	ED: ITS
		Explore possibility of installing weigh bridges at strategic points along established coal routes and levy a fee to raise resources to effect repairs where needed	No of weigh bridges constructed	Once-of Report on impacts of weigh bridges constructed	0	1	ED: ITS
		Encourage & assist current truck operators to redeploy their resources to other needy sectors of the economy and to utilize higher order roads that are more suited to handling heavy duty vehicles	% reduction of Heavy Duty vehicles on internal roads	Bi-Annual Report on the status of roads traversed by heavy duty vehicles	0	2	ED: ITS

		Purchase 7 Compaction Rollers and 7 Water Carts respectively in support of all the 7 LMs with their road maintenance issues	No of Compaction Rollers and Water Carts purchased	Once off Report on the purchasing of the equipment	0	14	ED: ITS	
	To promote safe and clean transport facilities to all within the District by 2010	facilitate the process of Improving safety of the general public on all the roads across the DM	% reduction in occurrence of accidents on roads across GSDM	Bi-Annual Report on safety of all secondary and primary roads in GSDM	0	2	ED: ITS	
Service Delivery Backlog	To ascertain the Service Delivery backlog throughout GSDM	Undertake a comprehensive Service Delivery Plan (SDP) which profile the current level of services , backlogs and funding plans be developed as a matter of urgency be undertaken for each Local Municipality.	Service providers appointed to develop SDPs and Business Plans for all LMs	Letter of appointment	0	1	ED: ITS	
			% of households with access to basic level of water, sanitation, electricity and solid waste removal;	Quarterly Report on backlog eradication submitted to Council	0	4	ED: ITS	
			No of infrastructure funding plans within LMs' 2008/09 Budgets aligned to meet the millennium targets.	Once-of Comprehensive Report on the progress made towards Millennium Development Goals	0	1	ED: ITS	
			Procure service providers to set up the management process and identify the required services to expedite the execution of the data cleansing process.	Accurate consumer data base for all Local Municipalities	Once-of Report to Council	0	1	ED: ITS
			Set up and commission a consolidated GIS for the entire District	Web enabled GIS and trained staff in place	Bi-Annual Report on the status of GIS implementation	0	2	ED: ITS
Land Use Management and Spatial Restructuring	To ensure a coherent strategic Spatial Development Framework for the District	Review and update all the current SDFs in the light of the developmental trajectory within the District	Revised and updated SDFs	Council Resolution on adoption of the revised SDFs	0	1	ED: ITS	
	To harness the planning capacity of LMs	Render Town Planning support services to the under-resourced LMs with a clear aim of achieving self sustenance in the long sum	Number of application successfully and accurately processed	Quarterly Report on Applications processed	0	4	ED: ITS	
	To ensure development of a Single Town Planning Scheme	Undertake a District Land Audit to ascertain Land Ownership	Land Audit Report submitted to Council	Council Resolution	0	1	ED: ITS	
		Undertake development and/or review of the LUMS and incorporate in the SDFs	Number of Municipalities having developed and/or reviewed their LUMS	Council Resolutions	0	1	ED: ITS	

Human Settlement	To facilitate the development of sustainable and viable settlements within the District	Engage DLG&H on the status of housing provision within the District and ascertain backlogs, related challenges and intervention mechanisms	Report on current Housing backlog in the District & intervention mechanisms	Quarterly Report to Council	0	4	ED: ITS
		Implement Housing programmes as projects as per the agreed Provincial programme	No. of houses constructed per LM	A quarterly Report	0	4	ED: ITS
		Address Land Administration matters in Communal Land within the District in partnership with relevant Government Departments and Stakeholders	No of village communal land being properly administered	Quarterly Report	0	4	ED: ITS
Waste Management	To ensure the permitting of all unpermitted landfill sites in the District	Fast track the evaluation and permitting of unpermitted sites by joining forces with other role players that have already initiated this process i.e. DWAF & DEAT	% reduction of unpermitted sites	Quarterly Report on the status of landfill sites across the District	0	4	ED: IGR
		Reduce amount of waste generated by encouraging <ul style="list-style-type: none"> - Recycling - Reuse - Minimize unnecessary packaging - Education & awareness campaigns 	% reduction in waste generation	Quarterly Report on waste levels in the District	0	4	ED: IGR
	To ensure reasonable rehabilitation and maintenance of all existing landfill sites in the District	Refine the adopted IWMP and have it user friendly or make it a living document rather than a collection of row data.	Refined WMP	Council Resolution	1	1	ED: IGR
		Improve the quality of equipment used at operated dump sites as well as for transporting waste.	No of additional equipment purchased	Quarterly Report on waste collection	0	4	ED: IGR
		Increase the capacity and skills of personnel involved in waste management	No of Personnel trained in a year	Annual Council's WSP	0	1	ED: IGR
		Identify and put in place measures /projects to gradually rehabilitate / maintain all existing landfill sites in the District	No of projects initiated fro the rehabilitation and maintenance of the Landfill sites	Once-of Report on all prioritised projects of Council	0	1	ED: IGR
		Refurbish / replace aging equipment and adopt planned maintenance strategies for waste transportation fleet.	No of planned & adopted maintenance strategies for waste transportation fleet	Bi-Annual Report on effectiveness of the planned and adopted strategies	0	2	ED: IGR
Facilitate compliance with the minimum requirements for operating landfill sites	Plans or service delivery mechanism implemented to meet the minimum requirements	Quarterly reports on status of landfill sites	0	4	ED: IGR		

2.2.5 Social Development and Community Services: Objectives and Strategies

Priority Area	Objective	Strategy	Indicator	Measurement Source Frequency	Baseline	Target 2008/09	Responsible Official
Disaster Management	To ensure provision and standardization of fire services within the DM	Conduct fire Safety awareness campaign	No of awareness campaigns	Quarterly Reports	0	4	ED:IGR
		Build capacity of volunteers through training programmes and purchasing of relevant equipment	No training programmes per year	Bi-Annual Report	0	2	ED:IGR
		Maintain good veld management to prevent fires	No of strategies towards veld management	Quarterly Report	0	4	ED:IGR
	To facilitate recruitment of traffic personnel, fire fighters and disaster management officers in LMs	Harness the capacity of Municipalities through ensuring that all the vacant posts within the District are filled	% reduction in posts that are vacant	Bi-Annual Report	0	2	ED:IGR
	To facilitate training of personnel in line with the new developmental requirements	Implement the District WSP	% of personnel trained in this function	Bi-Annual Report	0	2	ED:IGR
	To ensure efficient functionality of the District disaster centre.	Ensure availability of resources necessary for the effectiveness of the Centre	Response rate as per the emergency calls received	Quarterly Report on the functionality of the Centre	0	4	ED:IGR
	To facilitate the drafting of disaster management plans, policy framework and their adoption by both the District and Local Municipalities by Oct 2008	Review current Framework Pan and the Disaster Management Plans of the respective LMs in the light of current dynamics	No of Plans adopted by Councils of the respective LMs	Council Resolutions	0	8	ED:IGR
	To reduce the severity of fire related disasters throughout the District	Equitably distribute Community mobile fire units throughout the District according to the spatial spared of each LM	No of Community mobile fire units launched	Bi-Annual Report on the status of Community mobile fire units	0	4	ED:IGR
	To reduce the impacts of disasters around GSDM area of jurisdiction	Implementation of District policy framework and Disaster Management Plans across its area of jurisdiction	% reduction of fatalities during Disasters	Quarterly Report on Disaster Management programmes throughout GSDM	0	4	ED:IGR

Community Facilities	To ensure that each Local Municipality one fully functional Thusong Services Centre (TSCs) by 2014	Facilitate sourcing of resources to ensure effective and adequate provision and maintenance of Thusong Service Centres formerly Community Facilities (MPCC's)	No of TSC established and effectively functioning	Quarterly Reports on the establishment & functionality of TSC within GSDM	3	4	ED:IGR
Sports , Arts and Culture	Coordination and Support for Effective Participation of Youth in Sports, Arts and Culture	Supporting sporting codes representing the district at provincial and national events, participation in SALGA Games and Municipal games	Number of sporting , Arts and Cultural groups supported	2	0	2	ED:IGR
	Promotion and Development of local talent in Sports, Arts and Culture	Support and Promote existing sporting codes, Arts and Cultural Artists	Promotion , Revival and Support of local Sports, Arts and Cultural activities	7	0	7	ED:IGR
	Facilitation and Support of local municipalities in development of Sports, Arts and Cultural facilities and traditional Arts	Facilitate and support facilities development and upgrading	Number of facilities upgraded and developed	2	0	2	ED:IGR
Youth Development	Develop appropriate strategies and programs for Youth development , including opportunities for employment for young people	Engagement of all stakeholders on youth policy and support of the implementation plans thereof	No. of consultations done with Youth on development and employment issues	Quarterly Reports	0	4	ED:IGR
	Promote Youth Participation in Local Government matters	Facilitate, encourage and support Youth councils and youth involvement in Government structures	Effective, participating and working Youth Council	Quarterly Reports on functionality of Youth Councils	0	4	ED:IGR
	Facilitate the establishment of Youth Developmental Organisations[Youth Councils]	Facilitate and support effective Youth structures	No of Youth Councils established	Bi- annual Report	5	7	ED:IGR
	Policy development for Youth matters	Finalisations of Youth Policy and Implementation plans	Adopted Youth Plan	Council Resolution on the adoption of youth policy	0	1	ED:IGR
	Establish and maintain viable strategic partnership with relevant stakeholders [private & public institutions]	Effective participation and coordination of stakeholders to support youth development issues	No of relevant stakeholders participating	Bi- annual Report	0	2	ED:IGR
	Monitoring municipal compliance on policy matters	Effective involvement of Youth in government structures that monitor municipal service delivery matters	No of Municipalities with youth participation in their structures	Bi- annual Report on participation of youth on government matters	5	7	ED:IGR

Disability	To lead in providing policy development that support disabled people	Facilitate the development of disabled peoples policies in all local municipalities and the district	Approved policies in all local municipalities and the district	Quarterly Reports	8	8	ED:IGR
	To facilitate and Lead in the Development and Capacity Building for the disabled	Facilitate capacity training programs for the development and training of disabled people and the forums	Trained disabled people and relevant skills and the forums	Quarterly Reports	65	65	ED:IGR
	To assist the local municipality, NGO,s and private sector in implementing National and Provincial government policies on equity and disability matters	To develop and coordinate local implementation plans for effective implementation of disabled policy and programs	Assistance to stakeholders and government departments to appoint and make provision for the disabled programs and support	Quarterly Reports	65	65	ED:IGR
		Appointment of staff with skills to work with the disabled	Appointment of administrator to work with the disability coordinator	Quarterly Reports	1	1	ED:IGR
Education	To support government skills development initiatives	Facilitate and support targeted Education and Skills Training in partnership with all role players and SETA's to support economic and developmental challenges and needs.	No of targeted Education and skills training programmes	Annual Report	0	1	ED:CS
	To ensure adequate provision of Education facilities	Support the programmes of the Department of Education	No of programmes towards maintenance and construction of Education facilities	Bi- Annual Report on the status of Education facilities throughout GSDM	0	2	ED:IGR
Health and Welfare	To promote and Support National Government and Communities initiatives to Reduce the impacts of HIV/AIDS , for the affected and infected	Coordinate the Implementation of HIV/AIDS Strategic Plan	70% implementation of planned programs	Bi-Annual Report on progress made in reducing the impacts of HIV/AIDS	0	2	ED-IGR
		Coordinate HIV/AIDS Councils throughout the District	Number of DAC& LAC meetings held	Quarterly Report	0	4	ED-IGR
		Coordinate Government Comprehensive Plan on HIV / AIDS including Capacity Building of those Infected and Affected, Support Groups and Care Givers	No of support initiates administered and participated in	Quarterly Report on all HIV/AIDS initiatives throughout the District	0	4	ED-IGR

		Review of HIV& AIDS Plan	Council adoption of Plan	Resolution of Council & Key projects	0	1	ED-IGR
		Coordinate Support Government Comprehensive Plan on HIV / AIDS including Capacity Building of those Infected and Affected, Support Groups and Care Givers	No of support programmes initiated and participated in	Bi-Annual Report on the impact of all Government programmes/projects in minimizing impacts of HIV/AIDS	0	2	ED-IGR
Municipal Health Services	To ensure Surveillance and Prevention of Communicable diseases Excluding Immunization	<ul style="list-style-type: none"> • Involves enactment of relevant bylaws. • Involves the identification, investigation, and monitoring of outbreaks of any communicable disease • Involves the deployment of appropriate outbreak response teams • Involves instituting remedial and preventative measures such as • It does NOT involve providing routine immunization services nor medical treatment services which are a provincial responsibility 	No. of programs, reports done	Bi – Annual Reports on the status of the environment	0	2	ED-IGR
	To ensure Health Surveillance of Premises–	<ul style="list-style-type: none"> • Involves enactment of relevant bylaws • Involves the identification, monitoring and evaluation of health risks, nuisances and hazards • Involves instituting remedial and preventative measures such as recommending the withdrawal of a license. 	No. of programs, reports done	Bi – Annual Reports on the status of the environment	0	2	ED-IGR
	To ensure Environmental Control across the District	Involves the identification, evaluation, monitoring and prevention of land, soil, water and air pollution	No. of programs, reports done	Bi – Annual Reports on the status of the environment	0	2	ED-IGR
	To ensure Disposal of the Dead [Cemeteries and Graveyards]	<p>To coordinate the development of standards / By - Laws and Management guidelines for the operations of the cemeteries</p> <ul style="list-style-type: none"> • Involves monitoring of funeral undertakers, mortuaries, embalmers, crematoria, graves and cemeteries. • (managing), controlling exhumations and reburial or disposal of human remains, including the granting or withholding of permission for such activities 	No of guidelines and standards developed for the management of the cemeteries	Bi-annual reports on the status of the Graveyards	0	2	ED-IGR

	To ensure Water Quality across the DM	<ul style="list-style-type: none"> • Involves enactment of relevant bylaws • Involves Monitoring and Surveillance • of quality and availability of water that is Intended for human consumption, Recreational and industrial use. • Involves instituting remedial and preventative measure such as recommendations to the appropriate authority 	No. of critical samples taken that comply with minimum health standards & water quality SAN requirements	Quarterly Report on Landfill sites management	0	4	ED-IGR
	To ensure Vector Control	<p>Coordinate and support partnerships and awareness on vector control , prevention and eradication</p> <ul style="list-style-type: none"> • Involves enactment of relevant bylaws • Involves Monitoring, identification, evaluation and prevention of vectors other than those responsible for malaria 	No. of programs and partnerships formed to deal with vector control	Bi-annual report	0	2	ED-IGR
	Waste Management [Landfill sites]	Improve the management and control of all landfill sites to meet the minimum operating requirements [DWAF & DEAT]	No of programs / Audits done to improve the management of the landfill sites	Quarterly Report on Landfill sites management	0	4	ED-IGR
		Increase the capacity and skills of personnel involved in waste management	No of training programmes done per annum	No. of trained staff	0	1	ED-IGR
		Capacity building and support for local municipalities in waste management	No. of support programs and capacity building for local municipalities to provide efficient waste management services	No of programs / assistance given to local municipalities	1	4	ED-IGR
		Develop a long term program to ensure all landfill sites in the district are permitted and maintained, Identify and put in place measures /projects to gradually rehabilitate / maintain all existing landfill sites in the District	50% reduction of intermitted sites over five years	No of projects initiated fro the rehabilitation and maintenance of the Landfill sites	Quarterly Report on the status of landfill sites across the District	0	4
	Partner with all stakeholders to develop and maintain a regional landfill site that will meet the needs of the community and be used for educational research purposes						

		Reduce amount of waste generated by encouraging <ul style="list-style-type: none"> - Recycling - Reuse - Minimize unnecessary packaging - Education & awareness campaigns 	15% reduction in waste generation in major waste generators	Quarterly Report on waste levels in the District	0	4	ED-IGR
		Reviewer & Development of By- Laws	Coordination and support local municipalities in the development and implementation of by-laws	Adoption of reviewed Waste By-Laws / Council Resolution	0	1	ED-IGR
		Health / Safety and Environment	10 % reduction of injuries / spillages and contamination or pollution of the environment due to landfill site operations and management s	Bi-Annual Report on compliance on Environmental , Water and Safety Laws	0	2	ED-IGR
		Involves monitoring of waste management systems-refuse, health care waste, hazardous waste and sewage.	Monitoring and evaluation reports	Bi-annual Reports on the status of waste management	0	2	ED-IGR
	To accelerate the provision of quality, adequate, affordable, accessible and comprehensive Municipal Health Services to all communities in the District.	The District will undergo a Section 78 assessment in line with the MSA to determine the best service delivery mechanism for the delivery of Municipal Health Services	Section 78 Assessment Report	Council Resolution on the adoption of Service Delivery Mechanism	0	1	ED-IGR
		Development and Review of District Public / Environmental By- Laws The District will strive to develop & review : 1. Comprehensive Municipal Health Plan 2. Air Quality Management Plan 3. Integrated Environmental Framework Plan	Development of By-Laws	Council Resolution for adoption of By Laws	0	1	ED-IGR
			Terms of Reference & Procurement done of funded plans	Adoption of the report or plans by council	0	1	ED-IGR

	Integrated Waste Management	Refine the adopted IWMP and have it user friendly or make it a living document rather than a collection of row data.	Refined WMP	Council Resolution	1	1	ED: ITS
		Improve the management and control of all landfill sites to meet the minimum operating requirements [DWAF & DEAT]	No of programs / Audits done to improve the management of the landfill sites	Quarterly Report on Landfill sites management	0	4	ED-IGR
		Increase the capacity and skills of personnel involved in waste management	No of training programmes done per annum	No. of trained staff	0	1	ED-IGR
		Capacity building and support for local municipalities in waste management	No. of support programs and capacity building for local municipalities to provide efficient waste management services	No of programs / assistance given to local municipalities	1	4	ED-IGR
		Review & Development of By- Laws	Coordination and support local municipalities in the development and implementation of by-laws	Adoption of reviewed Waste By-Laws / Council Resolution	0	1	ED-IGR
	Chemical Safety	Involves Monitoring, identification, evaluation and prevention of the risks of chemicals that are harmful to human health, for example, chemicals for domestic use.	No. of campaigns and programs done in the District	Bi – Annual Reports	0	2	ED-IGR
Safety & Security	To facilitate creation of habitable and safer neighbourhoods	Forge Partnerships to Facilitate and Contribute Resources to Support Protection Services and Crime Prevention Initiatives and Community Police Forums	No of Community Police Forums established and efficiently functioning	Quarterly Reports on functionality of Community Policing Forums	0	4	ED-IGR
		The District will Facilitate and Contribute its Resources to Support Protection Services and Crime Prevention Initiatives and Police Forums.	% reduction in crime incidents	Quarterly Report on safety & security issues throughout the District	0	4	ED-IGR
Sports, Arts and Culture	To ensure sports development throughout the District	The District in Partnership with its Local Municipalities will facilitate and contribute Resources to Promote and Support Sports and Recreation Development	No of Sporting activities undertake in a year	Quarterly Report on all the Sporting activities throughout GSDM	0	4	ED-IGR

	To evaluate the conditions/ capacity of at least 7 sports facilities within the District (one per Local Municipality)	Commission an evaluation / investigation on the condition of nominated sports facilities (1 per LM)	No of Sports facilities evaluated	Evaluation Report on the conditions of Sports facilities across the DM	0	7	ED: ITS
	To develop at least one Sports facility in the District into a regional sports complex.	Developing /upgrade of facility into a regional sports complex.	One Sports facility developed into a regional sports complex.	Report on the completion of a Regional Sports facility	0	1	ED: ITS
Cemeteries and Graveyards	To commission and finalise an in-depth investigation of conditions and capacity of cemeteries	Engaging consultants / service providers to initiate and finalise investigation into the conditions and capacities of all cemeteries within the Gert Sibande District Municipalities	Completed investigation on conditions of cemeteries	Council Resolution	0	1	ED-ITS
		Effect within the current budget constraints all reasonable improvements to cemeteries as recommended	% of Budget allocated towards Cemetery assigned to renovation & improvements	Bi-Annual Reports on conditions of Cemeteries throughout GSDM	0	1	ED-IGR
	To ensure improvement/establishment of the graveyards as per the findings	Initiate planning and development of new facilities where needed	No of facilities improved/established as per the findings	Quarterly Reports on the status of the Graveyards	0	4	ED: ITS
Environmental Management	To ensure District-wide co-ordination and partnerships for the creation of a Healthy and Safe Environment	The District will facilitate a comprehensive Environmental Management plan and provide resources to promote and implement its key projects for Vector control, Promotion, Protection/ Rehabilitation / Mitigation and Conservation of the Environment.	No of projects earmarked for Promotion, Protection / Pollution Control / mitigation / Rehabilitation and Conservation of the Environment.	Quarterly Report on the status of the District Environment	0	4	ED-IGR

2.2.6 Intergovernmental Relations, Good Governance and Public Participation: Objectives and Strategies

Priority Area	Objective	Strategy	Indicator	Measurement Source Frequency	Baseline	Target 2008/09	Responsible Official
Building Partnerships & Participation	To explore in collaboration with all stakeholders the possibility of developing a model and/or mechanisms of a Shared Service to be used as a resource base to share scarce expertise and reduce costs	Identify those service delivery impediments attributed to skills shortage.	Key and generic areas of operations requiring special expertise identified	Bi-Annual Report with recommendations	0	2	ED: OEM
		Develop a shared service model and consult with all stakeholders to test the feasibility thereof; Consider the following aspects: Involvement of the private sector Funding mechanisms Benchmarking as based on best practice & Adoption of a Shared Service Centre (SSC) model	Policy guideline and or model on shared services delivery model	Once-of Report on impacts of shared services model	0	2	ED: OEM
			No of Partnerships & agreements signed	Bi-Annual Report on impacts of current Partnerships & signed agreements	0	1	ED: OEM
			Shared service centre established	Once-of Report on all the services that are to be shared	0	1	ED: OEM
Community Participation	To ensure optimal of all stakeholders in all the Council decision making processes	Ensure that citizens are given sufficient information, opportunity and encouragement to participate in and influence affairs of the District	No of citizens that have participated annual IDP review processes	Half Yearly Report on participation of stakeholders in varying IDP meetings	0	2	ED: OEM
		Implementation of Public Participation programme	No of meetings successfully held	Quarterly Reports	1	4	ED: OEM
		Implement IGR Act	No of IGR Structures established	Quarterly report on functionality of these structures	3	4	ED: IGR
Traditional Leadership	The District will offer support and contribute resources to ensure effective District House of Traditional Leaders	Ensure optimal participation of Traditional Leaders in Council's decision-making processes	No of Gravitational effectively participating Council's decision making processes	Quarterly Report on the participation of Traditional Leaders in Council decision making processes	0	4	ED: MM
Support to Local Municipalities	To ensure optimal support services to local municipalities	Identify areas of intervention and ensuring that resources are made available equitable	No. of workshop facilitated and /or reports given	Quarterly Report on the on support given to Local Municipalities	adhoc	4	ED:OEM
International Relations	To explore in collaboration with International Countries	Explore possible twinning arrangements with related municipalities	Signing of a MOU in local government discipline	Quarterly Report on the on support given to Local Municipalities	0	4	ED:OEM

2.3 Municipal Projects and Programmes

2.3.1 GSDM Programmes and Projects

Project	Project Description	Funding Source	Budget (R'00)			
			2008/09	2009/10	2010/11	Total
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT						
GSDM Main building	Construction of the new District Offices at Msukaligwa	GSDM & Other Fin Institutions	50 000 000	80 000 000	-	130 000 000
Skills Development & Capacity Building	The District in partnership with private sector, government departments and education / training institutions will have to develop comprehensive strategies that will focus on achieving the following objectives: <ul style="list-style-type: none"> - Establishment of focused tertiary and skills development centres - Facilitate training and development of project managers, technicians, engineers, accountants to meet the District economic demands - Facilitate mentorship, learnership and capacity building initiatives for SMME's 	GSDM	400 000	500 000	600 000	1 500 000
	Provision of bursaries to previously disadvantaged community members	GSDM	2 365 000	2 601 500	2 861 650	7 828 150
	Capacity Building Programme for Councillors and Managers	Canadian Donor Funding	10 166 000			10 166 000
Performance Management System	In line with the prescripts of the Municipal Systems Act (MSA) 32 of 2002, the Constitution of RSA, the MFMA, it is imperative that Gert Sibande District Municipality develop its PMS in order to be in a position to monitor and evaluate its performance in implementing its programmes as enshrined in its IDP	GSDM	800 000	500 000	500 000	1 800 000
TOTAL INVESTMENT BY GSDM			53 565 000	83 601 500	3 961 650	141 128 150
INFORMATION COMMUNICATION & TECHNOLOGY						
GIS	GIS System for the local municipalities and the District.	GSDM	500 000	500 000	500 000	1 500 000
Linkage of Municipalities	Establishment of a communication link between the District municipality and all the 7 Local Municipalities, of which three (3) are linked to the District.	GSDM	400 000	400 000	400 000	1 200 000

On-site and off-site back up system for the district.	Two back-up servers for the District: One on-site for the purpose of Business Continuity and the other for Disaster Recovery	GSDM	1 000 000	500 000	250 000	1 750 000
Business Continuity Plan	An 80 KVA generator.	GSDM	100 000			100 000
TOTAL INVESTMENT ON ICT			2 000 000	1 400 000	1 150 000	4 550 000
MUNICIPAL PLANNING						
Municipal Planning Support						
SDF, Land Use Management Systems and Land Audit	Bring about a pragmatic and integrated system (tool box) which is intended to provide mechanisms (tools) to address the complex development challenges being confronted by the District, its 7 Local Councils, Developers and Practitioners, which include but not limited to: <ul style="list-style-type: none"> • How to revise existing Town Planning Schemes so that they provide strategic and integrated building, land use and sub divisional controls for development planning. • How to integrate new areas or rationalize one or more of the regulatory systems including existing Town Planning Schemes falling within the Regional, Metropolitan, or local council boundary into the Development plan. • How to prepare a rural land use management strategy. • how to address the needs of regulatory systems in transitional rural settlements and peri-urban areas and • How to deal with developments that require a specialized approach (including Special Zones and areas which are regarded as being of an environmentally sensitive nature). 	GSDM/other fin inst	1 500 000	2 000 000	4 000 000	7 500 000
TOTAL INVESTMENT ON MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT			1 500 000	2 000 000	4 000 000	7 500 000
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT						
Skills Development and Capacity Building	Training and mentoring in the aspect of Statutory Disclosure: GAMAP/GRAP	GSDM/Province	50 000	50 000	50 000	150 000
Shared Audit Service	Ensure internal Audit, Statutory Audit Committee meetings Ensuring Risk Management Plan prepared for all	GSDM/DPLG/LMs	200 000	200 000	200 000	600 000
TOTAL INVESTMENT ON MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT			250 000	250 000	250 000	750 000

LOCAL ECONOMIC DEVELOPMENT							
N17/N2 Corridor Feasibility Study	The N17 has been identified as a major corridor within the District that could be developed as an anchor project for the provincial flagship project of the Maputo Corridor and will also have plenty of potential projects along it emanating from the 4 growth sectors from the NIPF	GSDM & other fin inst	3 000 000	3 000 000	2 000 000	8 000 000	
Study on Economic Viability of 77 Land Reform Projects	Identify the economic potentials that exist in each of the 77 communities whose land has been re-transferred to them	GSDM & other fin inst	200 000	400 000	400 000	1 000 000	
Viability Study on Regional Fresh Produce Market	Conduct a study on the viability of establishing a fresh produce market within the District to take advantage of the opportunities that emanate in the value chain of agriculture, e.g. storage, warehousing, packaging, transportation, etc	GSDM & other fin inst	600 000	400 000	10 000 000	11 000 000	
Sustainable Integrated Agricultural Programme for GSDM	The Integrated Agricultural Project will compose of the Land Restitution Programme (communal land) where land have been made available and own by the original inhabitant, tribal land / traditional areas in consultation with the Amakhosi of the areas and some urban areas where subsistence farming is in active practise	GSDM/DALA/ Other fin inst	5 5 00 000	6 500 000	7 000 000	19 000 000	
Mining beneficiation Master Plan	To ascertain the compliance by the mines on the different BEE elements, the beneficiation opportunities available and the strategy to facilitate empowerment of the communities to take advantage of these opportunities	GSDM & other fin inst	600 000	400 000	0	1 000 000	
Petro- Chemical Sector Study	Develop a Petro-Chemical sector strategy for the District that would identify the different economic opportunities available in the petro-chemical value chain	GSDM & other fin inst	250 000	250 000	0	500 000	
Tourism Master Plan	To ascertain tourism potential in the District in the light of relational resources found therein	GSDM & other fin inst	600 000	400 000		1 000 000	
Industrial Development Zone (IDZ) Strategy	Harness the ability of the District to analyse the availability of growth potential within the District, availability of raw material and value chains, export opportunities and link those with potential locations as proposed by the RIDS	GSDM & other fin inst	1 000 000	1 000 000	500 000	2 500 000	
Establishment of a Development Agency	The Gert Sibande will establish an Economic and Development Agency, which will be a municipal entity, the establishment of the entity should be completed before the end of 30 June 2008. The mandate of the entity will be to coordinate and manage the economic development initiatives, coordinate and manage key stakeholders, facilitate marketing and investment initiatives and support throughout GSDM Facilitating the Housing and LED needs	GSDM & other fin inst	1 750 000	1 850 000	2 500 000	6 100 000	

Spatial Development Initiatives	The initiatives will be focusing on exploring the possible partnerships that can be developed, investments on needed infrastructure that is needed to act as a catalyst for industrial growth and development including exploring local beneficiation and shared growth	GSDM & other fin inst	2 800 000	2 800 000	2 800 000	8 400 000
Establishment of Co-operatives in GSDM	Promote the development of sustainable co-operatives that comply with Co-operative principles, thereby increasing the number and variety of 35 economic enterprises operating in the formal economy; Encourage persons and groups who subscribe to values of self-reliance and self-help, and who choose to work together in democratically controlled enterprises, to register co-operatives in terms of this Act;	GSDM & other fin inst	1 200 000	1 200 000	1 200 000	3 600 000
Compilation of Business Plans	Compilation of the Business Plans for the development of Heyshope Dam, Standerton Dam, Moolman Agri-village and Sulpher Springs as per the findings of the scoping studies.	GSDM	800 000			800 000
TOTAL INVESTEMENT ON LOCAL ECONOMIC DEVELOPMENT			19 100 000	9 250 000	6 500 000	63700 000
ENVIRONMENTAL MANAGEMENT						
Air quality Management Plan	Development of an air quality management plan	GSDM / DEAT	-	200 000	350 000	550 000
Rehabilitation of Parks & wetlands	Promotion and conservation of sensitive areas and ecosystems	PPP	250 000	500 000	3 000 000	3 750 000
Integrated Environmental Management Framework Plan	Development of an environmental management plan for the district	GSDM/ DALA	300 000	1 500 000	-	1 800 000
Sampling Equipment	Procurement of sampling equipment for municipal health services [food/ water/ air]	GSDM	-	2 000 000	3 000 000	5 000 000
Greening of the District	Landfill site upgrading development / Tree Planting / Community food gardens / Community environmental projects / awareness campaigns	GSDM / DALA	200 000	800 000	20 000000	21 000 000
Establishment of an Ambient Air Quality Monitoring Network for GSDM	Establish a baseline monitoring network for ambient air quality levels in the province	SASOL and DALA	1 000 000	-	-	1 000 000
Environmental Spatial Framework (Streamline EIA's)	Streamline the EIA. To inform decision making with EIA	DALA	2 000 000	-	-	2 000 000
Rollout of the Biodiversity Plan to municipalities	Capacitate municipalities on the Biodiversity Plan	DALA	650 000	-	-	650 000
Development of a Regulatory Framework for Integrated Environmental Management	Develop a model for establishing institutional & regulatory mechanisms for local government environment management	DALA	2 100 000	-	-	2 100 000

TOTAL INVESTMENT ENVIRONMENTAL MANAGEMENT			6 450 000	5 000 000	26 350 000	37 600 000
TOTAL INVESTMENT BY GSDM ON LED AND ENVIRONMENTAL MANAGEMENT			16388 000	16780000	17788000	16388000
AGRICULTURE AND LAND REFORM						
Masibuyele Emasimini Provincial Projects	Purchasing of 20 new Tractors and maintenance of 27 old Tractors as means of support to the 1226 Beneficiaries for the communities of Albert Luthuli; Mkhondo and Pixley Ka Seme respectively, so as to ensure sustainable and productive use of the their 3700 Ha of Agricultural Land as indicated herein:	DALA	8 750 000			8 750 000
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY						
MECHANICAL WORKSHOP						
Building Mechanical Workshop at Msukaligwa	Construction of Vehicle Workshop to include wash bay Construction Equipment Workshop to include machine wash bay LDVs, Sedans and Mini-Busses section to include wash bay Welding Section Tool stores and control office Tyre repairs, Machines, Truck and vehicles Vehicle and machine collection bay	GSDM		6 000 000	4 000 000	10 000 000
GRAVEYARDS/ CREMETORIA						
Graveyards/ Crematoria	Planning and support municipalities with improvement/establishment of existing/new cemeteries across the District	GSDM	2 000 000	2 000 000	2 000 000	6 000 000
WATER SERVICES						
WSA Support Function	Construction of LAB and Supply of quality assurance facilities including the provision of equipment and skills transfer – Msukaligwa (The budget allocated does not reflect the total estimated cost of R 34,8 million required to complete the project)	GSDM & other fin inst	5 000 000	5 000 000	-	10 000 000
	Construction of the water services building in Ermelo – Msukaligwa (The budget allocated does not reflect the total estimated cost of R 24,5 million required to complete the project)	GSDM & other fin inst	8 000 000	7 000 000	-	15 000 000
	The establishment of the laboratory and attaining of accreditation utilising the support of external service provider	GSDM	112 000 000	125 000 000	136 000 000	373 000 000
Undertake Studies	➤ Accurate assessment of the operations and maintenance costs for operating the 60 water and sanitation treatment plants, and the water and sanitation reticulations within the GSDM	GSDM & other fin inst	2 500 000	2 500 000	2 500 000	7 500 000

	<ul style="list-style-type: none"> ➤ Asset management study ➤ Development of an infrastructure investment strategy for the entire GSDM 					
	Preparation of Operations and Maintenance manuals for all water services treatment plants.	GSDM & other fin inst	2 000 000	2 000 000	-	4 000 000
	Harness the Water Conservation and Demand management (Water Resources) through the undertaking of geo-hydrological senses study in the District area	GSDM & other fin inst	500 000	500 000	-	1 000 000
Refurbishment of bulk infrastructure	Refurbishment of all water services treatment plants	GSDM & other fin inst	30 000 000	30 000 000	30 000 000	90 000 000
Operations reporting Information system	The establishment of an operations management reporting information system	GSDM & other fin inst	500 000	5 000 000	3 000 000	8 500 000
Proper Operations and Maintenance of water services treatment works	Appointment of an external water services utility companies for the O & M of water and sewage treatment works.	GSDM and Local Municipalities	13 000 000	45 000 000	82 000 000	140 000 000
	Training of operators by external services provider.	GSDM	1 000 000	1 000 000	1 000 000	3 000 000
Water Services Development Plan (WSDP)	Support WSAs with the preparation of the five year Implementation Plan	GSDM & other fin inst	1 500 000	1 500 000	1 500 000	4 500 000
	Performance of a study producing bulk water services provision master plan.	GSDM	2 000 000	2 000 000		4 000 000
Business Plan Development	Preparations of business plans and designs for future bulk project implementation	GSDM	3 500 000	3 500 000	3 500 000	10 500 000
Water Conservation and Development. (Water Services)	Collection of all as-built information available for water service infrastructure for the LM's within the GSDM.	GSDM	300 000	300 000	300 000	900 000
	Perform water demand and loss studies of all the reticulations within the GSDM and capture all the built information for the entire water services infrastructure within the District including the modeling of the water networks.	GSDM & other fin inst	2 500 000	5 000 000	15 000 000	22 500 000
	High priority interventions in terms of Water loss & Demand Management Study	GSDM & other fin	2 500 000	10 000 000	20 000 000	32 500 000
TOTAL INVESTMENT ON WATER SERVICES			149500000	230300000	293300 000	715400 000
WASTE MANAGEMENT						
Solid Waste Management	Maintenance and upgrading of all the regional waste disposal sites and the relational equipment	GSDM	13 588 000	13 588 000	13 588 000	40 764 000

Establishment of 1 Central Waste Site	Undertake a Feasibility Study on IWM Facility	DALA, GSDM, Govan Mbeki, Lekwa & Dipaleseng	700 000			700 000
TOTAL INVESTMENT BY GSDM ON WASTE MANAGEMENT			13 588 000	13 588 000	13 588 000	40 764 000
HOUSING						
Individual Housing	Provide 803 individual Subsidies and housing opportunities to beneficiaries in accordance with housing policy	DLG&H	38 159 363			38 159 363
Project linked projects	Provide for 1131 project linked subsidies in accordance with the National Housing projects	DLG&H	45 240 000			45 240 000
TOTAL INVESTMENT BY THE DLG&H			83 399 363			83 399 363
ROADS AND TRANSPORT						
Non Motorized:	Donation of animal drawn carts and wheelbarrows	DRT	750 000			750 000
Non Motorized: Donation of Bicycles	Donation of Bicycles	DRT	1 250 000			1 250 000
Preventative Maintenance	Resealing Kinross to Balfour to Standerton – 53km	DRT	26 175 000			26 175 000
Wakkerstroom Road P7& P7/2	Milling and repair of the road	DRT	500 000			500 000
Ermelo-Morgenzon P50/1	Milling and repair of the road	DRT	1 100 000			1 100 000
TOTAL INVESTMENT ON ROADS AND TRANSPORT WITHIN GSDM BY DoRT			37 675 000			37 675 000
DEPT OF SAFETY AND SECURITY						
Gert Sibande District Office	Building a new branch / satellite offices in Gert Sibande District area	DoH	2 000 000			2 000 000
Infrastructure Planning Pollution and Waste Management	Upgrading of Gert Sibande Museum	DoH	6 000 000			6 000 000
SOCIAL DEVELOPMENT AND COMMUNITY SERVICES						
SPORTS AND CULTURE						
Upgrading of Sports facilities	Upgrading sports facilities as per the recommendations of the evaluation report	GSDM	400 000	3 000 000	5 000 000	8 400 000
People with disability support	Development of disability policies and programs, capacity building ad support, projects and programs support for the disabled in the district.	GSDM	300 000	500 000	750 000	1 550 000
Sports, Arts and Culture		GSDM	1 500 000	2 000 000	1 500 000	5 000 000
Regional Sports Facility	Development of a Regional Sports Facility	GSDM/other partners	100 000	5 000 000	10 000 000	15 100 000
TOTAL INVESTMENT ON SPORTS AND CULTURE			2 000 000	10 000 000	16 500 000	28 500 000

DISASTER MANAGEMENT						
Disaster Management Centre (including Fire Fighting Station)	Upgrading of the current Centre at Msukaligwa	GSDM	0	7 000 000	15 000 000	22 000 000
Fire Station and Disaster Management Sub-Centres	Building of three fire stations with Disaster Management Sub-Centre at Mkhondo, Dipaliseng and Albert Luthuli	GSDM		10 000 000	0	10 000 000
	Purchasing of the equipment for the Fire Stations and Disaster Management Centers for Albert Luthuli, Dipaliseng and Mkhondo Municipalities	GSDM		10 000 000	5 000 000	15 000 000
Mobile Fire Units	Purchase and distribute mobile fire units around GSDM due to wide spread of LMs	GSDM	2 000 000	2 500 000	2 000 000	6 500 000
SAFETY AND SECURITY						
Support of crime prevention initiatives, MAM structures and CPF	Community Awareness Campaigns in all the 7 Local Municipalities in conjunction with SAPS and other role players	GSDM	500 000	800 000	200 000	1 500 000
Thusong Services Centres	Renovation of 11 old buildings	DLG&H	6 100 000	-	-	6 100 000
Establishment of Municipal Health Services	Putting systems and Procedures in place / Office accommodation / office furniture / stationery / books / Acts / SANS manuals e.t.c. / equipment	GSDM	2 800 000	11 000 000	13 000 000	26 800 000
Coordinate multi stakeholder Social Crime Prevention Programmes	Monitoring the implementation of POAs	DSafety & Security	60 000			60 000
	Development of Provincial Municipal Safety Framework	DSafety & Security	100 000			60 000
Promotion of maximum community participation in social crime prevention programmes	Recruitment and Deployment of 65 Safety Tourism Monitors	DSafety & Security	1 040 000			1 040 000
	6 Tourism Safety Campaigns at Mkhondo (Mahamba), Msukaligwa (Chrissiesmeer), Albert Luthuli (Oschoek & Badplass), Pixley ka Seme(Wakkerstroom),	DSafety & Security	40 000			40 000
Creation of a safer school environment	Establishment and monitoring of School Safety Committees at these schools: Mzinoni, Gen, Masizakhe, Ithafa, Umfludlane, Vusumuzi, Sifisosethu, Ekulindeni, Mshayisa, Amerstfoort,	DSafety & Security	60 000			60 000
	Awareness Campaigns around dangerous weapons drugs and substances and sports against crime campaigns	DSafety & Security	80 000			80 000
	Coordinate symposiums 15 Schools and debate and participate in Provincial School Indaba	DSafety & Security	70 000			70 000
TOTAL INVESTMENT BY GSDM ON SOCIAL DEVELOPMENT AND COMMUNITY SERVICES			7 300 000	53 300 000	51 700 000	112 300 000

INTERGOVERNMENTAL RELATIONS, GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
Establishment of synergistic partnership with the Local House Traditional Leaders	Establish of synergistic partnership with the Local House of Traditional Leaders to advice District Municipality on matters pertaining to customary Law, customs, traditional Leadership and the developmental programmes for Traditional communities within the District's area of jurisdiction.	GSDM	1 500 000	1 590 000	1 685 400	4 775 400
		Provincial Gov	2 487 750	2 504 828	2 636 016	7 628 594
COMMUNICATION AND PUBLIC PARTICIPATION						
Capacity Building/Community Participation	To ensure optimal participation of communities in all the Districts IDP and all the budgeting processes.	GSDM	4 000 000	4 000 000	4 500 000	12 500 000
Promotion of the District/Communication	Ensure the promotion and marketing of the District activities, enhance promotion of access to information by the GSDM citizenry and stakeholders. Also ensure projection of the positive image of the District.	GSDM	2 500 000	2 500 000	2 500 000	7 500 000
TOTAL INVESTMENT IGR, GOOD GOVERNANCE AND PUBBILC PARTICIPATION			8 000 000	8 090 000	8 685 400	24 775 400

2.3.2 Projects and Programmes at Albert Luthuli Local Municipality

Project	Project Description	Funding Source	Budget (R'00)			
			2008/09	2009/10	2008/09	TOTAL
LOCAL ECONOMIC DEVELOPMENT						
Environmental Management	Renovate Elukwatini E.C	DALA	500 000			500 000
Vlakplaas Irrigation	Supply of bulk irrigation water to ensure sustainable resource management	DALA	1 000 000			1 000 000
Mswati Study area	Development of comprehensive infrastructural plan	DALA	500 000			500 000
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY						
WATER SERVICES-WATER						
Carolina	Upgrading of Carolina WTW (Total project value – R 9 million)	GSDM	3 800 000	2 150 000	-	5 950 000
Empuluzi	Upgrading of Empuluzi WTW (Mayflower)	GSDM	1 850 000	1 150 000	-	3 000 000
Betitiesgoed	Upgrading of Bettiesgoed bulk scheme	GSDM	600 000	1 400 000	-	2 000 000
Elukwatini	Upgrading of Elukwatini WTW (Total project value – R 2.7 million)	GSDM	1 600 000	1 300 000	-	2 900 000
Ekulindeni	Upgrading of Ekulindeni WTW	GSDM	700 000	1 300 000	-	2 000 000
Upgrading of Empuluzi WTW	Increase Capacity of the WTW at Methula	GSDM	1 450 000	-	-	1 450 000
Rural	Provision of Boreholes with hand pumps in rural areas	GSDM	1 000 000	-	-	1 000 000
Water reticulation	Job creation, skill enhancement and infrastructure development at Diepdale	DPW	1 400 000			1 400 000
TOTAL FOR WATER SERVICES BY GSDM			11 000 000	7 300 000		18 300 000
WATER SERVICES-SANITATION						
Rural	Provision of VIP's where currently no sanitation services exist in rural areas	GSDM	1 000 000	-	-	1 000 000
HOUSING						
Emergency Housing Assistance	Provide for 130 Emergency Housing Assistance in line with the National Housing Programme	DLG&H	6 177 730			6 177 730
ROADS AND TRANSPORT						
Preventative Maintenance	Repair and seal Badplass to Machadodorp - 24 km	DRT	17 357 000			17 357 000
Preventative Maintenance	Reseal Carolina to Machadodorp - 28 km	DRT	10 636 000			10 636 000

Carolina-Chrissiesmeer P81/3	Routine maintenance on existing paved roads	DRT	4500 000			4500 000
Elukwatini D481 (EPWP)	Improvement to the road drainage system and side walks	DRT	4400 000			4400 000
Swallowsweet –Dundonald No 2 via Embelembe School D2963	Upgrading of the road	DRT	2160 000			2160 000
Fernie - Amsterdam D2488 P176/1	Upgrading of the Road	DRT	15184 000			15184 000
Diepdale- Swaziland Border D2964	Regravelling of the road	DRT	2000 000			2000 000
Carolina	Routine maintenance on existing paved roads	DRT	4000 000			4000 000
Carolina-Machadodorp P26/6	Routine maintenance on existing paved roads	DRT	7500 000			7500 000
TOTAL FOR ROADS AND TRANSPORT			67 737 000			67 737 000
SOCIAL DEVELOPMENT AND COMMUNITY SERVICES						
MPCC renovation	Integration of services through construction of MPCC at Empuluzi	DPW	700 000			700 000
Renovation	Renovation of Embhuleni and Standerton boiler houses	DPW	400 000			400 000
DALA						
Ithemba	Electricity installation	DALA	2 787 000			2 787 000
Tau Kwena	Electricity installation	DALA	2 607 000			2 607 000
Ekwaluseni	Maintenance of apple orchards	DALA	100 000			100 000
Matlala	Maintenance of apple orchards	DALA	100 000			100 000
Mantjolo	Expansion and maintenance of irrigation system	DALA	1500 000			1 500 000
Sukuma Mswati	Irrigation system upgrade	DALA	1 500 000			1 500 000
Ekulindeni Hydroponics	Water connections	DALA	442 000			300 000
Mangunis		DALA	300 000			300 000
EDUCATION						
Secondary School Chief TD Nkosi	Construction of Centres- Fernie	MDoE	4 500 000			4 500 000
Siyeta Primary School	Construction of classrooms, centers, kitchen & toilets- Nhlazatje	MDoE	7 600 000			7 600 000
Makhosonke	Construction of classrooms, offices, centres, kitchen & toilets- Tlakastad	MDoE	7 500 000			7 500 000
Wesley Primary School	Addition of classrooms, centres, toilets, kitchen, sports ground & electricity- Mayflower	MDoE	15 400 000	-	-	15 400 000

TOTAL FOR EDUCATION			35 000 000			35 000 000
Lothair Branch office	Building a new office in Mayflower	DSafety & Security	4 022 325			4 022 325
Coordinate multisakeholder Social Creime Prevention Programmes	Monitoring the implementation of POAs	DSafety & Security	60 000			60 000
Promotion of maximum community participation in social crime prevention programmes	Border security campaign at Oschoek, Waverly and Ekulindeni	DSafety & Security	30 000			60 000
Creation of a safer school environment	Collection and analysis fo information from the following schools: Ithafa, Umfundlane, Ekulindeni and Mshayisa	DSafety & Security	20 000			20 000

2.3.3 Projects and Programmes at Dipaleseng Local Municipality

Project	Project Description	Funding Source	Budget (R'00)			
			2008/09	2009/10	2010/11	Total
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY						
WATER SERVICES-WATER						
Grootvlei	Upgrade of Grootvlei Rising Main	GSDM	2 200 000	1 800 000		4 000 000
Dipaleseng LM	Loan repayment - DBSA	GSDM	1 000 000	470 590		1 470 590
Balfour	Fortuna Water Rising Main to Balfour	GSDM	5 950 000	3 755 270		9 705 270
Greylingstad	New WTP for Greylingstad	GSDM	800 000	760 000		1 560 000
Rural	Provision of Boreholes with hand pumps in rural areas	GSDM	1 375 000			1 375 000
Grootvlei	Water reticulation informal area 600 households	GSDM	600 000			600 000
TOTAL FOR WATER SERVICES			11 925 000	6 785 860		18 710 860
WATER SERVICES-SANITATION						
Rural	Provision of VIP's where currently no sanitation services exist in rural areas	GSDM	1000 000	-	-	1000 000
HOUSING						
Rectification of RDP stock built pre- 1994	Provide for the Rectification of 300 houses built between 1994 and 2002	DLG&H	600 000			600 000
People Housing Process	Facilitate, administer and ensuring the construction of 100 PHP Housing units to qualifying beneficiaries	DLG&H	4 300 000			4 300 000
TOTAL INVESTMENT BY THE DLG&H			4 900 000			4 900 000
ROADS AND TRANSPORT						
Groetvlei-Dasville D1290	Milling and repair of the road	DRT	4 500 000			4 500 000
Groetvlei Road 1716	Milling and repair of the road	DRT	500 000			500 000
Villiers - Balfour P36/4	Milling and repair of the road	DRT	4 500 000			4 500 000
Balfour- Groetvlei P36/4	Rehabilitation of the road	DRT	795 000			795 000
TOTAL FOR ROADS AND TRANSPORT			10 295 000			10 295 000

SOCIAL DEVELOPMENT AND COMMUNITY SERVICES						
Balfour Sub District Office	New block of 30 offices constructed	DoHSS	8 192 080			8 192 080
New branch office at Groetvei	Building an new branch / satellite offices	DSafety & Security	5 759 700			5 759 700
Balfour District Offices	Building new branch / satellite offices in Balfour	DSafety & Security	8 729 400			8 729 400
Promotion of maximum community participation in social crime prevention programmes	Gender based violence campaign in Balfour	DSafety & Security	15 000			15 000
	Workshop for Tavern and sheeben owners	DSafety & Security	15 000			15 000
Creation of a safer school environment	Collection and analysis for information from Sifisosethu School	DSafety & Security	5 000			5 000
Community Hall -Greylingstad	Construction of community hall	DPW/GSDM	1 740 207			1 740 207
Disaster Sub-Centre	Erection of the Disaster Management Sub-Centre at Balfour	GSDM	1 500 000			1 500 000
DALA						
Sinqobile	Erection of fencing	DALA	168 000			168 000

2.3.4 Projects and Programmes at Govan Mbeki Local Municipality

Project	Project Description	Funding Source	Budget (R'00)			
			2008/09	2009/10	2010/11	Total
ENVIRONMENTAL MANAGEMENT						
Development of a Regulatory Framework for Integrated Environmental Management	Develop a model for establishing institutional & regulatory mechanisms for local government environment management	DALA	2 100 000			2 100 000
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY						
WATER SERVICES-WATER						
Rural	Provision of Boreholes with hand pumps in rural areas	GSDM	1 000 000			1 000 000
WATER SERVICES-SANITATION						
Embahlenhle	Refurbishment of Embahlenhle WWTW (Ph 2)	GSDM	6 200 000	3 790 019		9 990 019
Evander	Refurbishment of Evander WWTW (Ph 2)	GSDM	3 600 000	1 150 000		4 750 000
Bethal	Refurbishment of Bethal WWTW (Ph 2)	GSDM	2 550 000	200 000		2 750 000
Rural	Provision of VIP's where currently no sanitation services exist-rural areas	GSDM	1 000 000			1 000 000
Rural	Conversion of VIPs to Waterborne sewerage	GSDM	3 081 306			3 081 306
TOTAL INVESTMENT BY GSDM FOR SANITATION			16 431 306	5 140 019		21 571 325
ELECTRICITY						
Govan Mbeki LM	Loan repayment – Electricity	GSDM	1 592 662	1 592 662	1 592 662	4 777 986
HOUSING						
People Housing Process	Facilitate, administer and ensuring the construction of 100 PHP Housing units to qualifying beneficiaries	DLG&H	4 300 000			4 300 000
Informal Settlement	Servicing 420 sites and build 1390 top structures under the informal Settlement upgrading	DLG&H	8 187 480			8 187 480
Consolidated Subsidies	Provide 103 Consolidated Subsidies inline with the National Housing Programme	DLG&H	2 560 000			2 560 000
Farm Worker Housing Assistance	To provide housing units under the farm worker assistance programme	DLG&H	950 420			950 420
TOTAL INVESTMENT BY THE DLG&H			15 997 900			15 997 900

ROADS & TRANSPORT						
Construction of Multi Modal Infrastructure Facility	Secunda- eMbalenhle multi modal infrastructure facility	DRT	6 100 000			6 100 000
Preventative Maintenance	Milling and repair of Delmas – Leandra 37 km	DRT	25 000 000			25 000 000
TOTAL FOR ROADS AND TRANSPORT			31 100 000			31 100 000
SOCIAL DEVELOPMENT AND COMMUNITY SERVICES						
Bethal District Offices	Construction of new 16 offices	DoHSS	5 960 500			5 960 500
Embalenhle Branch Office	Building a new branch/ satellite office in Embalenhle	Safety & Security	5 250 000			5 250 000
Bethal Branch office	Building a new branch / satellite office in Bethal	Safety & Security	5 046 236			5 046 236
Promotion of maximum community participation in social crime prevention programmes	Imbizo at Mzinoni	Safety & Security	250 000			250 000
	Awareness campaign on Assault GBH & Assault Common at Embalenhle	Safety & Security	25 000			25 000
	Awareness Campaign on rape at Embalenhle	Safety & Security	25 000			25 000
	Gender Based domestic violence at Bethal , Embalenhle & Leslie	Safety & Security	30 000			30 000
	Moral regeneration campaigns at Embalenhle, Kinross, & Emzinoni	Safety & Security	80 000			80 000
	Workshop for Tavern and Shebeen owners	Safety & Security	15 000			15 000
	Greening Police Stations: Tree planting at Leslie, Delmas and Embalenhle	Safety & Security	14 000			14 000
Creation of a safer school environment	Collection and analysis fo information from Mzinoni Sec School	Safety & Security	5 000			5 000
DALA						
Jiyane Family	Planting of 162 ha soyabeans for bio fuel production	DALA	14 000			14 000
Jabulani – Mushroom	Maintenance of 1 broiler house	DALA	55 000			55 000

2.3.5 Projects and Programmes at Lekwa Local Municipality

Project	Project Description	Funding Source	Budget (R'00)			
			2008/09	2009/10	2010/11	Total
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY						
WATER SERVICES-WATER						
Standerton / Sakhile	Upgrading of the WTW to a 37.5 Ml capacity – Standerton / Sakhile	GSDM	4 750 000	2 850 000		7 600 000
Rooikoppen	Completion of bulk water supply to Rooikoppen	GSDM	2 000 000	1 000 000		3 000 000
Morgenzon	Upgrade of Morgenzon abstraction facility	GSDM	250 000			250 000
Standerton	Raising main between WTW and Old Standerskop Reservoir (Project value – R4.5 million)	GSDM	3 150 000	100 000		3 250 000
Rural	Provision of Boreholes with hand pumps	GSDM	2 600 000	650 000		3 250 000
TOTAL FOR WATER			12 750 000	4 600 000		17 350 000
WATER SERVICES-SANITATION						
Morgenzon	Upgrading of Morgenzon STW (Project value – R 5 million)	GSDM	1 200 000	800 000		2 000 000
Rural	Provision of VIP's where currently no sanitation services exist	GSDM	1 250 000			1 250 000
Bulk sanitation	Provide bulk sanitation	GSDM	1 100 000			1 100 000
TOTAL FOR SANITATION			3 550 000	800 000		4 350 000
HOUSING						
Community Residential Units	Convert hostel units into 140 community residential units	DLG&H	8 787 500			8 787 500
Farm Worker Housing Assistance	Provide housing units under the farm worker assistance programme	DLG&H	1 425 630			1 425 630
Rectification of RDP stock built pre- 1994	Provision for the assessment of houses built pre-1994	DLG&H	600 000			600 000
Top Structure Construction	Construction of the 270 top structures	DLG&H	12 830 670			12 830 670
People Housing Process	facilitate, administer and ensuring the construction of 1677 PHP Housing units to qualifying beneficiaries	DLG&H	4 300 000			4 300 000
TOTAL INVESTMENT BY THE DLG&H			27 943 800			27 943 800
ROADS & TRANSPORT						

New designs for Multi Modal Infrastructure Facilities	Design multi – modal infrastructure facility in Standerton	DRT	1 500 000			1 500 000
SOCIAL DEVELOPMENT AND COMMUNITY SERVICES						
MPCC renovation	Integration of services through construction of MPCC at Sakhile	DPW	450 000			450 000
Jerry Van Vurren	Provision of youth experience and provision of preventative maintenance	DPW	550 000			550 000
DALA						
Nkosi Farming Trust	Planting of 573 ha soyabeans for bio fuel production	DALA	1 000 000			1 000 000
Umthombo	Construction of 3 poultry houses	DALA	177 000			177 000
Dept Safety & Security						
Promotion of maximum community participation in social crime prevention programmes	Moral regeneration campaign at Sakhile	DSafety & Security	40 000			40 000
	Greening of Police Station: Tree planting and a community garged at Sakhile	Dsafety & Security	8 000			8 000
	Imbizo at Sakhile	Dsafety & Security	250 000			250 000

2.3.6 Projects and Programmes at Mkhondo Local Municipality

Project	Project Description	Funding Source	Budget (R'00)			
			2008/09	2009/10	2010/11	Total
LOCAL ECONOMIC DEVELOPMENT						
ENVIRONMENTAL MANAGEMENT						
Environmental Education	Renovate Amsterdam E.C	DALA	800 000			800 000
	Renovate Amsterdam E.C	PIG/DALA	1 300 000			1 300 000
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY						
WATER SERVICES-WATER						
Driefontein	Driefontein WTW – Increase capacity with 7.5 MI/d to 9.5 MI/d (Project value – R13.5 million)	GSDM	3 500 000	1 000 000		4 500 000
Ward 6	Internal Water Network	GSDM	1 437 000			1 437 000
Rural	Provision of Boreholes with handpumps	GSDM	1 000 000			1 000 000
TOTAL FOR WATER			5 937 000	1 000 000		6 937 000
WATER SERVICES-SANITATION						
Piet Retief	Upgrade of Piet Retief STP – with 4.6 MI to 8.9 MI(Ph 2)	GSDM	2 158 078	800 000		2 958 078
Piet Retief	Installation of +/- 1120 toilets in Ward 13/14	GSDM	2 400 000	3 201 922		5 601 922
Rural	Provision of VIP's where currently no sanitation services exist	GSDM	1 120 000			1 120 000
Bulk sanitation	Provide bulk sanitation	DLG&H	2 569 060			2 569 060
Ward 14	Installation of ± 1120 toilets in Ward 14	DLG&H	5 602 000			5 602 000
TOTAL FOR SANITATION GSDM			6 178 078	4 001 922		10 180 000
HOUSING						
Integrated Residential Development Programme	Installation of Services to 416 sites	DLG&H	19 299 060			19 299 060
Top Structure Construction	Construction of the 280 top structures	DLG&H	13 305 880			13 305 880
TOTAL INVESTMENT BY THE DLG&H			32 604 940			32 604 940
SOCIAL DEVELOPMENT AND COMMUNITY SERVICES						
Office extension phase 2	Integration of services through construction of MPCC within the Municipality	DPW	800 000			800 000
Disaster Sub-Centre	Erection of the Disaster Management Sub-Centre	GSDM	1 500 000			1 500 000

Social and Economic Facilities	Construction of community Halls and Child Care facilities	DLG&H	4 340 000			4 340 000
Piet Retief	Refurbishment of the Creche in Driefontein	GSDM	500 000			500 000
Community Hall	Construction of community hall at	DPW	1 758 550			1 758 550
EDUCATION						
Ithole Primary School	Construction of additional classrooms, centres, toilets, kitchen & fence- Amsterdam (Ithole)	MDoE	18 500 000			18 500 000
Buhlebuyeza P. School	Addition of classrooms, centres, toilets, kitchen, sports ground & electricity- Amsterdam	MDoE	18 100 000			18 100 000
Kleinvrystaat P School	Addition of classrooms, center, kitchen, fence & water- Kleinstad	MDoE	6 200 000			6 200 000
Inqubeko Primary School	Construction of new school- Thandukukhanya	MDoE	23 900 000			23 900 000
Ubuhle Secondary School	Construction of new school- Thandukukhanya	MDoE	25 000 000			25 000 000
Amadlelo Aluhlaza Secondary School	Addition of classroom, hall and sports grounds- Thandukukhanya- Sun City	MDoE	12 600 000			12 600 000
TOTAL INVESTMENT BY DoE			104 300 000			104 300 000
DALA						
Siyaphambili	Maintenance of 13 broiler houses	DALA	50 000			50 000
Promotion of maximum community participation in social crime prevention programmes	Border security campaign at Mahamba & Nerston	DSafety & Security	10 000			10 000
	Workshop fro Tarven and Sheeben owners	DSafety & Security	15 000			15 000
	Gender based domestic violence at rustplaas	DSafety & Security	15 000			15 000
	Tourism safety Campaign at Mahamba	DSafety & Security	10 000			10 000

2.3.7 Projects and Programmes at Msukaligwa Local Municipality

Project	Project Description	Funding Source	Budget (R'00)			
			2008/09	2009/10	2010/11	Total
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY						
WATER SERVICES-WATER						
Ermelo/Wesseton	Replacement of old Ac pipes serving 3200 stands	GSDM	1 852 000			1 852 000
Sheepmoor	Construct Raw water pumpstation at Jericho Dam (Project value - R 1 million)	GSDM	450 000	550 000		1 000 000
Chrissimeer/KwaChibikulu	Construction of new water tower	GSDM	1 029 212			1 029 212
Sheepmoor	Construct 20km pumpline to convey water to existing raw water storage – Sheepmoor	GSDM	1 150 000	2 850 000		4 000 000
Rural	Provision of Boreholes with handpumps	GSDM	1 192 956			1 192 956
TOTAL INVESTMENT ON WATER BY GSDM			5 674 168	3 400 000		9 074 168
WATER SERVICES-SANITATION						
Wesselton	Outfall sewer lines required for housing project in Wesselton X7 and to connect to Southern network STP	GSDM	1 600 000	1 900 000		3 500 000
Sheepmoor	Provision of external toilets	GSDM	964 488			964 488
Ermelo	New 5MI Sewer Treatment Plant to be constructed South of Ermelo	GSDM	900 000	1 600 000		2 500 000
Rural	Provision of VIP's where currently no sanitation services exist	GSDM	1 000 000			1 000 000
Nganga	Nganga Sewer reticulation	GSDM	815 492			815 492
TOTAL INVESTMENT ON WATER SERVICES-WATER BY GSDM			5 279 980	3 500 000		8 779 980
Farm Worker Housing Assistance	Provide 40 housing units under the farm worker assistance programme	DLG&H	1 900 840			1 900 840
ROADS & TRANSPORT						
Preventative maintenance	Mill and repair Ermelo – Morgenzon 33 km	DRT	15 600 000			15 600 000
SOCIAL DEVELOPMENT AND COMMUNITY SERVICES						
EDUCATION						
New Ermelo Primary School	Construction of addition of classrooms, centres, toilets, kitchen, sports grounds, fence & electricity	MDoE	16 700 000			16 700 000
Thembisa Primary School	Building of a new school to replace the existing zinc structures in Thembisa- Wesselton	MDoE	24 800 000			24 800 000
TOTAL INVESTMENT BY DoE			41 500 000			41 500 000

PUBLIC WORKS						
Painting of Batho Pele	Provision of working experience for NYS and preventative maintenance	DPW	550 000			550 000
DALA						
Thuthukani	Maintenance of apple orchards	DALA	100 000			100 000
Phakamani	Installation of electricity	DALA	2 808 000			2 808 000
Thandanani Khulakani	Installation of electricity	DALA	2 868 000			2 868 000
Ngisana	Maintenance of apple orchards	DALA	100 000			100 000
Promotion of maximum community participation in social crime prevention programmes	Moral Regeneration Campaign at Ermelo		40 000			40 000
	Workshop for Tavern and Sheeben owners	DSafety & Security	15 000			15 000

2.3.7 Projects and Programmes at Pixley Ka Seme Local Municipality

Project	Project Description	Funding Source	Budget (R'00)			
			2008/09	2009/10	2010/11	Total
LOCAL ECONOMIC DEVELOPMENT						
Upper Vaal	Development of comprehensive infrastructural plan for the 70 beneficiaries at the farm	DALA	500 000			500 000
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY						
WATER SERVICES-WATER						
Volksrust	Construction of a bulk supply line from Volksrust WTP to a 8 MI Reservoir	GSDM	1 700 000	1 300 000		3 000 000
Amersfoort / Ezamokuhle	Upgrading of asbestos bulk supply line from Amersfoort WTP to Amersfoort / Ezamokuhle reservoir - Ph 1	GSDM	1 500 000	1 500 000		3 000 000
Wakkerstroom	Construction of water reticulation in Wakkerstroom 13 people	GSDM	1 797 000			1 797 000
Ezamokuhle	Construction of a 1.5MI reservoir for Ezamokuhle	GSDM	1 457 211	1 542 789		3 000 000
Volksrust	Extension /upgrading of Water Treatment Plant	GSDM	5 198 694	2 000 000		7 198 694
Amersfoort	Upgrading of water bulk asbestos supply line from Amersfoort WTP to Daggakraal pumpstation - Ph 2	GSDM	1 100 000	900 000		2 000 000
Ezamokuhle	Water reticulation network in Ezamokuhle	GSDM	214 563			214 563
Rural	Provision of Boreholes with handpumps	GSDM	1 000 000			1 000 000
Vukuzakhe RDP	Installation of water network	GSDM	616 498			616 498
Volksrust	Upgrading of water network	GSDM	750 000			750 000
TOTAL INVESTMENT ON WATER BY GSDM			15 333 966	7 242 789		22 576 755
WATER SERVICES-SANITATIONS						
Amersfoort	Upgrading sewer reticulation and STP	GSMD	814 216			814 216
Rural	Provision of VIP's where currently no sanitation services exist	GSDM	1 000 000			1 000 000
Amersfoort/Ezamokuhle	Construction of a sewer disposal works	GSDM	550 000			550 000
TOTAL INVESTMENT ON SANITATION BY GSDM			2 364 216			2 364 216
HOUSING						
Emergency Housing Assistance	Provide for 80 Emergency Housing Assistance in line with the National Housing Programme	DLG&H	3 200 000			3 200 000

ROADS & TRANSPORT						
Volksrust – Vrede P7/3	Routine maintenance on existing paved roads	DRT	2 000 000			2 000 000
Daggakraal –Amersfoort D254 Retention & EPWP	Upgrading of the road	DRT	2 800 000			2 800 000
SOCIAL DEVELOPMENT AND COMMUNITY SERVICES						
THUSONG SERVICES CENTRES						
MPCC renovation	Integration of services through construction of MPCC at Daggakraal	DPW	700 000			700 000
EDUCATION						
Daggakraal Secondary School	Construction of new school- Singqobile	MDoE	25 000 000			25 000 000
Volksrust Branch Office	Construction of new 16 offices	DoHSS	5 629 004			5 629 004
DALA						
Matlala	Maintenance of apple orchards	DALA	100 000			100 000
Hlanganani Trust	Maintenance of apple orchards	DALA	100 000			100 000
DEPARTMENT OF SAFETY AND SECURITY						
Creation of a safer school environment	Collection and analysis fo information from Vusumuzi and Amersfoort Schools	DSafety & Security	10 000			10 000

3 PART THREE: OPERATIONAL STRATEGIES (SECTOR PLANS)

3.1 Sector Plans

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

The Revised IDP for GSDM reflects a summary of each of the various sector plans that have been developed and/or reviewed.

Each of the summary reports contained in this section are supported by more detailed, comprehensive plans and programmes which should be read if a more in depth reference framework is required.

The summary of sector plans herein includes among the following:

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

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

3.1.1 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEMS

As part of Gert Sibande District Municipality's 2008/09 IDP review process, the Development of the Organisational Performance Management Systems was commissioned. Hereunder is therefore the concise overview of the Organisational Performance Management Systems.

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

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

Objectives of Performance Management

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

Principles Governing Performance Management

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

Performance, Monitoring and Review

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

The District's performance will be monitored and measured on an annual basis based on its core mandate in terms of bulk service delivery and providing efficient and adequate support to local municipalities. Performance review in terms of service delivery will be done quarterly and in the advent of any gaps the evaluators will provide recommendations to address such shortfalls.

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

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

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

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

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

3.1.2 SPATIAL DEVELOPMENT FRAMEWORK

As part of Gert Sibande District Municipality's 2008/09 IDP review process, the review of the Spatial Development Framework, which was developed during the 2004/5 financial year was commissioned. Hereunder is therefore a concise overview of the SDF which is envisaged to be completed in January 2009.

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

The primary purpose of an SDF is to represent the spatial development goals of the GSDM that result from an integrated consideration and sifting of the spatial implications of different sectoral issues. The SDF contains four main components:

- Policy for land use and development;
- Guidelines for land use management;
- A capital expenditure framework showing where the municipality intends spending its capital budget; and a strategic environmental assessment.

The SDF compiled by the GSDM provides the tool for coordinated and orderly planning to take place. In this regard the SDF seeks to:

- Be a strategic, indicative and flexible tool forward to guide planning and decisions on land development
- Develop an approach to the development of an area which is clear enough to allow decision-makers to deal with the unexpected
- Develop a special logic which guides private sector investments
- Ensure the social, economic and environmental sustainability of the area.
- Identify special priorities and places that must be prioritised in the development process

The timing of the process of compiling an SDF must correspond with that of the IDP. Each of the above mentioned components of the SDF must guide and inform the following:

- Direction of growth
- Major movement routes
- Special development areas for targeted management to redress past imbalances
- Conservation of the natural and built environment
- Areas in which the intensity of land development could either be increased or decreased
- Areas in which particular types of land use should be encouraged and others discouraged

The District in partnership with its constituent Local Municipalities is in a good position to implement this idea as the SDF plays a most direct role in influencing spatial planning, land use management and land development processes

and outcomes. Legislatively, municipalities are responsible for the formulation and approval of their SDFs and for the making of decisions relating to land development and land use change, except where those decisions have impacts that extend beyond the municipality's area of jurisdiction or where the impacts have national importance.

Spatial Development Objectives

Following from the results of the Situational Analysis, and in view of the Land Development Principles as stated in the Development Facilitation Act, it is proposed that the future development of the Gert Sibande District Municipality be based on the following objectives:

- Capitalise on the strategic location and linkages within regional and Provincial context;
- Integrate and consolidate the dispersed settlements in to some parts of the District;
- Establish a hierarchy of service centres to ensure equitable access to community facilities and development of economic activities throughout the area;
- Utilise the nature reserves in the municipal area to promote eco-tourism.
- Consolidate economic activities at some strategic locations in the District.
- Improve living conditions through the formalisation and upgrading of informal settlements and provision of basic services.

In order to have an appreciation of all the above aspects and other aspired District development imperatives, the District SDP is undergoing a rigorous refinement, and is thus envisaged to spatially reflect prevalence of all the developmental issues across the District and enable informed Decision-Making processes.

3.1.3 SKILLS DEVELOPMENT PLAN

As part of the Gert Sibande District Municipality's 2008/09 IDP review process, the review of the Skills Development Plan was commissioned. Hereunder is therefore a concise overview of the Skills Development Skills.

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

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

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

3.1.4 DISTRICT LED STRATEGY

As part of the Gert Sibande District Municipality's 2008/09 IDP review process, the development of a comprehensive District LED Strategy was commissioned. The time frame for the completion of the comprehensive District LED Strategy is November 2008.

3.1.5 INTEGRATED WASTE MANAGEMENT PLAN

As part of the Gert Sibande District Municipality's 2008/09 IDP review process, the review of the Integrated Waste Management Plan was commissioned. Hereunder is therefore a concise overview of the Integrated Waste Management Plan.

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

In line with the above, GSDM in terms of Council Resolution.....ofadopted 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 term of waste management services.

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

2 OVERAL AIMS & GOALS

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

- Assess the current basic waste management system strategies and practices
- Highlight positive aspects and deficiencies in respect of waste management within the respective local municipalities

- Make recommendations for the improvement of services
- Where no services exist, to establish systems for the collection, transportation, treatment and disposal of waste.

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

3 APPROACH

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

3.1 PHASE1: Gap analysis

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

3.2 PHASE 2: Development of Management and Legislative instruments

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

3.3 PHASE 3: Strategic Planning

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

3.4 PHASE 4: Economic Viability Analysis\Feasibility Study

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

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

3.5 PHASE 5: Plan of Implementation

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

4 KEY ISSUES

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

3.1.6 INTEGRATED TRANSPORT PLAN

As part of the Gert Sibande District Municipality's 2008/09 IDP review process, the review of the Integrated Transport Plan was commissioned. Hereunder is therefore a concise overview of the Integrated Transport Plan, which covers among other aspects the following:

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

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

1.2. INTRODUCTION

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

Consequently therefore the new planning approach now:

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

2. VISION, GOALS & OBJECTIVES

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

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

STRIVING TO EXCEL IN GOOD GOVERNANCE & QUALITY INFRASTRUCTURE

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

- Integrated
- Efficient
- Affordable
- Safe

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

3. INSTITUTIONAL STRUCTURE

POLITICAL

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

- Land & Agriculture
- Technical Infrastructure
- Economic Development & Tourism
- Health & Social Services
- Corporate & Education
- Housing Roads and Transport

MUNICIPAL ADMINISTRATION

The administration is headed by the Municipal Manager who provides a link between political & administrative arms of the District. The Municipal Manager is assisted by a management team of 5 Executive Directors who each heads a Department as per approved Organogram.

TRANSPORT RELATED DEPARTMENTS

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

4. TRANSPORT STATUS QUO

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

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

5. SPATIAL DEVELOPMENT FRAMEWORK

This is influenced by various national legislation including

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

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

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

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

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

- Urban Nodes
- Activity Spine
- Rural Development

6. TRANSPORT NEEDS ASSESSMENT

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

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

KEY ISSUES IDENTIFIED***Institutional***

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

FINANCIAL

- Lack of finance to maintain public transport vehicle & implement critical transport projects
- Competing basic needs e.g. waters, housing etc. limit the finance available to invest in public transport
- Lack of coordinated planning between various spheres of government in terms of determination of priorities & funds
- Dissatisfaction with existing bus subsidy system with regard to transparency accessibility etc.
- Lack of uniform fare structures in the municipality between busses & Taxis etc.
- Freight transport evades weighbridges to leads and leads to deterioration of local roads
- Ineffective enforcement due lack of capacity from enforcement officers
- Cumbersome procedures in converting permits to operating licenses.

INFRASTRUCTURAL

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

INTEGRATION

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

7. PUBLIC TRANSPORT PROPOSAL

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

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

BUS PROPOSALS (RATPLAN)

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

MINIBUS TAXI PROPOSALS (OLS)

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

Special category proposals

These include:

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

No survey or data is available on these and hence:

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

8. PRIVATE & FREIGHT PROPOSALS

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

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

Road network proposals

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

Private transport proposals

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

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

The following is recommended:

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

Freight transport proposals

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

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

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

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

9. NON-MOTORISED TRANSPORT

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

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

10. INSTITUTIONAL MANAGEMENT PROPOSALS

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

Management

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

11. PROGRAMME & BUDGET

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

Funding mechanisms

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

Operational

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

Management

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

12. STAKEHOLDER CONSULTATION

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

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

STEERING COMMITTEE meeting

Consistent of the following:

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

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

Project team

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

Questionnaires

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

Facilitation

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

3.1.7 DISTRICT HIV/AIDS PLAN

As part of the Gert Sibande District Municipality's 2008/09 IDP review process, the review of the District HIV/AIDS Plan was commissioned. Hereunder is therefore a concise overview of the District AIDS/HIV Plan.

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

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

Purpose of the plan

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

Key issues identified

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

3.1.8 COMMUNICATION STRATEGY

As part of the Gert Sibande District Municipality's 2008/09 IDP review process, the review of the Communication Strategy was commissioned. Hereunder is therefore a concise overview of the Communication Strategy.

In conjunction with the 2008/2009 IDP Review process the District will also be doing the annual review of the communication strategy with an aim of ensuring that all the communication mechanisms, processes and dynamics as contained therein harness the ability of the District to communicate and solicit shared understanding of the District developmental imperatives among all stakeholders.

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

Purpose of the District Communication Strategy

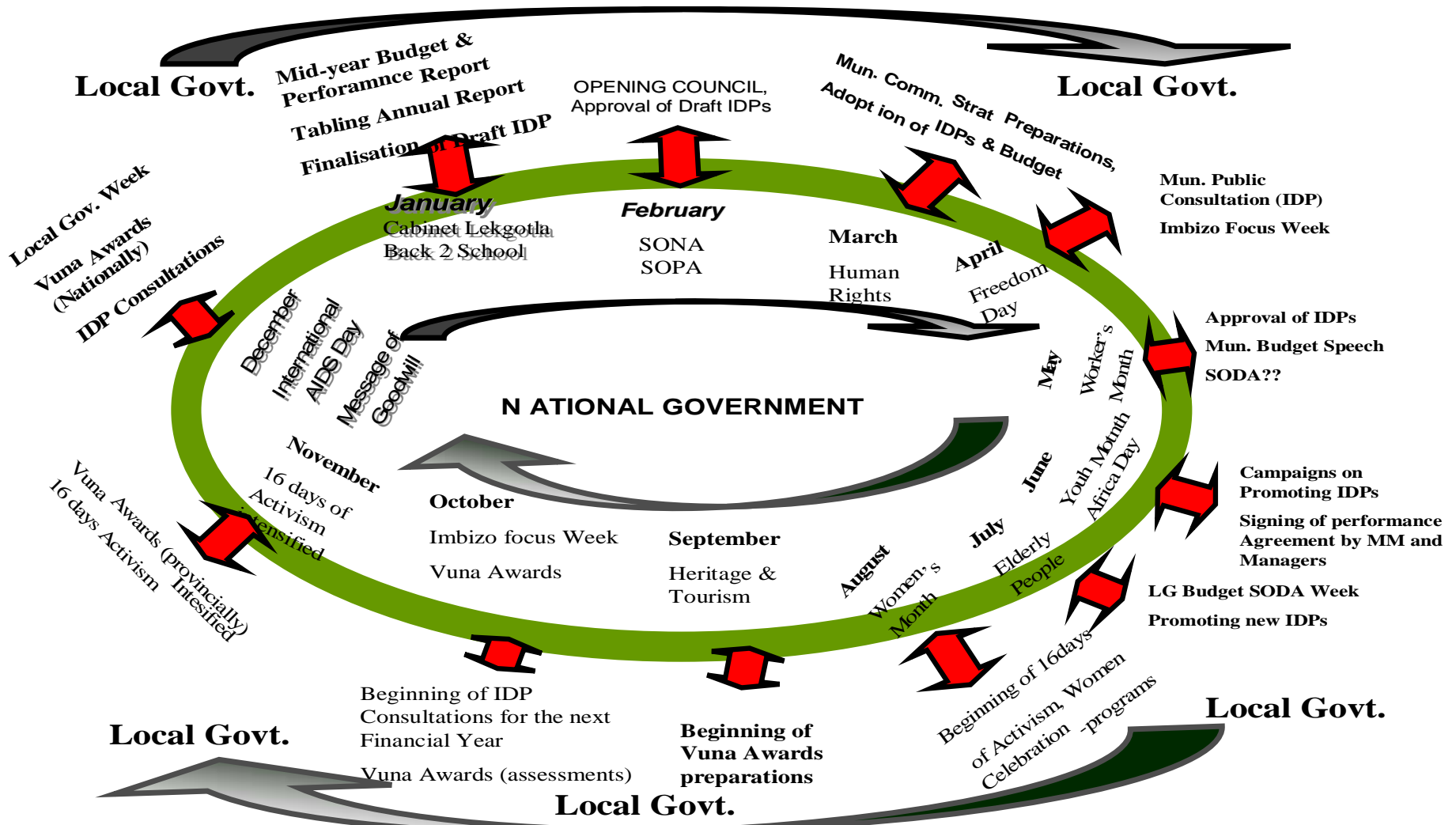
- Embrace the precepts of the Constitution of the Republic of South Africa and other acts of parliament that provide for access to information.
- Stimulate discussions around the developmental issues within the District.
- Encourage the maximum participation of all relevant stakeholders.
- Ensuring the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

Key issues to which the Sector Plan is responding to:

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

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

Communication Cycle



3.1.9 DISASTER MANAGEMENT PLAN

As part of the Gert Sibande District Municipality's 2008/09 IDP review process, the development of the Disaster Management Plan was commissioned. Hereunder is therefore a concise overview of the Disaster Management Policy Framework for the GSDM.

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

Floods

Veld fires

Storm damages

Roads accidents

Hazmat Spillages

Explosions at Industrial Plants.

Dam Failures

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

This report provides an overview of the following:

Key issues identified as part of GAP analysis report.

Disaster Management Policy Framework.

Envisaged disaster management project identified.

Operational and implementation plan.

Purpose

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

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

Objectives

- To provide comprehensive disaster management, traffic, fire and emergency services that will ensure that all the communities and properties are safe.
- To provide training to volunteer cops and staff personnel.
- To capacitate the local municipalities with adequate resources to be able to respond to any form of disaster.
- Reduction of disaster impacts that may occur as a result of the spatial spread of the District.

The key issues identified via analysis that was undertaken, are as follows:

- Of the eight Municipalities only one (1) had adopted a Disaster Management Plan by 31 January 2008.
- Inadequate equipments and no standard guidelines have been set as yet.
- Insufficient human resource capacity.
- Insufficient budget allocations towards Disaster Management among most Municipalities.

The Disaster Management Policy Framework has been formulated in terms of section 42 of Disaster Management Act (Act 57 of 2002).

3.1.10 INTEGRATED WATER SERVICES DEVELOPMENT PLAN (IWSDP)

As part of the Gert Sibande District Municipality's 2008/09 IDP review process, the review of the Integrated Water Services Development Plan was commissioned. Hereunder is therefore a concise overview of the Integrated Water Services Development Plan.

1. Background & Introduction

The State President pronounced in the State of the Nation address that all residents must have decent and safe water and sanitation by 2010. The pronouncement was reiterated by the Premier of Mpumalanga Province in the State of the Province address to meet the targets as set by the State President. In the meeting of the Premiers' Coordinating Forum as held on the 4th of February 2004, it was resolved that the Local Municipalities need to compile Service Delivery Plans to address the backlogs in compliance to the pronouncements. National Government is committed to eliminating the backlog in basic services and to progressively improve levels of service over time. Therefore the State President has set the following targets to which all Stakeholders and role-players in the country are expected to contribute:

By 2007 – Eradication of the “bucket toilets” system

By 2008 – All households will have access to clean running water.

By 2010 – All households will have access to decent sanitation.

By 2012 – Every household will have access to electricity

By 2014 – Poverty and unemployment will be halved.

The seven Local Municipalities of the GSDM are, as Water Services Authorities (WSA's), responsible in terms of the Water Services-, Municipal Systems – and Municipal Structures Acts for water supply and sanitation within their respective areas of jurisdiction. In terms of Section 2(c) of the Water Services Act, Act 108 of 1997, all WSA's must prepare and adopt WSDP's for their respective Local Authorities.

The Gert Sibande District Municipality is obligated in terms of the Municipal Structures Act No. 117 of 1998, section 84(1) (a), to co-ordinate and integrate development planning, which includes the WSA's efforts on their WSDP planning, in order to ensure access to basic water supply and sanitation for all its residents.

To achieve these objectives, the GSDM should compile a regional Water Service Development Plan which consists of the completed WSDP's of the seven Local Authorities in its area, consolidated them into one strategic document to be used by the GSDM for future master planning in the region.

2. Purpose of the WSDP

A Water Services Development Plan (WSDP) 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 WSDP

1. The physical attributes of the area to which it applies;
2. The size and distribution of the population within that area;
3. The time frame for the plan. including the implementation programme for the following five years;
4. The existing water services;
5. The existing industrial water use within the area of jurisdiction of the relevant water services authority;
6. The existing industrial effluent disposed of within the area of jurisdiction of the relevant water services authority's within the District;
7. The number and location of persons within the area who are not being provided with a basic water supply and basic sanitation;
8. The future provision of water services and water for industrial use and the future disposal of industrial effluent. including—
 - a. the water services providers which will provide those water services;
 - b. the contracts and proposed contracts with those water services providers;
 - c. the proposed infrastructure necessary;
 - d. the water sources to be used and the quantity of water to be obtained from and discharged into each source;
 - e. the estimated capital and operating costs of those water services and the financial arrangements for funding those water services, including the tariff structures;
 - f. any water services institution that will assist the water services authority;
 - g. the operation, maintenance, repair and replacement of existing and future infrastructure;
9. The number and location of persons to whom water services cannot be provided within the next five years. setting out –
 - a. the reasons therefore: and
 - b. the time frame within which it may reasonably be expected that a basic water supply and basic sanitation will be provided to those persons; and
10. The existing and proposed water conservation, recycling and environmental protection measures.

4. Link of the WSDP to other Sector Plans and IDP as a whole

All Local Municipalities that are Water Services Authorities (WSA's) need to prepare Water Services Development Plans (WSDP's) as part of the Integrated Development Planning (IDP) Process.

There are two main areas of alignment that are to be attained when preparing a WSDP.

- To ensure that the development strategies of the District's IDP in terms of Water and Sanitation are realized, and;
- That local development priorities are integrated within the IDP and District WSDP.

The District Municipality may request further information from a Local Municipality for inclusion in the District WSDP. This is particularly the case where a Local Municipality is a WSA and a water services provider (WSP). It is important that Local Municipalities do not duplicate data collection and planning processes that are undertaken at the district level.

The participation process utilized in the development of a WSDP 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 WSDP of a WSA must address water services information (both status quo and future targets) for the entire municipal area

5. Status Quo of Regional WSDP for the GSDM

The last fully completed WSDP for the GSDM was done during 2003/2004 and finished during April 2004 by WRP Consulting Engineers (Pty) Ltd.

During 2006, the Gert Sibande District Municipality took the initiative in addressing the concerns regarding the eradication of the water and sanitation backlogs by appointing a Service provider namely Lulu Gwagwa Development Consortium to assist the District Municipality as well as its Local Municipalities with the implementation of the "Accelerated Water and Sanitation Services Delivery Programme".

This appointment was a direct result of the Presidential and Premier of the Mpumalanga Province Imbizo's where all the Local Municipalities in the District's region agreed to the urgent intervention with respect to capacity support to eradicate the backlogs in respect of water and sanitation, to adhere to the millennium targets as set by the State President.

The appointment of the Consultant was only done for a three month period ending May 2006. Their mandate consisted of the following key focus namely:

(1) Backlog quantification in respect of the 2008 (Water) and 2010 (Sanitation) targets with emphasis on the following:

Physical Infrastructure;
Service Levels, and;

Institutional capability.

(2) Compilation of a Business / Development Plan detailing the proposed interventions for each respective key focus area towards achieving the above targets.

This appointment represented **the first Phase in the compilation of a Water Service and Development Plan (WSDP) for the District Municipality and the seven Local Municipalities in its region.**

The seven Local Municipalities as WSA's have started with the compilation of their respective WSDP's with the assistance of a Consultant appointed by DWAF namely Madlanduna Consulting. The Consultant was merely appointed for the identification of gaps in the Local Municipalities WSDP's and to assist them with information in filling of these gaps. Unfortunately not all the WSA's have budgeted for the preparation / review of their WSDP's and therefore will not be performing the work in this financial year.

As indicated earlier in the report, the GSDM WSDP will largely consist of a consolidation of the completed WSDP's of the Local Municipalities and the completion of the District's WSDP is therefore much dependant on the completion of the WSDP's of the seven Local Municipalities.

To determine the status quo of WSDP's of the seven Local Municipalities, the District is busy arranging a meeting with DWAF's appointed Consultant as well as representatives of the seven Local Municipalities. Issues like the information outstanding on WSDP's, when completion of the documents can be expected, budgeting for annual reviewing of the WSDP's, etc. will then be discussed. After such a meeting, the District can plan forward for the development of the Regional WSDP.

6. Progress

As indicated above, the GSDM is busy arranging a meeting with all Stakeholders to determine the status quo on the compilation of the WSDP's of the Local Municipalities.

Currently, the GSDM is busy gathering and maintain the following information which just needs to be incorporated into the regional WSDP once the compilation of the document starts namely:

- 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 eg. 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.

7. Committed funds

As the GSDM is not a WSA, the compilation of a WSDP is not one of its functions and therefore no provision was made in the 07/08 budget for this function.

A request for funding was however forwarded to the DBSA for the development of Sector plans which, inter alia, includes a WSDP. The amount requested was R4 500 000 which are divided as follows between the different book years:

2008/09 – R 1 500 000

2009/10 – R 1 500 000

2010/11 – R 1 500 000

Total: R 4 500 000

A Business plan is currently being compiled which will be submitted as part of an application for funding from external sources e.g. National and provincial Government and external borrowing facilities.

8. Challenges experienced

- WSA's lack lots of information regarding water & sanitation in their respective areas to ensure the proper and quick completion of their WSDP's
- WSA's don't budget enough funding for the compilation of WSDP's.(Lack of funding)
- Still awaited the installation of the GIS programme at the DM and Locals which could assist a lot with the compilation of WSDP's.
- No proper and integrated planning between all the Stakeholders namely DWAF, DM and LM's with regards to the completion of WSDP's.
- GSDM currently don't provide funding for the compilation of WSDP's

9. Required tools

- Updating of computer and relevant software
- Installation of GIS programme
- Training on GIS programme

10. Date of commencement:

The process has started but the core information required to complete the Integrated District WSDP is dependant on the compilation and completion of the Local Municipalities WSDP's for which no definite date is available.

3.1.11 FINANCIAL PLAN

As part of the Gert Sibande District Municipality's 2008/09 IDP review process, the review of the Financial Plan was commissioned. Hereunder is therefore the concise overview of the Financial Plan.

Financial Strategies

The municipality will embark on the following financial strategies in order to link local imperatives with strategic priorities thereby ensuring that the process is a holistic exercise.

- ↻ Maximizing of revenue and proper administration of subsidy and grant revenue strategy
- ↻ Management of asset management strategy
- ↻ Financial management strategy
- ↻ Operational financial strategy
- ↻ Capital financial strategy
- ↻ Upgrading of cost effective strategy

Maximizing Of Revenue and Proper Administration of Subsidy and Grant Revenue Strategy

The purpose of this strategy is to fully comply with the 2008 DORA legislation – with regard to inter-governmental transfers and grants or donations received from abroad.

Further the aspect of attracting additional grant funding in the form of pilot projects with National Treasury, in order to achieve the major infrastructure goals of the Council is included in this strategy. The strategy will be based on sound financial modelling and cash flow management of the funds received from various Government Institutions.

Grant Income, Subsidies and Donations

The external grant funding received from National Treasury is to be appropriately utilized for infrastructural purposes with a view of ensuring that GSDM and the local municipalities receive maximum benefit in this regard. GSDM is to provide the financial support to local municipalities to assist them directly or indirectly in providing the much needed basic services within its area of jurisdiction. Donations received for the first time from abroad are to be applied on funding the operating training costs that are likely to be incurred regarding all section 57 and senior managers of the local municipalities and the GSDM.

Hence, in this regard the expertise and knowledge levels will be enhanced of all senior persons within the municipality's environment. This capacity training will help to avoid the poor stewardship currently being displayed by certain senior management thereby resulting in Auditor-General's Management Report highlighting several weaknesses. The knowledge turnaround that is anticipated would help in ensuring better responses are obtained from municipalities in compliance with the various legislation and consequently ensuring unqualified reports maybe achieved in the short to medium term by the defaulting local municipalities.

Internal and sourcing other grant funding initiatives

Once again internal funding of the GSDM will be utilised to finance the much needed maintenance of infrastructural water and sanitation plants of the constituent local municipalities thereby addressing their backlogs. Also internal funding will be utilised to finance the much needed lab testing facility that would ensure that clean water is provided for the consumption of communities within the area of jurisdiction of GSDM. This facility will enable the local municipalities to focus on their primary reticulation tasks in terms of their respective WSA/WSP authority status.

Further, internal funds is to be applied to finance the construction of critical office accommodation for staff, councillors and other personnel.

Credit Control and Debt Collection Strategy for Local Municipalities

With GSDM currently financing the data cleansing operations of all seven local municipalities, this process would help to ensure that the data maintained on their financial systems are accurate. The accuracy of data will ensure that realistic revenue projections maybe done and hence collections would also be effective. Further with the introduction of the Local Government: Municipal Property Rates Act, 2004 by local municipalities, the management and recovery of outstanding debt is of extreme importance. The overseeing of the timeous implementation of the MPRA will enable local municipalities to maximize their fixed revenue so as to finance the operational expenditure. In future GSDM's funding allocation will be applied in priority to areas where other significant service delivery demands are required.

Management of Asset Management Strategy

This strategy is to ensure that all movable assets are in the custody of responsible officials. Further, management should ensure that optimum use of assets is being made to enable GSDM and other local municipalities to carry out their business operations efficiently and effectively.

Asset Management

An updated policy needs to be in place to ensure the effective management, control and maintenance of assets, is achieved.

The primary objective of the policy is to ensure that the assets of GSDM are properly utilized, managed and accounted for by:

- ↳ the accurate recording of asset movements
- ↳ the strict usage / custody of assets
- ↳ compliance with Council's insurance policy and payment procedures
- ↳ effecting adequate insurance of all assets
- ↳ providing accurate and meaningful management information of movable assets
- ↳ ensuring adequate disclosure in terms of GAMAP

Financial Management Strategy

The purpose of this strategy is to ensure that the financial system and procedures in place at GSDM are of a high standard, with a view of ensuring that management internal financial reports for decision making as well as external statutory reports for public and other stakeholder information are accurate.

Budget and Finance Reform

National Treasury have regularly issued circulars relating to Budget Reform with a view of ensuring that the Finance and Budget reporting is accurate and within statutory guidelines. Hence, GSDM will be ensuring that at all times there is compliance to these guidelines.

In order to ensure that adequate reporting controls are in place, the following specific tasks are to be embarked upon:

- ↳ capacitating department with Interns where appropriate
- ↳ reconciliation of key control accounts
- ↳ training of personnel
- ↳ assisting local municipalities with their reporting and statutory obligations in terms of MFMA
- ↳ maintaining strict internal control procedures

Local Municipal Support

In terms of the Local Government Municipal Structures Act 1998, the District Municipality should build the capacity of local municipalities in its area of jurisdiction to enable them to perform their functions and carry out their respective powers where such capacity is lacking.

In order for GSDM to meet these obligations, the following programmes are anticipated and currently Service Level Agreements are being negotiated with the respective local municipalities.

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

↳ Sharing of financial, technical & administrative information and experiences. In addition to the technical and administrative forum, a District Finance Forum meets regularly to discuss common areas of concern. Further, information relating to best practices, as well as Treasury Circulars are tabled at these meetings. Also matters discussed at the Municipal Managers Forum are cascaded down to the Finance Forum meeting.

↳ Establishing a shared Audit Committee Forum with participating Local Municipalities being Lekwa, Dipaleseng, Msukaligwa and Pixley ka Seme.

Direct Support

Funding allocations are made directly to local municipalities to fund the various projects in terms of the budget.

Shared Audit Services

Further, the District is to co-ordinate the shared audit services concept with four local municipalities as previously mentioned. 3-year audit risk plans in terms of MFMA will be produced by Internal Auditors and these would be reviewed annually. The risk plans should be in terms of the MFMA legislation. Further risk plans also allows the municipality to prioritize its risks into high, medium and low. The high risks are attended to immediately and consequently the internal controls are strengthened.

Operational Financial Strategy

The purpose of this strategy is to assess the viability of any association or alliance or partnership that may arise from time to time. Also consideration will be explored with regards to Public Private Partnerships that maybe entered into between GSDM and the relevant party.

Capital Funding Strategy

The purpose of this strategy is to address the major capital plans that are contained in the IDP. Also when implementation is considered, various financial models relating to capital acquisition will be utilized to ensure that GSDM is adopting the best financial plan.

Upgrading of Cost Effective Strategy

The purpose of this strategy is to ensure that GSDM adopts and implements the most cost effective operating practices.

Best practices relating to costing policy would be introduced and these would be addressing the high risk areas that are likely to be identified in the Audit Risk Plan. Hence, the value for money principle would be at all times adopted.

ALLOCATIONS TO LOCAL MUNICIPALITIES:

The budget can be summarized as follows:

PROJECTS

NO	DETAIL	BUDGET 2008/2009	BUDGET 2009/2010	BUDGET 2010/2011
1	New projects	57,497,951	57,497,951	57,497,951
2	Multiyear projects	42,418,726	0	0
3	Mayoral Excellence Award	800,000	1,000,000	1,000,000
4	Sport, Art and Culture	1,000,000	2,000,000	1,500,000
5	Regional sport Stadium	400,000	400,000	400,000
6	Bursaries	2,429,500	2,500,000	2,600,000
7	Co-ordination HIV and AIDS - 2 promotions	400,000	400,000	400,000
8	Revenue collection / Data cleansing	4,500,000	2,000,000	2,000,000
9	Graveyards	1,000,000	1,000,000	1,000,000
10	Youth Development	600,000	600,000	600,000
11	Disaster Management	21,000,000	2,500,000	2,500,000
12	Women's Caucus	250,000	250,000	300,000
13	Religious Affairs	200,000	250,000	250,000
14	Traditional Affairs / Projects	500,000	500,000	500,000
15	Office for street kids	200,000	200,000	200,000
16	Environmental Promotions	1 200,000	700,000	700,000
17	People With Disabilities	300,000	300,000	300,000
18	Co-ordination of Farm workers Forum	300,000	250,000	250,000
19	Regional Refuse dump site	2,000,000	2,000,000	2,000,000
20	LED, Tourism and Agricultural	4,500,000	4,600,000	5,000,000
21	IDP - New and Update	1,000,000	1,000,000	1,000,000
22	Update Bulk Water & Sewer Report	1,500,000	2,000,000	2,000,000
23	IT for The region	1,000,000	700,000	700,000
24	Capacity Building / Community Participation	5,000,000	5,000,000	5,500,000
25	Promotion of the District / Communication	2,500,000	2,500,000	2,500,000
26	Emergency / Contingencies	1,000,000	1,500,000	1,500,000
27	Depreciation and Licences	2,500,000	2,600,000	2,700,000
28	Training - Donor Funding	1,376,000	0	0
29	Disaster Centres	3,000,000	3,000,000	3,000,000
30	Gert Sibande Heritage	500 000		
31	Gert Sibande Special Projects	2,000 000		
32	Interest and redemption			
33	Support Services			
34	Audit/Investigations STP's and WTP's			
35	MIG/CBPWP			
	Total	144,372,177	97,247,951	97,897,951

ADMINISTRATION OF ACT

For the 2008/2009 financial year an amount of R66,191,400 is budgeted under this section of the budget. This section of the budget can be summarized as follows:

Detail	Budget 2008/2009	Budget 2009/2010	Budget
			2010/2011
COUNCIL			
Mayor & Exec Committee	4,106,130	4,352,500	4,613,660
Speaker, Chief Whip & Counillors	3,855,000	4,086,290	4,331,470
Council Support	5,188,080	5,499,360	5,829,330
TOTAL: Council	13,149,210	13,938,150	14,774,460
MUNICIPAL MANAGER			
Municipal Manager	2,258,840	2,365,130	2,507,060
Communication, Marketing & Tourism	2,043,820	2,166,450	2,296,420
Internal Audit	779,060	825,820	875,390
IDP	1,285,260	1,362,390	1,444,120
TOTAL: Municipal Manager	6,366,980	6,719,790	7,122,990
CORPORATE SERVICES			
Building	2,161,860	2,291,590	2,429,090
IT	2,932,500	3,108,460	3,294,960
Legal	1,883,040	1,996,030	2,115,800
Human Resources	3,148,790	3,337,710	3,538,000
Administration	6,400,190	6,784,200	7,191,250
TOTAL: Corporate Services	16,526,380	17,517,990	18,569,100
FINANCE			
Finance	6,840,390	7,250,830	7,685,880
Supply Chain Management	2,290,410	2,427,860	2,573,540
Municipal Management & Support	1,255,740	1,331,100	1,410,970
TOTAL: Finance	10,386,540	11,009,790	11,670,390
MUNICIPAL INFRASTRUCTURE & SERVICES			
Planning, Implementation & Support	4,283,060	4,540,060	4,812,460
Infrastructure Maintenance	2,696,690	2,858,490	3,030,000
Water & Sanitation	4,689,450	4,970,810	5,269,020
Planning Services	2,458,640	2,606,170	2,762,540
TOTAL: Municipal Infrastructure and Services	14,127,840	14,975,530	15,874,020
INTERGOVERNMENTAL RELATIONS & DEVELOPMENT			
Intergovernmental Relations	2,845,730	3,016,470	3,197,440
Municipal Health Services	1,059,260	1,122,810	1,190,190
Disaster Management	1,729,460	1,833,230	1,943,230
TOTAL: Intergovernmental Relations and Development	5,634,450	5,972,510	6,330,860
GRAND TOTAL	66,191,400	70,133,760	74,341,820

EXPENDITURE BREAKDOWN

Detail	Budget 2008/2009 R	Budget 2009/2010 R	Budget 2010/2011 R
Salaries and wages	41,513,730	44,004,620	46,644,900
Social Contributions	8,957,080	9,494,560	10,064,260
Collection costs	0	0	0
Depreciation	1,419,690	1,475,620	1,564,150
Repair and Maintenance	695,060	736,770	780,980
Contracted Services	986,950	1,046,170	1,108,940
General Expenditure	12,618,890	13,376,020	14,178,590
Total	66,191,400	70,133,760	74,341,820

DONATIONS

Council receives daily applications for donations. During the 2006/2007 financial year an amount of R300 000 was budgeted. It is suggested that this section of the budget be increased as follows:

Year	Amount (R)
2008/2009	300 000
2009/2010	400 000
2010/2011	400 000

FINANCING

The budget and the financing of the budget can be summarized as follows:

Detail	Budget 2008/2009 R	Budget 2009/2010 R	Budget 2010/2011 R
Revenue			
Grants	194,068,890	220,881,680	234,045,480
Interest on investments	7,702,400	8,164,540	8,654,410
Other income	5,264,750	104,650	110,930
Contribution Accumulated Surplus	69,827,537	55,630,841	-23,171,049
Total Income	276,863,577	284,781,711	219,639,771
Expenditure			
Allocations to Local Municipalities	57,497,951	57,497,951	57,497,951
Multi Year Projects	42,418,726	0	0
Indirect Allocations	44,455,500	39,750,000	40,400,000
Administration of the Act	66,191,400	70,133,760	74,341,820
Donations	300,000	400,000	400,000
Capital Expenditure	66,000,000	117,000,000	47,000,000
Total Expenditure	276,863,577	284,781,711	219,639,771

CAPITAL BUDGET

The suggested capital budget for the next three years can be summarized as follows:

CAPITAL BUDGET

Detail	Budget 2008/2009 R	Budget 2009/2010 R	Budget 2010/2011 R
New Office Complex & Alterations	50,000,000	80,000,000	25,000,000
Construction of lab/water service building	5,000,000	5,000,000	0
Vehicle Testing Centre	0	6,000,000	4,000,000
Construction equipment / Vehicles	10,000,000	11,000,000	11,000,000
Office furniture and equipment	1,000,000	15,000,000	7,000,000
Sub-Total	66,000,000	117,000,000	47,000,000

3.1.12 EMPLOYMENT EQUITY PLAN

As part of the Gert Sibande District Municipality's 2008/09 IDP review process, the review of the Employment Equity Plan was commissioned. Hereunder is therefore the concise overview of the Employment Equity Plan.

1. Background

The Gert Sibande District Municipality is committed to achieving equity in the workplace by promoting equal opportunities and fair treatment of all its employees. To this end, the District aims to eliminate all unfair discrimination and implement affirmative action measures to redress the disadvantages in employment experienced by designated groups and to ensure their equitable representation in all occupational levels in the workforce.

2. Purpose of the Plan

- to address imbalances in the composition of the present and future labour force with regard to race, gender and disability.
- to honour the principle of public liability by rendering a satisfactory and affordable service in a cost effective manner.

3. Key issues

An analysis has been undertaken regarding the current employment policies, procedures and the working environment in order to identify employment barriers which may affect people from designated groups.

- . Performance and evaluation system
- . HIV / AIDS education and prevention
- . Job classification and grading
- . Diversity management programme
- . Community investment and bridging programme
- . Conditional Study grant

4. Skills Development

The principles underlying skills development interventions include the need to redress the imbalances of the past.

Several short and long term programmes have been initiated to address the Skills Development and represent components of the District's Employment Equity Plan and its Workplace Skills Plan.

The EEP is envisaged to operate as a continuous system in relation to Skills Development to strengthen both individual and the District performance.

5. Responsibilities

The Municipal Manager and the Heads of Departments will have their employment equity responsibilities incorporated as one of their key performance areas, which in turn will play an integral part in their performance assessments.

3.2 Policy Compliance & Implementation Monitoring and Evaluation

3.2.1 Performance Management and IDP Review

The purpose of the IDP is to ensure that the resources available to the municipality are directed at the delivery of projects and programmes that meet agreed Municipal development priorities. Once a municipality starts to implement its IDP it is important to check that:

- The delivery is happening in the planned manner
- The municipality is using its resources most efficiently
- It is producing the quality of delivery envisaged
- The delivery is having the envisaged impacts on the lives of the people in the municipality.

To achieve this it is necessary to monitor and evaluate measure and review the performance of GSDM against indicators and targets set in its IDP. Performance management will assist GSDM:

- To make immediate, appropriate changes in delivery and management of resources
- Identify and overcome major or systematic blockages
- Guide future planning on developmental objectives and resource use

Achieving this requires proactive development of a performance management system to be annually reviewed in conjunction with the IDP

To comprehend the relationship between IDP review and performance management, the following quotation from the **Performance Management Guide for Municipalities, DPLG, 2001** (draft2, page 16) becomes relevant:

“The Integrated Development Planning Process and the Performance Management Process should appear to be seamlessly integrated. Integrated development planning fulfils the planning stage of performance management. Performance management fulfils the implementation management, monitoring and evaluation of the IDP process”.

Legal Context for Performance Management and IDP Annual Review

The purpose of this sub-section is to provide insight into key legislation concerning the Performance Management System and the Annual Review of the IDP.

In addition to the requirement for every Municipality to compile an Integrated Development Plan (IDP) the **Municipal Systems Act, Act 32 of 2000** (MSA) also requires that the IDP is implemented, and that the Municipality monitors and evaluates its performance.

Section 34 of the MSA deals with the review and amendment of the IDP:

A Municipal council:

must review its integrated development plan

- (i) annually in accordance with an assessment of its performance measurements in terms of section 41; and
- (ii) (ii) to the extent that changing circumstances so demand;
- (iii) (b) may amend its integrated development plan in accordance with a prescribed process”.

Every Municipality is also required to develop and implement a performance management system in terms of Chapter 6 of the MSA. This performance management system must contain certain core components (section 41 of the MSA):

- Key performance indicators are “a yardstick for measuring performance, including outcomes and impact, with regard to the municipality’s development priorities and objectives set out in its Integrated Development Plan”.
- Measurable performance targets for each of the development priorities and objectives.

The **Local Government: Municipal Planning and Performance Management Regulations, 2001** describes the role of the performance management system in monitoring, evaluation and review:

“7. (1) A municipality’s performance management system entails a framework that describes and represents how the Municipality’s cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed

(For more detail on **Performance management system consult the Performance Management – A guide for Municipalities, DPLG, 2001**).

The review and amendment process must also adhere to the requirements for public participation as set out in Chapter 4 of the MSA. This will involve establishing processes and structures for public participation, as was required for the process of drafting the IDP. The MSA (section 37 (d) and (e)) permits the Minister to make regulations and guidelines on certain matters regarding the review and amendment of the IDP.

As is the case when formulating the IDP, sector requirements have to be considered in monitoring, evaluation and review to ensure sector alignment. These requirements may be in the form of process time frames, reporting procedures and formats, as well as review of existing plans/ programmes and adoption of new plans/programmes.

As a general rule, when the IDP is reviewed, it means that all the integrated plans and programmes forming part of the IDP are reviewed as well.

For certain sectors, monitoring, evaluation and review may have to occur at prescribed intervals that are more or less frequent than the annual IDP review.

In the review process, sector requirements regarding adherence to principles (e.g. **National Environmental Management Act**, 107 of 1998, and the **Development Facilitation Act**, of 1995) have to be taken into consideration. Performance/implementation should be evaluated in terms of such principles and inform the review process.

There are some of the key aspects of relevant legislation and regulations. It is important to note any additional legislation, or regulations and other requirements that spheres of government might institute in the future that require incorporation in the monitoring and evaluation and review process of our Municipality's IDP.
