

# GERT SIBANDE DISTRICT MUNICIPALITY



*Gert Sibande District Municipality*

**INTEGRATED DEVELOPMENT PLAN  
2021 – 2022**

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# **INTRODUCTION**

## **EXECUTIVE MAYOR'S FOREWORD**

### **Integrated Development Plan 2021/2022**

We are presenting this IDP to you during the time of uncertainty about the future as Covid- 19 has become part of our lives. This pandemic has changed the way things are done but that has not deterred our effort to bring the best services to our people.

As the term of this council is coming to an end in October 2021, what a journey it has been. Looking back when this council was inaugurated in 2016, a lot has changed. It all started with the change of our vision which was "A District striving to excel in good governance and quality infrastructure" to become "A community driven District of excellence and development" that was our first stride as a district.

The first focus was to allow ourselves to be guided by our people in delivering services. I can confidently say our programme over the last four years were informed by the peoples' needs. We have never failed to consult them even in the times Covid-19.

The needs of our people is overwhelming, when you look at the available budget versus the needs. We have tried to steer the ship towards the right direction.

Our first mission was to make sure that we support co-operatives and give support to those who aspire to have co-operatives. Indeed we have achieved that although not without hiccups. Some have failed others have succeeded. That has not deterred us as we are continuing to support co-operatives.

We also changed the Programme Phezukomkhono to Siyathuthuka Community project. We have changed the format that we were following. Using the same programme we allowed those who want to form co-operatives to do so.

I must indicate that any Municipality that will do good must make sure that they create a strong administration when appointments are done. We have done that, which is why we have been able to achieve clean audit outcome for the two consecutive years from the Auditor General South Africa. This year we have received an unqualified with one matter in terms of our commitment.

We started our term with big projects that we have completed:

Amsterdam water supply in Mkhondo Local Municipality

Lusushwana phase 1, 2, 3 and 4 In Chief Albert Luthuli Local Municipality.

Disaster Center in Dr Pixely Ka Isaka Seme Local Municipality

Sheepmore water treatment works in Msukaligwa Local Municipality

The above projects has made the Department of Water and Sanitation to trust us as implementing Agency. There are a number of projects that we are currently implementing which will take three years to complete. These are:

- Balfour Fortuner waste water treatment works in Dipaleseng Local Municipality

- Rooikopen waste water project in Lekwa local Municipality
- Msukaligwa Bulk water treatment works In Msukaligwa local Municipality
- Mpuluzi /Methula water treatment works In Chief Albert Luthuli local Municipality.

We have been able to renovate a number of community halls, maintenance of high Mast and patching of pothole. Recently we have change the way we repair the roads. We are now only hiring equipment the rest is done in house by our own employees.

On youth Development, we have assisted young people with starter packs for those who wanted to start their business. We have continued to pay for our bursary holders as we move towards the exit. The District is not giving bursaries any more following that the government is providing free education for those who are within a certain threshold.

We are going to continue working with our traditional leaders in addressing issues that are affecting our people in rural areas. We continue working with Abondlunkulu to address challenges that are affecting women.

The District will not hold the district marathon until the Covid 19 –subside. The other programmes like rights of children, HIV, LGBT and GBV are being implemented.

As we present this document, I can confidently say that we have consulted on IDP/budget with all the seven local municipalities which are Chief Albert Luthuli Local Municipality, Dipaleseng local municipality, Dr. Pixely Ka Isaka Seme local Municipality, Govan Mbeki local Municipality, Lekwa Local Municipality, Msukaligwa Local Municipality and Mkhondo local Municipality. The process was successfully completed.

Today we are presenting the IDP documents that is speaking to all the needs of the district. We believe that those who will come after us with a new mandate will be able to attend to all matters that has been raised.

I want to appreciate the opportunity that was given to us as TROIKA and all the members of council. The support that we got from all the councilors irrespective of their political affiliation is appreciated, and the support of our Traditional leaders, Religious leaders and the community of the district.

In closing let us continue to give services to the citizen of this District.

.....  
**COUNCILLOR M.G. CHIRWA**  
**EXECUTIVE MAYOR**

## **MUNICIPAL MANAGER'S OVERVIEW**

### **Integrated Development Plan Review 2021/2022**

Municipalities are required to develop a 5-year Integrated Development Plan (IDP) at the beginning of every term of office of the political leadership and review it annually by consulting all the stakeholders as spelled out by the Municipal Structures Act 32 of 2000. Gert Sibande District Municipality (GSDM) has not been an exception even through trying times as our country and the world is battling the scourge of COVID-19 consulting the stakeholders has been done.

COVID-19 has been devastating and we have witnessed it as it transforms our way of life, thinking and doing things, it is true that nothing will ever be the same. We have found new ways of doing things and have learned to be more efficient and effective as we bring services to the people as per the mandate of Local Government.

At the beginning of this term of office both the political and administrative leadership agreed that there was a need for reform, and all had to start with a vision which will give purpose and direction of which the district will follow and the vision 'a community driven district of excellence and development' was borne out of those deliberations. The vision has been able to transform this municipality into one of the best in the country of course couple with sound and thoughtful leadership, which improved this municipality from a qualification to 2 unqualified opinions with matter and 2 unqualified audits without matters (Clean Audits).

It is important to comprehend that from the beginning till now (2016 – 2021), the district was able to follow and complete all phases of the IDP developed in line with the approved framework plan of the district which consists of 5 phases, which are: Analysis phase, Strategy phase, projects phase, integration phase and approval phase. These phases are crucial in ensuring a comprehensive and credible IDP document. Producing a quality document does not always mean quality services, but we are proud in this case that we were able to do that even though finance were not always permitting in some cases.

GSDM has been able as per its mandate to assist Local Municipalities within its jurisdiction to provide quality services to people of Gert Sibande. The following are some of the projects that have been done by GSDM:



- GSDM laboratory has been able to assist Local Municipality within the district with water quality testing it is the only accredited district laboratory in Mpumalanga.
- The district created a Municipal Support Unit aimed at assisting Municipalities to improve on their Audit reports.
- Implementing RBIG projects as entrusted by the Department of Water and Sanitation as its implementing agent.
- Road regravelling and rehabilitation programme in all local municipality using the district yellow fleet.

These are some of the projects that GSDM has been able to do over the past five years in making sure that the community of Gert Sibande receives quality and sustainable services.

GSDM has ensured that its integrated development planning is in line with the requirements of Section 26 of the Municipal Systems Act and its core components of an IDP. Integrated development planning is vital as it promotes intergovernmental co-ordination by facilitating a system of communication and co-ordination between local, provincial and national spheres of government. The IDP forms the policy framework on which service delivery, infrastructure development, economic growth, social development, environmental sustainability and poverty alleviation rests. The IDP therefore becomes a local expression of the government’s plan of the government’s plan of action as it informs and is informed by the strategic development plans at national and provincial spheres of government.

We are therefore confident that this IDP document is a solid foundation for the excellence and development we hope to discharge in our service delivery journey during the 2021/22 Financial Year, as we close a chapter in the term of office of the political leadership with the looming Local Government elections.

Yours in good governance,

.....

**C.A. HABILE**  
**MUNICIPAL MANAGER**

# CHAPTER 1: EXECUTIVE SUMMARY

## 1.1. BACKGROUND AND MANDATE

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

The Constitutional mandate for municipalities is that they strive, within their financial and administrative capacity to achieve the objectives and carry out the developmental duties assigned to Local Government. Municipal Councils therefore take charge of the following principal responsibilities:

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

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

Municipal Budgeting;

- Institutional restructuring in order to realize the strategic intent of the plan;
- Integrating various sectors in the form of infrastructure, land use, and agriculture with socio-economic and ecological dimensions; and
- Performance management system

This document therefore represents the revised Integrated Development Plan as prepared by the Gert Sibande District Municipality (GSDM) as part of its 2021/2022 IDP Review process. It is submitted and prepared in fulfilment of the Municipality's legal obligation in terms of Section 34 of the Local Government: Municipal Systems Act, 2000 (MSA Act 32 of 2000).

## **1.2. POLICY AND LEGISLATIVE CONTEXT**

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In addition to the legal requirement for every Municipality to compile an Integrated Development Plan as referred to in section 1.1 above, the 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:

- Must review its Integrated Development Plan annually in accordance with an assessment of its performance measures in terms of Section 41 and;
- To the extent that changing circumstances so demand and;
- 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. It takes into cognisance any new information or change in circumstances that might have arisen subsequent to the adoption of the previous IDP. The review and amendment process must also adhere to the requirements for public participation as articulated in Chapter 4 of the MSA (2000).

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

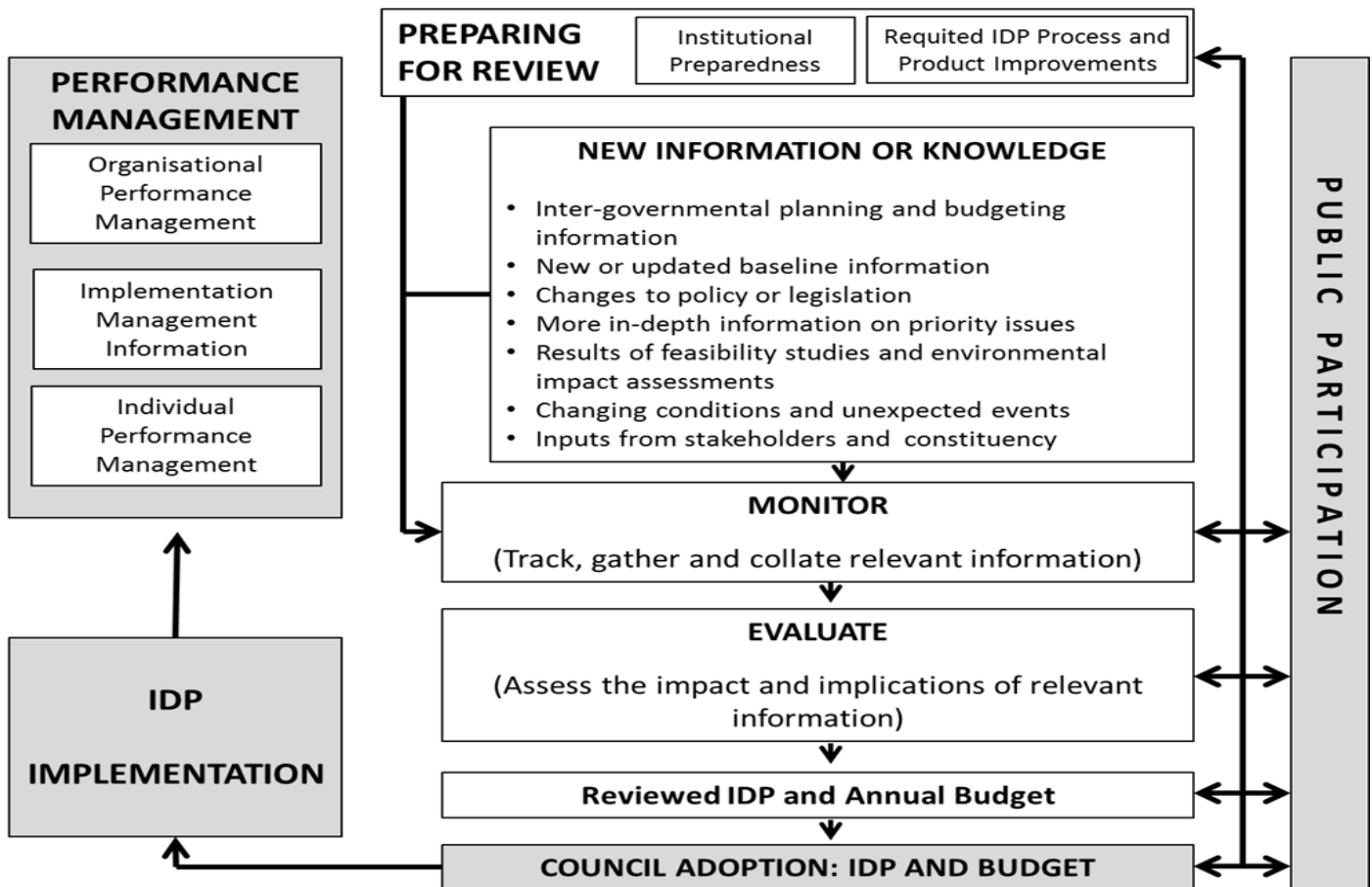


Figure 1: IDP Process

### 1.2.1. National and Provincial Frameworks governing GSDM

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

In addition to existing legislation, a range of National, Provincial and Local development policies and plans exist to further guide and direct development in South Africa. Some of these are of particular importance in developing an Integrated Development Plan for the Gert Sibande District Municipality. The following section briefly deals with each of these, and highlights the most salient aspects emanating from the aforementioned policies/plans.

### 1.2.2. National Development Plan

The National Development Plan envisages an economy that serves the needs of all South Africans – rich and poor, black and white, skilled and unskilled, those with capital and those without, urban and rural, women and men. The Vision is that, in 2030, the economy should be close to full employment, equip people with the skills they need, ensure that ownership of production is less concentrated and more diverse (where black people and

women own a significant share of productive assets) and be able to grow rapidly, providing the resources to pay for investment in human and physical capital.

Subsequently, the National Development Plan proposes to create eleven million jobs by 2030 by ensuring that there is an environment which is conducive for sustainable employment and inclusive economic growth consequently promoting employment in labour-absorbing industries. Furthermore ensure the strengthening of government's capacity to give leadership to economic development through raising exports and competitiveness, and mobilising all sectors of society around a national vision.

### **1.2.3. National Spatial Development Perspective (NSDP)**

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

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

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

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

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

**Principle Two:** Government infrastructure investment – beyond basic service delivery – will be in areas of high development potential or economic growth.

Focusing future settlement and economic development opportunities into activity corridors and nodes adjacent to, or linked to main growth centres.

Rather increase the footprint of existing urban areas through incremental development and densification than to initiate new Greenfield developments far removed from all existing infrastructure and economic activity.

**Principle Three:** Efforts to address inequalities should focus on people and not places.

**Principle Four:** Areas with high levels of poverty and high development potential should receive investment beyond basic services to exploit this potential.

**Principle Five:** Areas with high levels of poverty and low development potential should receive investment to provide basic services as well as social transfers, HRD, and labour market information.

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

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

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

#### 1.2.4. National Growth Path

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

The shift to a New Growth Path requires the creative and collective efforts of all sections of South African society. It requires leadership and strong governance. It further takes account of the new opportunities and the strengths available, and the constraints to be overcome. It requires the development of a collective action to change the character of

the South African economy and ensure that the benefits are shared more equitably among all people, particularly the poor.

The following targets have been set nationally, with Mpumalanga Province (including Gert Sibande District Municipality) having to proportionally contribute towards the achievement of these and has done so by initiating projects and programmes in line with these drivers, namely:

**Jobs Driver 1:** Infrastructure

**Jobs Driver 2:** Main Economic Sectors

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

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

**Jobs Driver 5:** Spatial Development (Regional Integration)

#### **1.2.5. Sustainable Development Goals**

- Goal 1. End poverty in all its forms everywhere
- Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Goal 3. Ensure healthy lives and promote well-being for all at all ages
- Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 5. Achieve gender equality and empower all women and girls
- Goal 6. Ensure availability and sustainable management of water and sanitation for all
- Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all
- Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Goal 10. Reduce inequality within and among countries
- Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable
- Goal 12. Ensure sustainable consumption and production patterns

- Goal 13. Take urgent action to combat climate change and its impacts\*
- Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development

### **1.2.6. Government Outcomes**

In line with the following national 7 priorities, announced by the President during the State of the Nation Address in July 2019 and February 2020, Mpumalanga Provincial Government, Gert Sibande District Municipality and its local municipalities will implement key strategic interventions during the 2019/24 MTSF period.

All Municipalities are expected to consider the 7 Outcomes when reviewing their IDPs and developing their annual Budgets. Below are the 7 Outcomes and the related outputs, together with indicative areas where Mpumalanga Province and Municipalities have a role to play in either contributing directly to the realisation of the Outcomes or facilitate the work of National and Provincial Departments in realising them. Moreover the outcomes which are listed below are further elaborated on in relation to GSDM in the following chapters of the IDP:

- OUTCOME 1: Building a Capable, ethical and developmental state
- OUTCOME 2: Economic Transformation and Job Creation
- OUTCOME 3: Education, Skills and Health
- OUTCOME 4: Consolidating the social wage through reliable and quality basic services
- OUTCOME 5: Spatial Integration, Human Settlements and Local Government
- OUTCOME 6: Social Cohesion and Safe Communities
- OUTCOME 7: Better Africa and the World



### 1.2.7. Medium - Term Strategic Framework

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

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

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

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

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

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

The MTSF is the linkage between South Africa’s national development planning and the Sustainable Development Goals (SDG’s). The proposed SDGs offer major improvements on the millennium development goals (MDGs). The framework addresses systematic barriers to sustainable development which the MDGs has neglected.

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

Table 2: MSTF Strategic Elements

### 1.2.8. Mpumalanga Growth and Development Path

The primary objective of the Mpumalanga Economic Growth and Development Path (MEGDP) is to foster economic growth that creates jobs, reduces poverty and inequality in the Province. The following are the main economic sectors (all of which occur in the Gert Sibande District) that have been identified as pivotal in spurring economic growth and employment creation:

- Agriculture and forestry
- Mining and energy
- Tourism and cultural industries

- The Green Economy and ICT
- Manufacturing and beneficiation.

## **Agriculture**

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

- Massive drive on infrastructure development
- Massive drive in skills development.
- Comprehensive support to small-scale farmers and agri-businesses.
- Fast-track the settlement of the outstanding land claims.
- Optimal utilisation of resituated and distributed land.
- Increase acquisition of agricultural land for the previously disadvantaged.
- Revisit current legislation to create balanced development in areas of competition between mining and farming.
- Assistance (technical, material and finance) to identified Agricultural co-operatives in traditional areas as well as the establishment of the fresh produce market in the District.

## **Forestry**

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

- Resolving water issues to foster expansion in the forestry industry.
- Accelerating settlement of land claims under forestry.
- Comprehensive support to SMMEs, particularly cooperatives.
- Investing in infrastructure.

## **Mining**

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

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

## **Energy industry**

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

- Invest in industrial infrastructure to encourage enterprise development.
- Enhance skills development, especially in the areas of engineering, artisan, business and project management.
- Provide comprehensive support to SMMEs development.
- Supporting the development of clean forms of energy like wind and hydro power generations opportunities including gas production from landfill and organic waste.

### **Tourism and cultural industries**

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

- Broadening and diversifying the primarily nature-based tourism product offerings of Mpumalanga into more mainstream segments of the market such as sports events, business/conference meetings, theme/amusement park, and subsequently grow the economy that create jobs.

The following key interventions will be critical:

- Sustained investment in all aspects of the industry – new products, destination marketing, and human capital development in the service industry.
- Investing in economic infrastructure, e.g. airport, International Conference Centre, sports Academy, roads for tourism routes, etc.
- Comprehensive support to SMMEs to exploit opportunities in the tourism and cultural industries.
- Supporting critical heritage events e.g. Gandhi centenary commemoration.

### **The Green Economy and ICT**

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

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

### **Regional and international cooperation**

The Growth Path also states that the proximity of Mozambique, Swaziland and the other SADC countries, including the memoranda of understanding signed with few overseas countries, provide Mpumalanga with regional and international trade, investment and tourism opportunities.

With regard to neighbouring countries, road, rail and air infrastructure is key in terms of facilitating trade and other economic opportunities – e.g. border posts between Gert Sibande District Municipality and Swaziland and improve railings.

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

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

The Mpumalanga Infrastructure Development Plan (MIDP) must guide the province with regard to the rollout of infrastructure projects. Integrated support plan (ISP) for accelerated municipal service delivery

### **1.2.9. Integrated Support Plan (ISP) for accelerated municipal service delivery**

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

#### **1.2.10. Back to Basics**

##### Governance

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

##### Administration

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

##### Sound Financial Management

- All municipalities have a functional financial management system;
- Rigorous Internal controls;
- Cut wasteful expenditure;

- SCM structures and controls with appropriate oversight;
- Cash-backed budgets;
- Post Audit Action Plans are addressed; and
- Act decisively against fraud and corruption.

Community engagements and participation: putting people first

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

Basic Service Delivery: creating conditions for decent living

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

#### **1.2.11. Municipal Standard Chart of Accounts (MSCOA)**

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

- Improve compliance with budget regulations and accounting standards;
- Better inform national policy coordination and reporting, benchmarking and performance measurement.
- Repercussion of non-compliance with Regulation by 1 July 2017 will result in Grant Funding stopped.

Benefits of MSCOA include:

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

### **1.3. STRATEGY DEVELOPMENT**

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#### **1.3.1. Executive Summary**

According to Section 53 of the Constitution a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs

of the community, and to promote the social and economic development of the community, and participate in National and Provincial development programmes<sup>1</sup>.

The above implies that local government must comply with the National Development Plan – Vision 2030 (NDP) that defines the framework for detailed planning and action across all spheres of government. Strategic priority areas identified by National and Provincial governments will therefore guide the strategic priority areas identified by municipalities to build a developmental government that is:

- efficient, effective and responsive;
- to strengthen accountability and to strive for accountable and clean government;
- to accelerating service delivery and supporting the vulnerable and;
- to foster partnerships, social cohesion and community mobilisation

Municipalities in South Africa use *integrated development planning* as a method to plan future development in their areas and determine the best solutions to achieve sustainable long-term development. An Integrated Development Plan (IDP) is a strategic plan for an area that gives an overall framework for development. A municipal IDP provides a five year strategic programme of actions aimed at setting short, medium and long term strategic and budget priorities. The IDP therefore aligns the resources and the capacity of a municipality to its overall developmental aims and both informs and guides the municipal budget. An IDP is therefore the key instrument which municipalities use to provide vision, leadership and direction for all those involved in the development of a municipal area<sup>2</sup>. The IDP enables municipalities to use scarce resources most effectively and efficiently to accelerate service delivery.

The 2017/22 GSDM IDP is a continuation of the drive towards the alleviation of poverty over the short-term and the elimination of endemic poverty over the medium-to long-term period. This IDP also focuses on the Presidential call around the alignment of the National Development Plan - Vision 2030 (NDP), Provincial Employment Growth and Development Plan (PEGDP) and the Local Municipalities IDPs.

At the core of the 2017/22 IDP is the challenge and commitment to

- Deepen local democracy,
- Enhance political and economic leadership,
- Accelerate service delivery,
- Build a developmental local government, and

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<sup>1</sup> South Africa. 1996. Constitution of the Republic of South Africa, 1996. Pretoria: Government Printers.

<sup>2</sup> Ibid.

- Ensure that the municipal planning and implementation are done in an integrated manner within all spheres of government.

The strategies of the municipality, which are linked to programmes and identified projects must therefore focus on and be aligned to these priorities.

In most organisations, strategic planning is conducted to define the strategy or direction of the organisation and thus make decisions on resource allocation to pursue the vision of that organisation. The Green Paper on National Strategic Planning (2009)<sup>3</sup>; the forerunner for the development of the NDP, states that strategic planning in government organisations is imperative to ensure growth and development, strengthening of institutions, nation building and the establishment of a developmental state. The main outcomes of [strategic] planning include a long-term vision, a five-year strategic framework and spatial perspectives that will ensure ongoing leadership in the management of major social dynamic and key drivers of social development.

To achieve the aim of strategic planning, it should encompass a set of concepts, procedures and tools designed to assist leaders and managers with achieving set strategic goals and objectives through the application of strategies with clear plans of action that are continually monitored and measured. Therefore, this strategic plan sets out the main strategic objectives, desired outcomes, measurements and targets to be achieved, with clear strategies to achieve the vision of the District

### **1.3.2. Context**

The continued focus of the National Government is economic growth and socio-economic transformation through the provision of governance structures to optimise basic service delivery in all spheres of government. In terms of this focus, municipalities are mandated to give effect to the objects of local government as contained in section 152 of the Constitution, namely:

- Democratic and accountable governance;
- Sustainable services;
- Social and economic development;
- Safe and healthy environment; and
- Encourages community involvement.

Moreover, it is the National government's priority area, to ensure a better life for all by providing basic services to all communities, which amongst others includes creating sustainable jobs, poverty alleviation and relevant skills transfer through successful implementation of government programmes and lastly, by encouraging the transformation of community participation and involvement.

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<sup>3</sup> The Presidency, Republic of South Africa. 2009. *Green Paper: National Strategic Planning*. Available at: [www.gov.za/documents/download.php?f=106567](http://www.gov.za/documents/download.php?f=106567)



It has been shown that where there has been State intervention in the economy through direct public investment in infrastructure, there has been economic growth and more job creation. Therefore, the GSDM seeks to position itself to relate directly to the Millennium Development Goals, National Development Plan – Vision 2030, National Outcomes, in particular the outputs from Outcome Nine, and the Provincial Employment Growth and Development Plan (PEGDP).

To this end, the GSDM will continue to focus on mining, agriculture and tourism as its primary economic core pillars whilst actively pursuing other economic investment opportunities to optimise its socio-economic priorities aimed at improving the lives of all people of the District by reducing the unemployment rate within the region.

The preparation and review of the IDP is a continuous process providing a framework for all development planning in the municipality. As such the IDP is not only annually assessed in terms of delivery and the prevailing conditions in the District, but enhanced each and every year. The following aspects informed the 2017/22 IDP review process:

- Updating baseline information to ensure sound decision-making in addressing service delivery gaps;
- Attainment of the National targets in terms of service provision;
- Aligning sector departments strategic plans to the Districts service delivery programmes;
- Strengthening focused community and stakeholder participation in the IDP processes;
- Meeting targets in terms of the KPAs (Key Performance Areas) of the local government strategic agenda;
- Responding to community priorities;
- Responding to issues raised during the Districts internal assessment (SWOT);
- Reviewing the vision, mission, strategic goals and objectives, strategies, programmes and projects; and
- Alignment of IDP, Budget and PMS performance management system activities.

### **1.3.3. SWOT Analysis and Critical Success Factors**

SWOT analysis is one of the most universally used forms of business analysis. A SWOT examines and assesses the impacts of internal strengths and weaknesses and external opportunities and threats.

SWOT is an acronym that refers to Strengths, Weaknesses, Opportunities and Threats. Each of these elements is described:

**Strengths:** Strengths are those factors that make an organisation more competitive than its marketplace peers. Strengths are attributes that the organisation has as a distinctive advantage or what resources it has that can be leveraged to its benefit. Strengths are, in effect, resources, capabilities and core competencies that the organisation holds that can be used effectively to achieve its strategic objectives.

**Weaknesses:** A weakness is a limitation, liability, or shortcoming within the organisation that will keep it from achieving its objectives; it is what an organisation does poorly or where it has inferior capabilities or resources as compared to other organisations.

**Opportunities:** Opportunities include any favourable current prospective situation in the organisation’s environment, such as a trend, market, change or overlooked need that supports the demand for a product or service and permits the organisation to enhance its competitive position.

**Threats:** A threat includes any unfavourable situation, trend or impending change in an organisation’s environment that is currently or potentially damaging or threatening to its ability to compete. It may be a barrier, constraint, or anything that might inflict problems, damages, harm or injury to the organisation.

Table 3 below outlines the elements of the SWOT analysis conducted at the recent Strategic Planning Lekgotla of the municipality.

## Strengths

Ref	Strengths	Reason
1	Political and leadership stability	Sustainable plans developed with political leadership and LM’s IDP in place and not interrupted due to instability
		Filled positions in both the DM and LMs
		DM supporting the LMs in terms of support of vehicles and other resources to strengthen PP
		<ul style="list-style-type: none"> <li>• Functionality and effectiveness of the Ward Committees, Operation Vukasisebenze, CDWs and Mayoral Imbizos</li> </ul>
		<ul style="list-style-type: none"> <li>• Media platforms available</li> </ul>
		<ul style="list-style-type: none"> <li>• Functional Governance structures (Sitting of Council meetings, Risk committees, etc., according to schedules set)</li> </ul>
2	Ability to provide bulk infrastructure	<ul style="list-style-type: none"> <li>• DM able to assist LMs in terms of provision of water quality services, viz. sampling on the quality, building of reservoirs in LMs, LMs ability to provide water services function, borehole maintenance, road maintenance program such as the patching of potholes</li> </ul>
		<ul style="list-style-type: none"> <li>• Prioritisation of grant funding for LMs viz. MIG to cater for electricity installations. i.e. connecting communities to services in LMs</li> </ul>
		<ul style="list-style-type: none"> <li>• Commitment towards provision basic services to our community</li> </ul>
		<ul style="list-style-type: none"> <li>• Ability to disperse the grant funding towards basic service provision</li> </ul>
		<ul style="list-style-type: none"> <li>• Role played by the DM Laboratory in terms of being the only DM with the accredited laboratory in the Province</li> </ul>
		<ul style="list-style-type: none"> <li>• Municipal support plan by all internal departments of GSDM</li> </ul>

Ref	Strengths	Reason
		<ul style="list-style-type: none"> <li>• Equipment made available by DM for LMS on various LM functions viz. road maintenance</li> </ul>
3	EPWP job opportunities	<ul style="list-style-type: none"> <li>• EPWP job opportunities of which DM is number one in the country. DM able to absorb / appoint the workers in the DM</li> <li>• Siyathuthuka has assisted in the running of the programmes</li> </ul>
4	Coordinating of LED structures	<ul style="list-style-type: none"> <li>• LED forums sitting as scheduled</li> </ul>
5	Empowerment of cooperatives	<ul style="list-style-type: none"> <li>• Empowerment of cooperatives through pothole patching programme</li> </ul>
6	Resources for rural development programmes, tourism promotion and sector development (Mining)	<ul style="list-style-type: none"> <li>• Allocation of budget available for Rural development of programmes to perform support functions</li> </ul>
7	Availability of budget to support LMs	<ul style="list-style-type: none"> <li>• Municipal support officials - clean audit outcome, RRAMS, roads re-gravelling programme</li> <li>• MSCOA implementation in most of the LMs</li> </ul>
8	The DM is able to generate Revenue generation	<ul style="list-style-type: none"> <li>• Through issuance of Atmospheric emission Licences for all facilities that trigger activities in terms of legislation. Issuance of permits to food premises and measuring compliance with punitive implications.</li> </ul>
9	Systems present in DM to support LMs	<ul style="list-style-type: none"> <li>• Tools and systems in place for updating of information timeously (IDP and GIS Apps, enabling mapping and proactive decision making prior projects implementation)</li> </ul>
10	Joint municipal tribunal planning meetings	<ul style="list-style-type: none"> <li>• Functional structure comprising of all 6 LMs (town planners directors and legal personnel)</li> <li>• DM has a well capacitated organisational structure and filled positions under PED</li> <li>• A generic Bylaws promulgated</li> <li>• Geotech study for new Morgenzon waste disposal site</li> </ul>
11	Land use management schemes - Road assets programme	<ul style="list-style-type: none"> <li>• GIS technical surveys</li> <li>• Municipal Road Audi</li> </ul>

## Weaknesses

Ref	Weaknesses	Reason
1	Insufficient professionals and artisans to provide equitable and quality service to the community	<ul style="list-style-type: none"> <li>• Inability to attract and retain professionals at the local government</li> <li>• Lack of resources e.g. financial, salaries not attractive (grading system).</li> <li>• Most of the municipalities are in rural towns/small town.</li> <li>• Lack of personnel capacity to support LMs</li> <li>• Lack cooperation by the local municipalities to conclude SLA's</li> <li>• Lack of succession plan</li> <li>• Lack of Employee Assistance Programme</li> <li>• Over reliance on consultants and lack of monitoring the work done by the municipalities.</li> <li>• Tools of trades not adequate</li> <li>• Performance managements system is not adequately implementation</li> </ul>
2	Organisation structure not aligned to the strategy	<ul style="list-style-type: none"> <li>• Some of the staff members are not properly qualified for positions occupying</li> <li>• Positions not adding value to the institution</li> <li>• Inability of the District to perform its mandated functions</li> </ul>
3	Poor financial management by the local municipalities	<ul style="list-style-type: none"> <li>• Grant dependent</li> <li>• Poor implementation of revenue collection strategies</li> <li>• Lack of basic understanding of the mSCOA (practical exposure)</li> <li>• Low revenue base</li> </ul>
4	Lack of service delivery infrastructure and maintenance	<ul style="list-style-type: none"> <li>• Lack of monitoring and evaluation by the District</li> <li>• No / inadequate infrastructure related sector plans and maintenance plans</li> <li>• Insufficient funds to meet all service delivery requirements</li> <li>• Service delivery related funds and not adequately utilised by municipalities</li> <li>• Poor asset management</li> <li>• Back log not adequately recorded due to poor database</li> </ul>
5	Poor sustainable economic growth in the district	<ul style="list-style-type: none"> <li>• Inability to attract investors</li> <li>• Poor infrastructure</li> <li>• SMME and co-operatives are not adequately supported and capacitated</li> <li>• Approved policies are not adequately implemented e.g. economic growth strategies</li> </ul>
6	Poor IGR co-ordination	<ul style="list-style-type: none"> <li>• Poor integration among stakeholders and role players that are involved in planning</li> <li>• Poor planning as well as monitoring and evaluation.</li> </ul>

Ref	Weaknesses	Reason
		<ul style="list-style-type: none"> <li>•Lack memorandum of understanding with neighbouring provinces and municipalities</li> </ul>
7	Inadequate integrated Human settlement planning	<ul style="list-style-type: none"> <li>•No alignment of strategic documents e.g. IDP and SDF etc.</li> <li>2. Human settlement not properly planned to cover long term view.</li> </ul>
8	Poor public participations	<ul style="list-style-type: none"> <li>• Ineffective community consultation</li> <li>•Lack of public trust in government general</li> <li>•Lack of co-ordinated public participation (Silo public by spheres of government)</li> </ul>

### Opportunities

Ref	Opportunities	Reason
1	Inter-governmental relations	<ul style="list-style-type: none"> <li>• MIG, INEP, WSIG and RBIG etc.,</li> </ul>
2	Agriculture, farming, forestry and land availability	<ul style="list-style-type: none"> <li>• Agri-Hub and meat processing (Mkhondo and Dipaliseng)</li> <li>• Poultry (Lekwa)</li> <li>• Regional Fresh Produce Market</li> </ul>
3	Tourism	<ul style="list-style-type: none"> <li>• Horse riding (Mkhondo)</li> <li>• Makhonjwa mountain</li> <li>• Flamingo Birds (Wakkerstroom)</li> <li>• African indigenous Frogs (Chrissemeer)</li> </ul>
4	Strategic Location	<ul style="list-style-type: none"> <li>• Road and bulk rail networks</li> <li>• Coal transportation (Mkhondo, Ermelo &amp; Swaziland &amp; Dipaleseng)</li> <li>• Linking us to neighbouring countries (Swaziland &amp; Mozambique)</li> <li>• Economic development (N11, N2, N17, N3)</li> <li>• Maputo corridor - New railway line (Lothair, Sidvokodvo in Swaziland to Richards bay and Maputo)</li> </ul>
5	Industrial and Mining within the Region	<ul style="list-style-type: none"> <li>• Chemical industry (Sasol)</li> <li>• Coal to fuel technology</li> </ul>
6	Education and skills development	<ul style="list-style-type: none"> <li>• Free education</li> <li>• Forth industrial revolution</li> <li>• Aviation industry</li> <li>• 2030 vision (rolling out of broadband)</li> <li>• Training of ISP (internet service providers) to reduce high unemployment rate)</li> </ul>

Ref	Opportunities	Reason
7	The District has capacity to be a WSA - In accordance to Section 156(1) (d) of the Constitution	
8	Good partnership PWR&T on Re-gravelling and blading	

## Threats

Ref	Threats	Reason
1	Informal settlements and illegal developments outpacing the capacity to plan for and monitor development.	<ul style="list-style-type: none"> <li>• Threatening development</li> <li>• Loss of revenue by LMs</li> <li>• Threat to environmental sustainability &amp; human health</li> </ul>
2	Misinterpretation of the “Land Expropriation Without Compensation” Policy	<ul style="list-style-type: none"> <li>• Uncontrolled land grab</li> </ul>
3	Litigation emanating from functions not adequately performed	<ul style="list-style-type: none"> <li>• Fruitless &amp; Wasteful expenditure</li> </ul>
4	Community unrests	<ul style="list-style-type: none"> <li>• Damage to infrastructure and obstruction to services</li> </ul>
5	High unemployment rates and lack of skills among youth	<ul style="list-style-type: none"> <li>• Poor economic growth</li> </ul>
6	Aging infrastructure hampers service delivery	<ul style="list-style-type: none"> <li>• Inability to deliver services</li> <li>• Inability to attract investments</li> </ul>
7	Poor revenue collection & Diminishing budgets	<ul style="list-style-type: none"> <li>• Inability to deliver services</li> <li>• Failure to maintain infrastructure</li> </ul>
8	Sewer Spillages	<ul style="list-style-type: none"> <li>• Health / diseases outbreak</li> </ul>
9	Climate change	<ul style="list-style-type: none"> <li>• Natural disaster</li> <li>• Food security</li> </ul>
10	Financially distressed LMs	<ul style="list-style-type: none"> <li>• High level of debts by LMs</li> </ul>
11	Loss of institutional memory	<ul style="list-style-type: none"> <li>• Brain drain / High staff turnover</li> </ul>
12	High losses on electricity and water (technical & non-technical)	<ul style="list-style-type: none"> <li>• Ageing infrastructure and illegal connections</li> </ul>
13	Corona Virus ( Covid 19)	<ul style="list-style-type: none"> <li>• Global pandemic</li> </ul>

Table 3: SWOT Analysis

### **1.3.4. Municipal Strategic Intent**

Strategic intent refers to the purpose that an organisation strives for. This may be expressed in terms of a hierarchy of strategic intent or the framework within which an organisation operates, adopts a predetermined direction and attempts to achieve its strategic goals. The hierarchy of strategic intent covers the vision, mission, value system, strategic goals, objectives, outcomes and strategies.

The organisation's strategic intent is pivotal and focuses on the organisation's plans and objectives in terms of its day-to-day business. It is of critical importance to realise that even if the values and strategies are well designed and enunciated, the success would depend upon their implementation by individuals within the organisation. The strategic intent compels an organisation to reconceptualise its current business practices and articulates how the future could be. In essence the vision and mission statements look into the future more rigorously.

#### **1.3.4.1. Vision**

Vision and mission statements are the starting points for strategy development. As a rule, vision and mission are determined early in the strategic planning process.

Vision is that igniting spark that can inspire and energise people to improve performance. The focus of a vision is to reach out hungrily for the future and drag it into the present. To quote Tom Peters, "Developing a vision and living it vigorously are essential elements of leadership". The latest trend in many organisations is to apply the "VIP" approach i.e. "Vision Integrated Performance."

Articulating a vision is a soul-searching activity, where an organisation endeavours to answer the critical questions like 'why are we here' and 'where are we today'? This analysis of the present is essential, because it provides the true picture of today from where we begin the journey towards the future. The vision is a compelling, but not controlling force that shows us where we want to go.

The vision, mission and values of the municipality remains unchanged. The following statement reflects the vision adopted by Council in 2018:

**"A Community Driven District of Excellence and Development"**

The political and administrative delegates attending the November/December 2020 Strategic Planning Workshop concurred that the vision statement crafted the previous year, still articulates the future destination of the GSDM for the foreseeable future.

#### **1.3.4.2. Mission**

As in the case of the vision statement the political and administrative delegates agreed that the existing mission statement crafted in 2018 would remain without amendment.

“To support and coordinate our local municipalities to provide excellent services and development”

Subsection 2 of section 152 of the Constitution is prescriptive in what the municipality must strive to achieve, within its financial and administrative capacity, to achieve the objectives set out in subsection (1). The mission statement outlined above fully conforms to section 152 of the constitution as it guides the municipality towards ensuring that the mission statement adheres to the intent of the constitution for local government.

#### 1.3.4.3. Values

It is commonly known that incorrect assumptions about an organisational value system can lead to misunderstandings at best and result in failed projects and lack of provision of basic services at worst. Hence, a value system is a fundamental belief that is inculcated and practiced in the organisation. In fact, the organisational culture is often dependent on its value systems and It must be remembered that unless these values are internalised by one and all in the organisation, they derive into the so called “nice to have kind of thing” or beautiful wall hangings.

The key fact about culture is manifested in the organisations value system and can be determined by answering the following questions:

- What is important to our organisation?
- How are decisions made?
- Who is in charge?
- How do I relate to other employees and groups within our organisation?
- What behaviour is rewarded and recognised?
- What is compensation based upon?

These are fundamental questions, which if answered honestly will define the culture of the organisation.

As in the case of the vision and mission statements the opportunity was taken to review the existing value system of the GSDM and it was agreed by all delegates at the workshop to retain the current five (5) values, but consider the inclusion of a sixth value namely “Efficiency and Effectiveness”. At the conclusion of the workshop the addition of a sixth value system had not been adopted. The current values are therefore reflected as is in table 2 as follows.

Value	Description
Accountability	Report regularly to all stakeholders regarding council's actual performance.
Service Orientated	Conduct council's business in a fair, responsible, flexible, equitable and honest manner.
Excellence	In all aspects of conducting ourselves and our mandate, we will focus on service excellence.



Customer Focus	Concentrate on council's core activities in a consistent manner.
Responsiveness	The expertise and responsiveness of the municipality to the needs of the community

Table 4: GSDM Values

### 1.3.5 Strategy

Providing strategic direction entails aligning the vision of the municipality and encapsulating the intent thereof into the IDP in order to ensure that the District serves the needs of the community through effective, efficient and economical service delivery. This process involves conducting an in-depth analysis to identify the changes that have occurred and their impact on the strategic focus of the current IDP.

The District Municipality held its Strategic Planning Workshop on 30 November to 02 December 2020. Attendees included Troika, Mayoral Committee, Section 79 Committees Chairpersons, MMCs and Senior Management of GSDM and the seven local municipalities. The House of Traditional Leaders, some sector departments with their SOEs were also in attendance. The purpose of the strategic planning workshop was to:-

- Extract issues identified through the DDM status quo document of the Gert Sibande District;
- Develop trends and scenarios, the envisaged future as well as strategies to achieve the envisaged future.

The development of the strategic goals was effected by way of crafting a Strategy Map which creates a picture of the strategic intent of the municipality. It depicts the strategic goals in support of the strategy in terms of different perspectives and their respective inter dependency based upon the Balanced Scorecard methodology as developed by Kaplan and Norton, namely;

- Learning and growth perspective;
- Institutional perspective;
- Financial; and
- Customer perspectives.

The Balanced Scorecard model has proved to be the most popular performance and strategic management tool used by both public and private organisations nationally and internationally. The benefits of implementing the model include the provision of strategic focus and direction to the organisation; improves governance and accountability; promotes alignment and transparency and improves management effectiveness

Attendance by provincial sector departments was not good and not much was done in the consolidation of the District Development Model document. Development of appropriate strategic goals through the exercise of identifying pains and enablers as

outcomes emanating from the SWOT analysis was undertaken. Each commission reviewed their respective current strategic goals. The review resulted in delegates agreeing on seven (7) strategic goals which will serve to enable the attainment of the vision

The outcome of the workshop yielded clear and tangible strategic goals based on the critical success factors of the District. The Strategy map of the GSDM is articulated in the diagram below.

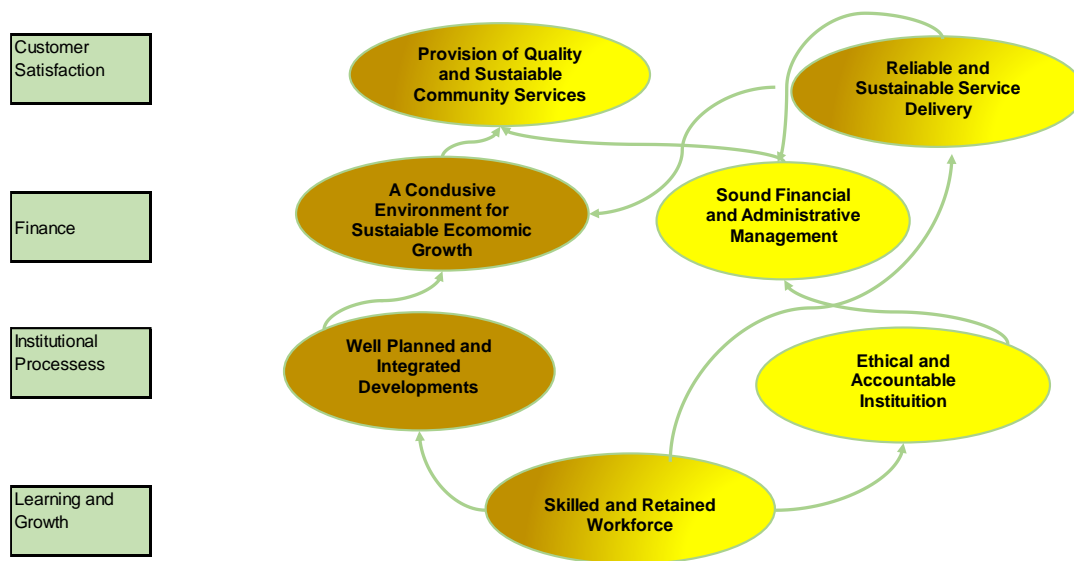


Figure 2: GSDM Strategy Map

### 1.3.6 GSDM Strategic goals, Statements, Outcomes and alignment to KPA's

Table 5 below details the goal statement and preferred outcome of each strategic goal along with its alignment to the designated Key Performance Areas (KPA)

KPA Description	Strategic Goal	Goal Statement	Goal Outcome
KPA 1: Municipal Transformation and Organisational Development	High performing municipality through skilled and retained workforce	Optimising Human Capital by way of the development of skills transfer and the improvement of knowledge management through continuous training and mentorship programmes.	Capacitated workforce
KPA 2: Basic Services Delivery and Infrastructure Development	Reliable and Sustainable Basic Service Delivery	Eradication of service backlogs and increased access to quality municipal services	Improved basic services to all

KPA Description	Strategic Goal	Goal Statement	Goal Outcome
			households in the District
	Provision of quality and sustainable community services	To create a safe and healthy environment within the community and improved access to social amenities	Safe, healthy communities with accessible social amenities
KPA 3: Local Economic Development	A conducive environment for Sustainable economic growth	To ensure conducive environment for sustainable economic growth.	Economically thriving communities
KPA 4: Municipal Financial Viability and Management	Sound Financial and Administrative Management	Municipalities that are able to pay creditors on time, able to collect from its customers, with effective internal controls which are implemented and comply with applicable legislations.	Clean audit outcomes at District and its local municipalities and sustainable service delivery
KPA 5: Good Governance and Public Participation	Ethical and Accountable Institution	Create a culture of exercising ethical and effective leadership towards achieving transparency, good performance, effective oversight and legitimacy and accountability.	Functional governance and assurance structures
KPA 6: Spatial Development Analysis and Rationale	Well Planned and Integrated Developments	To achieve a balance between spatial transformation and resource availability	A spatially, socially and economically thriving environment.

Table 5: GSDM Strategic Goals, Goal Statements, Goal Outcome and alignment to KPA's

Strategy is about those broad priorities that are to be pursued in order to achieve the vision and mission. Having developed the high level strategic goals, the Balanced Scorecard model serves as the tool for effective translation and implementation of manageable strategic objectives, outcomes, programmes and developmental strategies.

### 1.3.7 Strategic objectives

Definitive strategic objectives provide a way of measuring the progress toward the achievement of the strategic goals of the municipality and is the vehicle of turning the

vision into reality. Strategic objectives are detailed, valued, and timed plans of what the District will do to meet each strategic goal and set out a work plan for the organisation.

Strategic objectives are equivalent in meaning to high-level outputs for each programme and clearly state what the municipality intends doing (or producing) to achieve its vision. Strategies derived from the strategic objectives relate to careful plans or methods for achieving particular goals. A well-known proverb namely **‘You cannot manage what you do not measure’**, therefore indicators and targets are identified to measure the achievement of outcomes and strategies. Proposed projects to be implemented over the next three financial years were also identified in order to implement the immediate short term strategies. A summary of the developed strategic objectives and their respective purpose statement and outcome is detailed in table 6 as follows.

<b>KPA Ref</b>	<b>Strategic Objective</b>	<b>Objective Statement</b>	<b>Outcome</b>
1	To develop and retain skilled and capacitated workforce	The municipality must attract and retain skilled personnel to inculcate a culture of customer focused, competent staff dedicated to improving service delivery whilst creating a conducive working environment for all its employees	Developmental Institution
2	To facilitate and coordinate provision of sustainable community and social services	Create a conducive environment that will promote the provision of social services	Improved quality of life for communities
	To provide quality and sustainable municipal services.	Delivery of quality basic services and social amenities	Improved access to quality and sustainable municipal services
	To accelerate provision of immediate & long-term bulk infrastructure development to support effective	To deliver and maintain sustainable regional bulk services Integrate all sector plans within the district	Improved capacity to maintain and develop infrastructure  Integrated sector plans for the district aligned to the NDP vision 2030

<b>KPA Ref</b>	<b>Strategic Objective</b>	<b>Objective Statement</b>	<b>Outcome</b>
	and sustainable community services		
3	To facilitate economic growth and development	To facilitate economic growth and sustainable job creation and contribute towards the priorities set out in the NDP	Economic Growth by 1,8%
4	To ensure financial viability and provide support to local municipalities	Effective internal controls which will result to municipalities with no adverse, disclaimer, qualified and unqualified audit outcomes with findings.	Clean audit outcome at the district and improved audit outcomes at local municipalities
		Increased revenue generation to ensure a cash backed budget to provide for both operational and capital project funding whilst growing investments and cash reserves to become less grant depended	Cash backed budget
5	To ensure effective governance in the administration of the institution	Effective enforcement of internal financial and administrative systems supported with functional Audit and Risk controls and sound relationships between political and administrative structures	Well governed & functional institution
6	To support and coordinate spatial transformation	To ensure resources are geared to perform municipal planning functions	Efficient and effective municipal planning units

*Table 6: Strategic Objective, Objective statement and Outcome*

This step-in strategy formulation acts as the integration of strategy and operational planning. Strategy is about those broad priorities that are to be pursued in order to

achieve the vision and mission. The Strategic Objectives developed in prior years were reviewed and amended as appropriate to reflect their alignment to the outputs of Outcome 9 and Key Performance Areas as stipulated by the Department of Cooperative Governance and Traditional Affairs and are expressed in table 8 below.

<b>KPA Description</b>	<b>Strategic Goal</b>	<b>Strategic Objective</b>
KPA 1: Municipal Transformation and Organisational Development	High performing municipality through skilled and retained workforce	To develop and retain skilled and capacitated workforce
KPA 2: Basic Services Delivery and Infrastructure Development	Reliable and Sustainable Basic Service Delivery	To accelerate provision of immediate & long-term bulk infrastructure development to support effective and sustainable community services
	Provision of Quality and Sustainable Community Services	To provide quality and sustainable municipal services
		To facilitate and coordinate provision of sustainable community and social services
KPA 3: Local Economic Development	A Conducive Environment for Sustainable Economic Growth	To facilitate economic growth and development
KPA 4: Municipal Financial Viability and Management	Sound Financial and Administrative Management	To ensure financial viability and provide support to local municipalities
KPA 5: Good Governance and Public Participation	Ethical and Accountable Institution	To ensure effective governance in the administration of the institution
KPA 6: Spatial Development Analysis and Rationale	Well Planned and Integrated Developments	To support and coordinate spatial transformation

Table 7: KPA description, Strategic goal and Strategic Objective

<b>KPA</b>	<b>Description</b>	<b>Outcome 9 Outputs</b>	<b>Strategic Objectives</b>
KPA 1	Municipal Transformation and Organisational Development	Differentiate approach to municipal financing, planning and support	To develop and retain skilled and capacitated workforce
KPA 2	Basic Services Delivery and Infrastructure Development	Improved access to basic services	To accelerate provision of immediate & long-term bulk infrastructure development to support

KPA	Description	Outcome 9 Outputs	Strategic Objectives
			effective and sustainable community services
			To facilitate and coordinate provision of sustainable community and social services
			To provide quality and sustainable municipal services.
KPA 3	Local Economic Development	Implementation of community work programme	To facilitate economic growth and development
KPA 4	Municipal Financial Viability and Management	Improve municipal financial and administrative capability	To ensure financial viability and provide support to local municipalities
KPA 5	Good Governance and Public Participation	Refine ward committee model to deepen democracy	To ensure effective governance in the administration of the institution
KPA 6	Spatial Development Analysis and Rationale	Actions supportive of the human settlement outcomes	To support and coordinate spatial transformation

Table 8: Strategic Objective alignment to Output 9 and KPA's

These Strategic Objectives serves as the vehicle for effective translation and implementation of manageable strategies, outcomes, programmes and appropriate measurement. GSDM's strategic objectives are discussed in detail in Section 6.3.

### 1.3.8 Strategic objectives and programmes

The Strategic Objectives and Programmes were developed taking cognisance of the **vision/mission** statements as well as other contributing factors of the District and are reflected in table 10.

KPA	Strategic Objective	Programmes
KPA 1 Municipal Transformation and	To develop and retain skilled and capacitated workforce	Institutional Capacity Development
		Motivate High Performers

<b>KPA</b>	<b>Strategic Objective</b>	<b>Programmes</b>
Organisational Development		
KPA 2: Basic Service Delivery and Infrastructure Development	To accelerate provision of immediate & long-term bulk infrastructure development to support effective and sustainable community services	Energy
		Water and Sanitation
		Roads Maintenance
		Project Management
	To facilitate and coordinate provision of sustainable community and social services	Community Facilities Maintenance
		Library Services
	To provide quality and sustainable municipal services.	Disaster Management and Fire Services
		Laboratory Services
		Environmental Management Services (EMS)
	Municipal Health Services	
KPA 3: Local Economic Development:	To facilitate economic growth and development	Sector Development
		Special Initiatives
		Enterprise Development
KPA 4: Municipal Financial Viability and Management	To ensure financial viability and provide support to local municipalities	Financial Management
		Municipal Support
		Budget Management and Reporting
		Asset Management
		Supply Chain Management
KPA 5: Good Governance and Public Participation	To ensure effective governance in the administration of the institution	Governance and Administration
		Communications
		Public Participation
		Performance Management
		Information Communication Technology (ICT)
		Internal Audit
	Risk Management	
KPA 6: Spatial Development	To support and coordinate spatial transformation	Strategic Planning
		Development Control
		Intelligence and Monitoring



KPA	Strategic Objective	Programmes
Analysis and Rationale		

Table 9: GSDM Strategic Objective and Programmes

KPA Ref	Strategic Objective	Objective Statement	Outcome	Strategic Risk
1	To develop and retain skilled and capacitated workforce	The municipality must attract and retain skilled personnel to inculcate a culture of customer focused, competent staff dedicated to improving service delivery whilst creating a conducive working environment for all its employees	Developmental Institution	Inability to develop, attract and retain skilled personnel to enhance organisational performance
2	To facilitate and coordinate provision of sustainable community and social services	Create a conducive environment that will promote the provision of social services	Improved quality of life for communities	Inadequate provision of sustainable community and social service
				Inability to eliminate and deal with pandemic in the District (Covid 19 escalation)
	To provide quality and sustainable municipal services.	Delivery of quality basic services and social amenities	Improved access to quality and sustainable municipal services	Inadequate provision of sustainable community and social service
	To accelerate provision of immediate & long-term bulk infrastructure development to support effective and sustainable community services	To deliver and maintain sustainable regional bulk services Integrate all sector plans within the district	Improved capacity to maintain and develop infrastructure  Integrated sector plans for the district aligned to the NDP vision 2030	Inability to provide immediate & long-term bulk infrastructure development to support sustainable community services

<b>KPA Ref</b>	<b>Strategic Objective</b>	<b>Objective Statement</b>	<b>Outcome</b>	<b>Strategic Risk</b>
3	To facilitate economic growth and development	To facilitate economic growth and sustainable job creation and contribute towards the priorities set out in the NDP	Economic Growth by 1,8%	Inability to create more decent jobs to decrease unemployment.
4	To ensure financial viability and provide support to local municipalities	Effective internal controls which will result to municipalities with no adverse, disclaimer, qualified and unqualified audit outcomes with findings.	Clean audit outcome at the district and improved audit outcomes at local municipalities	Inability to create sound financial viability and adequate support to local municipalities
		Increased revenue generation to ensure a cash backed budget to provide for both operational and capital project funding whilst growing investments and cash reserves to become less grant depended	Cash backed budget	Inability to achieve investments and cash reserves for the municipalities
5	To ensure effective governance in the administration of the institution	Effective enforcement of internal financial and administrative systems supported with functional Audit and Risk controls and sound relationships between political and administrative structures	Well governed & functional institution	Inadequate adherence to legislative prescripts and policies
6	To support and coordinate spatial transformation	To ensure resources are geared to perform municipal planning functions	Efficient and effective municipal planning units	Inadequate support and coordination of spatial transformation

Table 10: Strategic objectives, Outcome and Strategic Risk

Section 4.2 will reflect a consolidated IDP Strategic scorecard in terms of the associated Strategic Objectives and associated programmes as per the Key Performance Areas (KPA) detailed in sections 1.3.8. Various other measurements in terms of the programmes not reflected in this strategic scorecard, will be accommodated with appropriate indicators in the 2021/22 SDBIP.

## **1.3.9 KPA'S, STRATEGIC OBJECTIVES AND PROGRAMMES**

### **1.3.9.1 KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT STRATEGIC GOAL: HIGH PERFORMING MUNICIPALITY THROUGH SKILLED AND RETAINED WORKFORCE**

#### **STRATEGIC OBJECTIVE: TO DEVELOP AND RETAIN SKILLED AND CAPACITATED WORKFORCE**

The NDP priority of Building a capable and developmental State advocates the following:

- a) Staff at all levels have the authority, experience, competence and support they need to do their jobs

National Outcome 12 that deals with an efficient and development oriented public service targets the following outputs:

- Business processes, systems, decision rights and accountability management
- The institutional capacity and effectiveness of municipalities is increased
- Clean, responsive and accountable administration

This strategic objective responds to the institutional priority issues that relate to training and development that will ensure a responsive, performing workforce and resources that will create a customer-focused, friendly and helpful working environment. The District must attract and retain skilled personnel through appropriate and related training identified by way of skills audits and implemented as part of the Work Skill Plan.

The outcome to be achieved through this strategic objective is an effective and efficient workforce focused on service delivery.

The following projects/initiatives amongst others will assist the successful implementation of this strategic objective:

- Conduct an employee satisfaction survey

- Facilitate the Review of the Organizational Structure to address the objectives of the IDP
- Filling of critical vacancies TK 14 and above as per approved budgeted posts
- Develop & implement the Workplace Skills Plan
- Conduct a satisfaction survey to determine current employee perceptions
- Host annual Mayoral Excellence Award event
- Award performance incentives

The following programmes are linked to the above strategic objective:

- Institutional Capacity Development
- Motivate High Performers

#### **INSTITUTIONAL CAPACITY DEVELOPMENT:**

Programme Objective (SMART)	Improved efficiency and effectiveness of the District administration by capacitating officials and councillors
Programme Objective Outcome	Capacitated, motivated and effective staff and leadership
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Monitor progress of SALGA TASK job evaluation project</li> <li>• Manage training of young graduates to register as technicians / professional</li> <li>• Achieve targets set in the Council approved Employment Equity Plan</li> <li>• Implement an Employee Assistance Programme</li> <li>• Optimise governance capacity of LM's to effectively perform their functions through continuous skilling of councilors</li> <li>• Identification of Learnership programmes for GSDM community in fields such as; ICT and Engineering</li> <li>• Rationalize Bursary Scheme Policy</li> <li>• Develop employee retention strategy and submit to Council for approval</li> <li>• Develop Talent Management Strategy</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Mobilise all stakeholders to enter into partnership and commit towards a comprehensive strategy aimed at addressing skills shortage in and around the District</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Medium Term Strategies</li> </ul>

## PROJECTS

Projects	Conduct an employee satisfaction survey
	Facilitate the Review of the Organizational Structure to address the objectives of the IDP
	Filling of critical vacancies TK 14 and above as per approved budgeted posts
	Develop & implement the Workplace Skills Plan
	Conduct a satisfaction survey to determine current employee perceptions

## MOTIVATE HIGH PERFORMERS:

Programme Objective (SMART)	To recognise individuals, groups and organisations that have made a positive contribution in improving the quality of life for our people
Programme Objective Outcome	Recognition of community luminaries
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Host annual Mayoral Excellence Award event</li> <li>• Award performance incentives</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Host annual Mayoral Excellence Award event</li> <li>• Award performance incentives</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Host annual Mayoral Excellence Award event</li> <li>• Award performance incentives</li> <li>• Recognition of long service</li> </ul>

## PROJECTS

Projects	Host annual Mayoral Excellence Award event
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### **1.3.9.2 KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT STRATEGIC GOALS: RELIABLE AND SUSTAINABLE BASIC SERVICE DELIVERY AND PROVISION OF QUALITY AND SUSTAINABLE COMMUNITY SERVICES**

The NDP states that to grow faster and in a more inclusive manner, the country needs a higher level of capital spending and public investment. The focus is on financing, planning and maintenance of infrastructure. The District is required to coordinate the initiatives in conjunction with its local municipalities. The priorities that are relevant to GSDM listed in the NDP are as follows:

- The upgrading of informal settlements in terms of the provision of bulk infrastructure
- Public transport infrastructure and systems supported by facilities upgrades to enhance links with road-based services
- The timely development of several key new water schemes to supply urban and industrial centres, new irrigation systems
- The establishment of a National water conservation programme with clear targets to improve water use and efficiency
- Accelerated investment in demand-side savings, including technologies such as solar water heating

The NDP targets are:

- All people have access to clean potable water and there is enough water for agriculture and industry
- Reduce water demand in urban areas to 15% below the business-as-usual scenario by 2030
- Proportion of people with access to electricity grid should rise to at least 90% by 2030
- The country would need an additional 29 000MW of electricity by 2030 of which at least 20 000MW of this capacity should come from renewable sources

National Outcome 6 is: An efficient, competitive and responsive economic infrastructure network with the following outputs:

Output 1: Improving competition and regulation

Output 2: Ensure reliable generation, distribution and transmission of electricity

Output 3: To ensure the maintenance and strategic expansion of our road and rail network, and the operational efficiency, capacity and competitiveness of our sea ports

Output 4: Maintenance and supply availability of our bulk water infrastructure

Output 5: Communication and information technology

Output 6: Develop a set of operational indicators for each segment

National Outcome 9 is: A responsive, accountable, effective and efficient local government system

Output 2: Improving access to basic services and meeting the basic needs of the population

In response to the abovementioned priorities and targets, the District intends to respond with the following programmes that are linked to the above Key Performance Area.

- Energy
- Water and Sanitation
- Roads Maintenance
- Community Facilities Maintenance
- Library Services
- Sports, Culture and Recreation
- HIV/AIDS, TB and STIs
- Transversal Programmes
- Youth Development
- Disaster Management and Fire Services
- Environmental Management Services
- Municipal Health Services
- Laboratory services

**STRATEGIC OBJECTIVE: TO ACCELARATE PROVISION OF IMMEDIATE AND LONG-TERM BULK INFRASTRUCTURE DEVELOPMENT TO SUPPORT EFFECTIVE AND SUSTAINABLE COMMUNITY SERVICES**

The following programmes are linked to the above strategic objective

- Energy
- Water and Sanitation
- Roads Maintenance
- Project Management

## ENERGY

Programme Objective (SMART)	Support the LM's in the implementation of approved electrification plans in collaboration with Eskom and DoE by 2021
Programme Objective Outcome	Improved number of households with access to electricity
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Co-ordinate intervention measures in conjunction with LM's to eradicate electricity backlogs.</li> <li>• Coordinate intervention measures to reduce the non-technical losses within the electricity distribution system</li> <li>• Coordinate intervention measures to compel Municipalities to budget adequately on O&amp;M activities as per guidelines by the NT</li> <li>• Coordinate intervention measures to assist Municipalities to supply reliable electricity with minimal interruptions on infrastructure</li> <li>• Coordinate intervention measures for Municipalities to improve their revenue collection on electricity services and also ring fence the revenue and or the entire electricity business</li> <li>• Support LM's with planning on projects that require bulk electrical infrastructure</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain Short term strategies</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Short term strategies</li> </ul>

## PROJECTS

Projects	
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## WATER AND SANITATION:

Programme Objective (SMART)	Support LM's to improve access to basic services (water and sanitation) to a level of 100%
Programme Objective Outcome	100% access to Water and Sanitation services
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Co-ordinate with the LMs the implementation of projects on Water and Sanitation as the Implementing Agent (IA) for the RBIG.</li> </ul>



	<ul style="list-style-type: none"> <li>• Support LMs in updating their WSDPs and the revision of master plans</li> <li>• Review existing project management process</li> <li>• Maintenance of boreholes and VIP toilets in rural communities</li> <li>• Conduct water demand and loss studies of all reticulation systems in the District</li> <li>• Maintenance of bulk water meters</li> <li>• Installation of a Management Information System (MIS)</li> <li>• Source funding from DWS and DBSA to finance projects</li> <li>• Coordinate asset management strategies at all LM's in terms of water and sanitation bulk infrastructure</li> <li>• Develop water conservation and demand management strategies for LM's</li> <li>• Reduce the usage of water tankers and introduce more sustainable way of providing water to communities residing in rural areas</li> <li>• Coordinate measures that would assist Municipalities to maintain the infrastructure by using qualified PCs</li> <li>• To coordinate measures that would compel Municipalities to utilise more ground water where applicable without compromising the quality and the quantity of water required at a particular time</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain Short term strategies</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Short term strategies</li> </ul>

## PROJECTS

Projects	As per projects listed in the short term strategies highlighted in the Water and Sanitation programme
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## ROADS MAINTENANCE:

Programme Objective (SMART)	Maintenance of roads in the jurisdiction of the District
Programme Objective Outcome	Improved road conditions throughout the District
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Rehabilitation of paved / tarred roads</li> </ul>

	<ul style="list-style-type: none"> <li>• Patching of potholes in all LMs as per approved funded schedules</li> <li>• implement gravel road maintenance programme</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain Short term strategies</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Short term strategies</li> </ul>

## PROJECTS

Projects	
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## PROJECT MANAGEMENT

Programme Objective (SMART)	Discipline of planning, organizing and managing resources to bring about the successful completion of projects within budget and approved Capital Project Implementation Plan
Programme Objective Outcome	Completed capital projects within the parameters of budget, time and specification
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• To introduce a section in the Department that would deal with technical matters at a procurement stage of the project. The section would be funded by the 5% revenue generated by GSDM for being an Implementing Agent on the RBIG program</li> <li>• Implement project prioritization taking cognizance of the approved allocated funds</li> <li>• Ensure 100% spending of capital budget funding</li> <li>• Acquire MS Project or other relevant software packages</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain Short term strategies</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Short term strategies</li> </ul>

## Projects

Projects	Acquisition of project management system
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## STRATEGIC OBJECTIVE: TO FACILITATE AND COORDINATE PROVISION OF SUSTAINABLE COMMUNITY AND SOCIAL SERVICES

The following programmes are linked to the above strategic objective:

- Community Facilities Maintenance
- Library Services

- Sports, Culture and Recreation
- HIV/AIDS, TB and STIs
- Transversal Programmes
- Youth Development

### COMMUNITY FACILITIES MAINTENANCE:

Programme Objective (SMART)	To support the LMs in maintenance of municipal community facilities
Programme Objective Outcome	Well maintained and structurally safe facilities
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Renovation of community facilities as scheduled and budgeted</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain Short term strategies</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Short term strategies</li> </ul>

### PROJECTS

Projects	
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### LIBRARY SERVICES

Programme Objective (SMART)	Support LMs to improve the provision of ancillary educational support through library services
Programme Objective Outcome	Improved access library service throughout the district
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Initiate library awareness programmes in all LMs</li> <li>• Improve System &amp; ICT connectivity at the library</li> <li>• Engage Provincial Department Sports, Arts and Culture for additional library material</li> <li>• Maintain stakeholder involvement through the friend of the library</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain Short-term strategies</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Short-term strategies</li> </ul>

### PROJECTS

Projects	Procurement of library security system
	Internet connectivity of the GSDM Library

### SPORTS, CULTURE AND RECREATION:

Programme Objective (SMART)	Facilitate promotion of health and well-being of communities
Programme Objective Outcome	Advanced social cohesion, improved fitness levels and combated anti-social behaviour.

Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Coordinating the implementation of sports, arts and culture programmes</li> <li>• Coordinate annual GSDM official games and cultural festival</li> <li>• Finalise the District Disability Strategy</li> <li>• Source additional funding from Provincial Sports, Arts and Culture Department</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain Short Term Strategies</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Short Term Strategies</li> </ul>

## PROJECTS

Projects	Coordinate the annual GSDM marathon and Mayoral Cup
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## HIV/AIDS, TB AND STI'S:

Programme Objective (SMART)	Coordinate the provision of Health services through the Provincial and District Implementation Plans
Programme Objective Outcome	Reduced prevalence of HIV/AIDS, TB and STIs
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Implement the multi-sectoral District Implementation Plan (MDIP) to reduce HIV/AIDS, STIs, and TB</li> <li>• Support the local municipalities in launching Ward AIDS Committees</li> <li>• Intensify HIV/AIDS, STIs and TB awareness campaigns</li> <li>• Ensure that the 95/95/95 Strategy is adhered to</li> <li>• Maintain dialogue with all appropriate sector departments</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain Short Term Strategies</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Short Term Strategies</li> </ul>

## PROJECTS

Projects	Condom Distribution
	Male Medical Circumcision (MMC)

## TRANSVERSAL PROGRAMMES:

Programme Objective (SMART)	To achieve a long and healthy life for the community
Programme Objective Outcome	Improved quality of household life.

Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Develop, support, and implement women empowerment programmes as guided by Gender Mainstreaming Framework</li> <li>• Coordinate and support the Moral Regeneration programme</li> <li>• Implement programmes for People with Disabilities and Older Persons</li> <li>• Coordinate service delivery and awareness campaigns for fulfilment of the Rights of Child Headed Households (CHH)</li> <li>• Support ECD Centres which meet the required standard</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain Short Term Strategies</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Short Term Strategies</li> </ul>

## PROJECTS

Projects	Coordinate the annual GSDM marathon and Mayoral Cup
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## YOUTH DEVELOPMENT:

Programme Objective (SMART)	To improve the socio-economic atmosphere of the youth and eliminate unemployment, inequality and poverty.
Programme Objective Outcome	Youth emancipation
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Provide life skills and health education programmes to the youth</li> <li>• Develop and implement a Youth Strategy</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Provide life skills and health education programmes for the Youth</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Continue with Medium-Term strategy</li> </ul>

## PROJECTS

Projects	
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## STRATEGIC OBJECTIVE: TO PROVIDE QUALITY AND SUSTAINABLE MUNICIPAL SERVICES

The following programmes are linked to the above strategic objective:

- Disaster Management and Fire Services
- Environmental Management Services
- Municipal Health Services
- Laboratory Services

## DISASTER MANAGEMENT AND FIRE SERVICES

Programme Objective (SMART)	Support LMs to improve the provision of disaster management services in their respective communities
Programme Objective Outcome	Improved response to disaster incidents
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Coordinate the implementation of the DM Framework and its Supporting Policy.</li> <li>• Initiate the establishment District Disaster Management Centre.</li> <li>• Support LMs with the establishment of the DM Function and implementation of legislation</li> <li>• Source funding to support LMs with fire fighting equipment.</li> <li>• Improve the effectiveness of DM IGR structures</li> <li>• Capacitate the District DMC with relevant personnel</li> <li>• Implement risk reduction and awareness campaign programmes.</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain Short-term strategies</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Short-term strategies</li> </ul>

## PROJECTS

Projects	Establishment of a Central District Disaster Management Centre facility.
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## ENVIRONMENTAL MANAGEMENT SERVICES (EMS):

Programme Objective (SMART)	To support and promote sustainable environmental services
Programme Objective Outcome	Improved sustainable environmental services
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Implementation of Environmental Sector Plans</li> <li>• Promotion of Biodiversity &amp; Conservation programs</li> <li>• Supporting local Municipalities to provide environmental Services</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Develop Environmental Sector plans and stewardship tools</li> </ul>
Long term Strategies (5 Yrs. +)	

## PROJECTS

Projects	Implementation of climate change mitigation & adaptation programs
	Development of 5 years Biodiversity and Conservation Master Plan for the district
	Improving air quality management project
	Development of regional zoo (phase1)
	Development of local environmental parks (phase1)
	Development of the regional botanical garden (phase1)
	Rehabilitation of endangered, contaminated, sensitive environmental sites
	Improving environmental pollution control services
	Implement effective waste management projects

## MUNICIPAL HEALTH SERVICES:

Programme Objective (SMART)	To improve access to municipal health services for communities
Programme Objective Outcome	Improved access to municipal health services
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Increase capacity of the district to provide municipal health services</li> <li>• Align and review administrative tools</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Development &amp; Review of Service Standards in line with NHI principles</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Development of 5-year plan on Municipal health services to support NHI</li> </ul>

## PROJECTS

Projects	Increasing Law Enforcement Services
	Improving Environmental Pollution Monitoring Services
	Improving provision of Regulatory Services
	Conducting service delivery research programs
	Conducting surveys on services provided
	Implementing programs contributing to food safety
	Increase surveillance of communicable disease
	Development on district indoor air quality standards (phase 1)
	Development of passive sampling & monitoring systems (phase 1)
	Review & Development of monitoring systems for informal traders (phase 1)
	Survey and mapping of district prominent Environmental diseases (phase 1)

## CEMETERIES:

Programme Objective (SMART)	To support LM's in management of cemetery facilities
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Programme Objective Outcome	Dignified burial facilities
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Develop and implement cemetery Maintenance plan for the District</li> <li>• Advice LMs on cemetery management</li> <li>• Identification of suitable land to establish proposed new cemeteries</li> <li>• Consider the establishment of at least two regional cemeteries</li> <li>• Source appropriate funding to support Master plan</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain Short-term strategies</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Short-term strategies</li> </ul>

## PROJECTS

Projects	Develop cemetery Master plan for the District
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## LABORATORY SERVICES:

Programme Objective (SMART)	To provide laboratory services to both public and private sector
Programme Objective Outcome	Safe and potable water as per SANS 241
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain accreditation status of the laboratory by SANAS</li> <li>• Apply for the renewal of the license by November 2021</li> <li>• Conduct water quality testing for all the Municipalities in the district</li> <li>• Extend services to the private sector and other LMs, District authorities to generate additional income</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain Short term strategies</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Short term strategies</li> </ul>

## PROJECTS

Projects	Conduct quarterly compliance reviews of the laboratory
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### **1.3.9.3 KPA 3: LOCAL ECONOMIC DEVELOPMENT STRATEGIC GOAL: A CONDUCTIVE ENVIRONMENT FOR SUSTAINABLE ECONOMIC GROWTH**

#### **STRATEGIC OBJECTIVE: TO FACILITATE ECONOMIC GROWTH AND DEVELOPMENT**

The National Development Plan – Vision 2030 aims for an economy that will create more jobs by:

- a) Realising an environment for sustainable employment and inclusive economic growth
- b) Promoting employment in labour-absorbing industries
- c) Increased investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture
- d) An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agro-processing and related sectors by 2030
- e) Strengthening government's capacity to give leadership to economic development
- f) Mobilising all sectors of society around a National vision

It further aims to achieve the following targets by 2030:

- Unemployment rate should fall to 14% by 2020 and 6% by 2030
- Require an additional 11 million jobs, total employment should rise from to 24 million
- Proportion of adults working should increase from 41% to 61%
- Proportion of adults in rural areas working should rise from 29% to 40%
- Labour force participation should rise from 54% to 65%
- Gross Domestic Product (GDP) should increase by 2.7 times in real terms
- Proportion of national income earned by the bottom 40% should rise from about 6% to 10% in 2030
- Broad ownership of assets by historically disadvantaged groups
- Public Employment programmes should reach 1 million by 2015 and 2 million by 2030

The NDP further aims to have an inclusive and integrated rural economy. It is envisaged that by 2030, South Africa's rural communities should have greater opportunities to participate fully in the economic, social and political life of the country. A million jobs to

be created through agricultural development based on effective land reform and the growth of irrigated agriculture and land production. The focus is also on basic services that enable people to develop the capabilities they need to take advantage of economic opportunities throughout the country and so contribute to the development of their communities through remittances and the transfer of skills. Food security and the empowerment of farm workers is also a priority. Industries, tourism and small enterprises should be developed where potential exists.

National Outcome 4 and 7 relate to decent employment through inclusive economic growth and vibrant, equitable and sustainable rural communities with food security for all. The outputs of these two outcomes refer to the implementation of community work programmes.

GSDM seeks to compile programmes and strategies that involve partnerships and encourage entrepreneurship through capacitating communities and thus grow the local economy in a sustainable manner. Project specifications need to be developed that will incorporate labour intensive methods and identify opportunity areas and expose SMMEs and Coop's to incubation projects which will stimulate development and thereby enhance job creation will enhance and expand their value chain. Through the aforementioned initiatives the District strives to positively reduce the unemployment rate.

The GSDM strives towards contributing to the priorities set out in the NDP and National Outcomes through the implementation of this strategic objective. The outcome to be achieved through this strategic objective is an economically thriving communities.

The following initiatives amongst others, will assist the successful implementation of this strategic objective:

- Mining and agriculture development and support plan
- Package Catalytic/Anchor projects for funding and development
- implementation of labor-intensive infrastructure projects
- Promote investment through hosting of economic forums and events
- Partner through the Corporate Social Investment (CSI) and Social Labour Plan (SLP) programmes to leverage funding for identified LED projects
- Implement the initiatives identified in the Rural Development Plan
- Implement mentorship programmes through partnerships
- Leverage Tourism promotion and opportunities in the District

The following programmes are linked to the above strategic objective:

- Sector Development
- Enterprise Development
- Special Initiatives

## SECTOR DEVELOPMENT:

Programme Objective (SMART)	To facilitate sustainable economic growth
Programme Objective Outcome	Sustained and robust economic growth
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Support and promote existing industries in all sectors</li> <li>• Aggressive promotion of beneficiation and value chain development</li> <li>• Promotion and the development of secondary industry clusters</li> <li>• Development of a focused investment promotion strategy</li> <li>• Increase in efforts to mobilize public sector investments that will leverage and attract private sector investments</li> <li>• Attraction of private sector investments in the economic lead sectors</li> <li>• Develop 4<sup>th</sup> Industrial Revolution economies</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Develop a comprehensive infrastructure development and investment plan, which will be aligned with the SDF, infrastructure requirements of the strategic economic sectors</li> <li>• Develop the 4<sup>th</sup> Industrial Revolution economies</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Medium-term strategy</li> <li>• Develop the 4<sup>th</sup> Industrial Revolution economies</li> </ul>

## PROJECTS

	<u>Short Term Strategy</u>	<u>Project</u>
Strategy (A)	Support and promotion of the existing industries in all sectors	Tourism promotion and marketing
		Mining development and support plan
		Agriculture development
		Manufacturing
Strategy (B)	Aggressive promotion of beneficiation and value chain development	AgriPark development
		Beneficiation in Manufacturing
Strategy (C)	Promotion and the development of secondary industry clusters	Regional Airport Development
Strategy (D)	Development of a focused investment promotion strategy	Package Catalytic/Anchor projects for funding and development ( <i>Airport</i>

	<u>Short Term Strategy</u>	<u>Project</u>
		<i>Implementation Plan , Industrial Zone Application)</i>
Strategy (E)	Increase in efforts to mobilize public sector investments that will leverage and attract private sector investments	Coordinate the development of Eswatini Rail project
Strategy (F)	Attraction of private sector investments in the economic lead sectors	Lobby investment of aeronautical industries in the district airport
Strategy (G)	Develop the 4 <sup>th</sup> Industrial Revolution economies	Use drone technology for implementing some municipal projects
		Use of artificial intelligence in road assessments

### **SPECIAL INITIATIVES:**

Programme Objective (SMART)	To reduce unemployment and contribute towards skills development through local economic development initiatives
Programme Objective Outcome	Sustainable skills capacity within communities
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Create short-term jobs for the unemployed within local communities;</li> <li>• Develop skills within communities;</li> <li>• Ensure full participation in the Expanded Public Works Programme (EPWP)</li> <li>• Partner with private sector in implementing community development initiatives</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Creation of strategic partnership with training and education institutions/authorities.</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Ensure strategic interventions aimed at skilling youth and women in both technical and self-employment skills.</li> </ul>

### **PROJECTS**

	<u>Short Term Strategy</u>	<u>Project</u>
Strategy (A)	Create short-term jobs for the unemployed within local communities	implementation of labor-intensive infrastructure projects - Siyathuthuka
Strategy (B)	Develop skills within communities	Facilitate on-the-job and/or accredited training for EPWP workers

	<u>Short Term Strategy</u>	<u>Project</u>
Strategy (C)	Ensure full participation in the Expanded Public Works Programme (EPWP)	Report Jobs created on the EPWP IRS System
Strategy (D)	Partner with private sector in implementing community development initiatives	Monitor Social labour Plan projects
		Establish mining Forum

### ENTERPRISE DEVELOPMENT:

Programme Objective (SMART)	To significantly improve the growth and participation of SMME's and cooperatives in the GSDM economy
Programme Objective Outcome	Inclusive economy with vibrant SMMEs
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Provide resources to assist with the capacitation of local business organizations</li> <li>• Develop infrastructure and facilitate establishment of appropriate institutional arrangements to facilitate access to markets,</li> <li>• Develop and implement mentorship and incubation programmes for emerging entrepreneurs;</li> <li>• Enter into strategic partnerships with private sector in order for local business association to leverage on existing resources</li> <li>• Improved support to SMME's and Cooperatives through among others access to finance</li> <li>• Strengthening of business facilitation and linkage opportunities</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain Short- term strategy</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Medium-term strategy</li> </ul>

### PROJECTS

	<u>Short Term Strategy</u>	<u>Project</u>
Strategy (A)	Provide resources to assist with the capacitation of local business organizations	SMME & Cooperatives capacity building workshops
Strategy (B)	Develop infrastructure and facilitate establishment of appropriate institutional arrangements to facilitate access to markets.	Business meetings
		Facilitate the establishment of business Association ( RTO, Business Chambers)
Strategy (C)	Develop and implement mentorship and incubation programme for emerging entrepreneurs	Implement mentorship programmes through partnerships

Strategy (D)	Enter into strategic partnerships with private sector in order for local business association to leverage on existing resources	SASOL Enterprise Development programmes, Anglo Zimele, ESKOM SMME Hub,
Strategy (E)	Improved support to SMME's and Cooperatives through among others access to finance and venture	Coordinate funding for local SMMEs'
		Provision of production input
Strategy (F)	Establishment of business facilitation and linkage opportunities	Trade promotion & marketing events (SMME Fair, Tradeshow, Indaba )

#### **1.3.9.4 KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT STRATEGIC GOAL: SOUND FINANCIAL AND ADMINISTRATIVE MANAGEMENT**

##### **STRATEGIC OBJECTIVE: TO MAINTAIN CLEAN AUDIT OUTCOME AT THE DISTRICT AND SUPPORT LOCAL MUNICIPALITIES TO IMPROVE THEIR AUDIT OUTCOMES**

This goal relates directly to the National Outcome 9: A responsive, accountable, effective and efficient local government system. Under this outcome, outputs 1 and 6: Administrative and financial capability as well as Implement a differentiated approach to municipal financing, planning and support relate directly to the goal under discussion.

The following sub-outputs advocated that are indirectly relevant to GSDM are as follows:

- The average monthly collection rate on billings to rise to 90%
- The percentage of municipalities that are overspending on operational expenditure to improve from 8% to 4%
- The percentage of municipalities under-spending on Capex to be reduced from 63% to 30%
- The percentage of municipalities spending less than 5% of operational expenditure on repairs and maintenance to be reduced from 92% to 45%

The District needs to support its local municipalities in terms of implementing revenue enhancement strategies to increase revenue generation and become less grant dependent and be in a financial position to fund infrastructure projects from own funds whilst building sufficient cash reserves.

The outcome to be achieved through this strategic objective is improved financial controls to achieve favourable audit outcomes, increased revenue generation and reduced grant dependency.

The following key strategic initiatives amongst others will assist the municipality to achieve this strategic objective:

- Implementation of Municipal support strategy
- Develop Asset Management policy
- Develop SOPs and procurement strategy to prevent irregular and unauthorised expenditure
- Develop SCM Standard Operating Procedure Manual
- Review and implement budget policy

The following programmes are linked to the above strategic objective:

- Financial Management
- Asset Management
- Supply Chain Management
- Budget Management and Reporting
- Municipal Support

#### **FINANCIAL MANAGEMENT:**

Programme Objective (SMART)	Municipal finances that are managed in an effective and efficient manner
Programme Objective Outcome	Unqualified audit outcome with no findings for the District and improved outcomes at LMs
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Monitor implementation of AG recommendations</li> <li>• Utilization of Municipal Support Unit in LM's</li> <li>• Raising awareness on enforcement of internal controls in local municipalities</li> <li>• Revitalization of CFO forum to encourage the sharing of best practices</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain Short-Term Strategies</li> <li>• District and PT to support LM's to investigate the ghost vendor</li> </ul>
<b>LONG TERM STRATEGIES (5 YRS. +)</b>	

#### **PROJECTS**

Projects	Workshop MPAC of all LMs on how to deal with UIFW
	Development of policy to address servitudes billing

#### **ASSET MANAGEMENT:**

Programme Objective (SMART)	To ensure that the asset register is GRAP compliant
Programme Objective Outcome	Effective GRAP compliant asset management
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Training on GRAP updates (with Provincial Treasury)</li> <li>• Update and implement Asset Management policy</li> <li>• Municipalities to review the organogram of the asset management unit</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain Short-Term Strategies</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Short-Term Strategies</li> </ul>

#### **PROJECTS**

Projects	Bi-annual assets verification
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## SUPPLY CHAIN MANAGEMENT:

Programme Objective (SMART)	To effectively procure goods and services for the municipality in line with legislation
Programme Objective Outcome	No Unauthorized, Irregular and 'Fruitless and Wasteful' expenditure
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Develop and enforce adherence to procurement plan</li> <li>• Establish good practice on interpretation &amp; application of the legislation &amp; regulations</li> <li>• Municipalities to review the organogram of the SCM unit</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain Short-Term Strategies</li> <li>• Introduce Demand management plan</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Short-Term Strategies</li> </ul>

## PROJECTS

Projects	Conduct workshops with SMME's on SCM regulations
	Establish the SCM forum

## BUDGET MANAGEMENT AND REPORTING:

Programme Objective (SMART)	To ensure preparation and approval of a credible budget and accurate reporting
Programme Objective Outcome	Credible budget, timely and accurate financial reporting
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Monthly, Quarterly, Mid-Year and Annual monitoring and reporting</li> <li>• Alignment of sub-systems to mSCOA by all LM's</li> <li>• Review and implement budget policies</li> <li>• Align budget to IDP</li> <li>• Adhere to approved budget/IDP process plan</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Determine threshold of repair and maintenance budget in all LM's</li> <li>• Maintain Short Term Strategies</li> </ul>
Long term Strategies (5 Yrs. +)	

## PROJECTS

Projects	Development of IDP/Budget process plan
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## MUNICIPAL SUPPORT

Programme Objective (SMART)	To support local municipalities to improve its audit outcomes
Programme Objective Outcome	Local municipalities in the district to get unqualified audit outcomes from Auditor General
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Utilization of Municipal Support Unit in LM's</li> <li>• Support 3 LM's through Municipal Support Unit</li> <li>• Monitor and evaluate the implementation of Municipal Support strategy</li> <li>• Workshop MPAC of all LMs on how to deal with UIFW</li> <li>• District and PT to support LM's to investigate the ghost vendor</li> <li>• Investigation of servitudes in the LM and development</li> <li>• Development of policy to address servitudes billing.</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Support 3 local Municipalities through Municipal Support Unit</li> <li>• Maintain Short-Term Strategies</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Support all local Municipalities through Municipal Support Unit</li> </ul>

## PROJECTS

Projects	Implementation of Municipal support strategy
	Review of organogram of the local municipalities

### **1.3.9.5 KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION STRATEGIC GOAL: ETHICAL AND ACCOUNTABLE INSTITUTION**

#### **STRATEGIC OBJECTIVE: TO ENSURE EFFECTIVE GOVERNANCE IN THE ADMINISTRATION OF THE INSTITUTION**

Related to this strategic objective are the following NDP priorities:

- Reforming the public service
- A public service immersed in the development agenda but insulated from undue political interference.
- A State that is capable of playing a developmental and transformative role
- Relations between National, Provincial and local government are improved through a more proactive approach to managing the intergovernmental system
- A corruption-free society, a high adherence to ethics throughout society and a government that is accountable to its people
- Transforming society and uniting the country

The NDP states that a plan is only as credible as its delivery mechanism is viable. A capable State is an essential precondition for South Africa's development it does not materialise by decree, nor can it be legislated or created from conference resolutions. It has to be painstakingly built, brick by brick, institution by institution, and sustained and rejuvenated over time. It requires leadership, sound policies, skilled managers and workers, clear lines of accountability, appropriate systems and consistent and fair application of rules.

High corruption levels frustrate society's ability to operate fairly and efficiently and the State's ability to deliver on its development mandate, therefore political will is essential to combat the scourge of corruption. The fight against corruption has to be fought on three fronts: deterrence, prevention and education. The social dimension of corruption can only be tackled by focussing on values, through education. International experience shows that with political will and sustained application of the right strategies, corruption can be significantly reduced, and public trust restored.

National Outcome 12 deals with an efficient and development oriented public service targets the following outputs:

- Business processes, systems, decision rights and accountability management
- The institutional capacity and effectiveness of municipalities is increased
- Clean, responsive and accountable administration

This strategic objective responds to the institutional priority issue that relates to internal controls. This means improved and effective enforcement of internal controls and systems. Increased engagement with relevant sectoral stakeholders and communities. Empowering communities to become actively involved in public participation processes. Improved turnaround time and adherence to service delivery standards.

The outcome to be achieved through this strategic objective is sound governance through effective oversight.

The following initiatives amongst others will assist successful implementation of this strategic objective:

- Maintain Clean Audit opinion from the Office of the AG
- Improvement of internal & external communication through newsletters, radio, website & social media
- Establish effective Ward committee structures, with monthly meetings supported by respective Ward Councilors
- Implement quarterly Ward operational plans
- Capacitation of all management in the District in terms of performance management
- Provide pre-requisite support to the audit and performance Committees
- Develop Consequence Management Procedure Manual
- Intense anti-fraud and corruption campaign
- Conduct departmental risk assessments as per the consolidated Risk Management Action Plan
- Acquisition of an automated performance management system

Programmes linked to the above strategic objective are:

- Internal Audit
- Risk Management
- Performance Management
- Information and Communication Technology
- Communications
- Public Participation
- Governance and Administration

**INTERNAL AUDIT:**

Programme Objective Statement (SMART)	To provide value adding internal audit assurance and consulting services
Programme Objective Outcome	Improved organization's governance through effective & efficient internal control system

Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Provide pre-requisite support to the audit and performance Committees</li> <li>• Conduct internal audits as per the Internal Audit Plan</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain Short-Term Strategies</li> <li>• Conduct an external quality assessment</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Short Term Strategies</li> </ul>

## PROJECTS

Projects	
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## RISK MANAGEMENT:

Programme Objective (SMART)	To ensure sound risk management that will enable GSDM to anticipate and respond to risks in its operations
Programme Objective Outcome	Effective and functional risk management system
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Coordinate identification of the Organizational Strategic Risks</li> <li>• Review and implement Risk Management Policies</li> <li>• Develop Business continuity plan</li> <li>• Intensify ethics, anti-fraud and anti - corruption campaigns</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain Short term strategies</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Short term strategies</li> </ul>

## PROJECTS

Projects	Conduct Awareness campaigns on risk management activities
	Conduct departmental risk assessments as per the consolidated Risk Management Action Plan

## PERFORMANCE MANAGEMENT:

Programme Objective (SMART)	To inculcate the culture of excellence through performance management
Programme Objective Outcome	Effective & efficient organization
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain unqualified audit opinion on performance information</li> <li>• Implement Performance Management System</li> <li>• Review PMS Framework</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain Short term strategies</li> <li>• Implement an automated Performance Management System</li> </ul>

Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Short term strategies</li> </ul>
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## PROJECTS

Projects	
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## INFORMATION AND COMMUNICATION TECHNOLOGY (ICT):

Programme Objective (SMART)	Integration of network hardware, software which enable users to access, store, transmit and manipulate information
Programme Objective Outcome	Effective ICT systems and availability of secured information and data
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Implement ICT Master System Plan</li> <li>• Prepare and submit ICT security reports to the Risk Management Committee</li> <li>• Enhance Integrated Information and Communication Technology</li> <li>• Manage ICT Hardware in line with ICT migration plan</li> <li>• Implementation of the Governance ICT Policy Framework</li> <li>• Assist LM's to strengthen their ICT services</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain Short term strategies</li> <li>• Co-ordinate the implementation of the National Broadband roll out</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Short term strategies</li> </ul>

## PROJECTS

Projects	
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## COMMUNICATIONS:

Programme Objective (SMART)	To ensure effective brand management and communication with stakeholders.
Programme Objective Outcome	Good brand image and well-informed stakeholders
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Centralize management of corporate identity</li> <li>• Centralize internal communication system</li> <li>• Manage municipal website content</li> <li>• Promote the district municipality through available media platforms</li> <li>• Strengthen media relations</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Development and implementation of the communication and marketing strategies</li> </ul>

Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Broaden the use of digital platforms in line with the 4<sup>th</sup> industrial revolution for improved promotion of the District, advertising and revenue enhancement</li> </ul>
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## PROJECTS

Projects	Coordinate compilation of the annual report
	Coordinate compilation of the quarterly newsletter
	Coordinate compilation of the five year term journey
	Coordinate installation of GSDM digital billboards in each municipal area in the Gert Sibande District

## PUBLIC PARTICIPATION:

Programme Objective (SMART)	Effective community involvement in decision making processes of the municipality
Programme Objective Outcome	Inclusive and effective community involvement in municipal affairs
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Coordination of community approved consultative meetings</li> <li>• Support effectiveness of Ward Structures (Ward Committees, War Rooms &amp; OVS) coordinated by respective Ward Councilors.</li> <li>• Strengthen good working relationship with Traditional Leaders and other stakeholders</li> <li>• Maintain the establishment of War Rooms at all the Local Municipalities guided by Operation Vuka Sisebente</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain Short Term Strategies</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Short Term Strategies</li> </ul>

## PROJECTS

Projects	Capacitate Ward committee members.
	Monitor quarterly Ward operational plans

## GOVERNANCE AND ADMINISTRATION:

Programme Objective (SMART)	To create a culture of accountability and transparency as per the National Development Plan (NDP) guidelines.
Programme Objective Outcome	An accountable and transparent administration through effective oversight
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Develop sound business processes, policies, systems and accountable management</li> </ul>

	<ul style="list-style-type: none"> <li>• Capacitate all levels of management in sound governance practices</li> <li>• Ensure departments resolve all Auditor General management issues as per action plan</li> <li>• Maintain Clean Audit opinion from the Auditor General</li> <li>• Clear segregation of roles and responsibilities between key leadership and management structures</li> <li>• Maintain compliance register</li> <li>• Engage through relevant IGR structures for mutual benefits</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Maintain Short Term Strategies</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Short Term Strategies</li> </ul>

## PROJECTS

Projects	Develop Consequence Management Procedure Manual
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### **1.3.9.6 KPA 6: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE STRATEGIC GOAL: WELL PLANNED AND INTEGRATED DEVELOPMENTS**

#### **STRATEGIC OBJECTIVE: TO SUPPORT AND COORDINATE SPATIAL TRANSFORMATION**

The National Development Plan – Vision 2030 advocates the following regarding reversing the spatial effects of apartheid and human settlements:

- More people living closer to their places of work
- Strong and efficient spatial planning system, well integrated across the spheres of government
- Upgrade all informal settlements on suitable well-located land by 2030
- Better quality public transport
- Zero emission building standards by 2030

The focus of the Mpumalanga Economic Growth and Development Plan 2011 (MEGDP) is to provide a framework for the Provincial Government to make hard choices in pursuit of the strategic priorities and outcomes as encapsulated in the Medium Term Strategic Framework 2014-19. It is the objective of this plan to introduce an economy within the Province which is able to improve the quality of life through inter alia job creation, health care infrastructure, housing opportunities, social and rural development, food security and land reform.

The strategic priorities related to the MEGDP are to provide guidance on the key issues that the Province and its respective municipalities should focus on, to ensure economic growth and development. Creating a developmental State plays a central and strategic role in the economy. The most pressing issues within the Province include ensuring more inclusive economic growth, decent work and sustainable livelihoods; rural development, food security and land reform; access to quality education; improved health care; fighting crime and corruption; cohesive and sustainable communities; sustainable resource management and use; and a developmental State including improvement of public services.

National Outcomes 8 and 10 relates to this goal where sustainable human settlements and improved quality of household life are promoted. It is important to take into consideration environmental assets and natural resources that are well protected and continually enhanced in line with the development of integrated human settlement. The outputs relate to the reversion of the spatial effect of apartheid and to ensure a low carbon economy.

The District aims to promote the acceleration of formalised integrated human settlements. This entails the development of residential and business sites, provision of mixed shopping facilities, schools, religious institutions and clinics as well as the development of parks and recreation facilities. New investments and the establishment of industries and enterprises need to be actively progressed to provide the economic growth necessary to diversify the economy of the District. The District must create an environment conducive for economic growth through investments in socio-economic infrastructure to trigger local economic growth and forge partnerships with stakeholders to invest in the local economy. This also includes the priority of moving people closer to economic activities and opportunities.

The spatial positioning and related possibilities to link with and benefit from other growing economies around the District should be exploited through extensive marketing and branding. The land use management programme must be enforced in order to secure orderly utilisation of land and to prevent disorderly development and that all land use and township establishment applications are thoroughly scrutinised and speedily processed.

The outcome to be achieved through this objective is rationally developed and sustainable integrated human settlements. This relates to the implementation of the Spatial Planning and Land Use Management Act (SPLUMA) to achieve uniform, effective and comprehensive system of spatial planning and land use management and ensure the system promote social and economic inclusion.

Key projects/initiatives amongst others to achieve this strategic objective are as follows:

- Ensure SPLUMA Compliant Spatial Planning Sector Plans for all LMs
- Development of a credible Land Use Management Schemes (LUMS)
- Co-ordinate Joint Municipal Planning Tribunal
- Provide GIS support to LMs

The following programmes are linked to the above strategic objective:

- Strategic Planning
- Development Control
- Intelligence and Monitoring

**STRATEGIC PLANNING:**

Programme Objective (SMART)	Sustainable use of resources for current and future generations
Programme Objective Outcome	Sustainable developments
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Develop capacity to compile SPLUMA compliant sector plans</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensure that economic planning and development is guided by the SDF to attract investments</li> <li>• Ensure SPLUMA Compliant Spatial Planning Sector Plans for all LMs</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Develop and review spatial planning sector plans</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Maintain Medium-term strategy</li> </ul>

## PROJECTS

Projects	<ul style="list-style-type: none"> <li>• Conduct development studies on identified areas</li> </ul>
	<ul style="list-style-type: none"> <li>• Monitor the implementation of the municipal spatial vision (SDF)</li> </ul>

## DEVELOPMENT CONTROL:

Programme Objective (SMART)	To provide a systematic integrated land use management system in the district
Programme Objective Outcome	Sustainable development
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Develop a credible land use management system in the district</li> <li>• Improve the efficiency and effectiveness of land use management in the district</li> <li>• Maintain data on the quality, capacity, extent and location of public infrastructure</li> </ul>
Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>• Establish a By law enforcement unit</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>• Establish a capability to prosecute offenders of municipal By Laws</li> </ul>

## PROJECTS

Projects	<ul style="list-style-type: none"> <li>• Co-ordinate Joint Municipal Planning Tribunal for 6 local municipalities</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop electronic document management system to manage development applications</li> </ul>

## INTELLIGENCE AND MONITORING:

Programme Objective (SMART)	To strengthen the Land Use intelligence and monitoring capabilities of the District and LMs
Programme Objective Outcome	Fourth industrial revolution land use management capabilities
Short Term Strategies (1-2 Yrs.)	<ul style="list-style-type: none"> <li>• Improve the efficiency and effectiveness of intelligence data collection of the district</li> <li>• Provide GIS support to LMs</li> <li>• Maintain quality and up-to-date data on all information used for planning and economic development purposes</li> </ul>

Medium Term Strategies (3-4 Yrs.)	<ul style="list-style-type: none"> <li>Establish a By-law enforcement unit</li> </ul>
Long term Strategies (5 Yrs. +)	<ul style="list-style-type: none"> <li>Establish a capability to prosecute offenders of municipal By-Laws</li> </ul>

## PROJECTS

Projects	<ul style="list-style-type: none"> <li>Develop aerial survey and monitoring capabilities</li> </ul>
	<ul style="list-style-type: none"> <li>Apply for remote operating license from CAA from CAA</li> </ul>

### Interventions to Support Local Municipalities

#	Area of Intervention	Tasks / Activities	Impact
1	Road re-gravelling and blading	Provide plant, personal, and diesel for the machinery. Allow 1 month per LM.	Provide access roads to schools, clinic, graveyards etc
2	Pothole patching equipment and materials	Provide Local Municipalities with equipment, materials and labour to execute pothole patching.	Reduce backlog on pothole patching/ road maintenance on the 7 LMs
3	Rehabilitation of roads (at least 1 LM per financial year when budget permits)	Appoint service providers to execute the works	Reduce backlog on road maintenance in the District
4	Renovation of community halls	Assessment of the community halls and appoints service providers to execute the works	To improve the conditions of the community halls within the District which are used for public participation activities.
5	Water Quality testing	Perform water Quality testing for Municipalities is support of Blue Drop and Green Drop programs	Ensure delivery of Potable Water that complies with SA drinking water standard to communities. Ensure protection of water quality of surface water as a resource.

6	Training	Provide training on Sampling and conducting field tests on water samples.	Sampling is conducted properly and samples taken are a reflection of the resource. Testing is conducted correctly to give accurate results.
7	The Upgrading and Refurbishment of Balfour/Siyathemba Bulk Water Supply Scheme Phase 2a.	The project is aimed to increase potable water supply to communities Balfour area by upgrading the existing Fortuna Water Treatment Works of 6.5 MI/d to meet a demand of 19.5MI/d. The project will include the upgrading and refurbishment of all Bulk Water Infrastructure on the existing water scheme including raw and clear water pump stations, rising mains, gravity mains, storage reservoirs as well as the different components of the water treatment works (WTW).	The existing scheme allows for raw water abstraction from the Suikerbosrand River at Haarhof Dam. The scheme will improve the security of water supply to residents of the greater Balfour area. "Balfour, Siyathemba, Greylingstad, Willemsdal, Nthorwane and Grootvlei .
8	Construction of Bulk Water Scheme of Sheepmoor Bulk Water Supply Scheme Phase 2	The project is aimed to upgrade and refurbish the Bulk Water Supply Infrastructure to Sheepmoor. Construction of a 7.1km pipeline from the Usuthu Vaal Pipeline (UVPL) to the Sheepmoor community; Refurbishment of the existing 2MI steel reservoir and 85KI elevated tank; The refurbishment/upgrading of the existing booster pump station and pipework to connect to existing reservoirs.	The project goal is to provide safe and sustainable water for the residents of Sheepmoor community, using creative ideas in creating jobs to benefit the community.
9	Upgrading of the Balfour WWTW	This project will result in producing Upgrading of some of the Balfour waste Water Treatment Works by an additional 8MI with this phase primarily	The primary objective of the project is to upgrade the Balfour WWTW to be capable of handling effluent

		focusing on the construction of a new modular system to supplement the Existing 4MI plant	produced by the existing waterborne sewerage system serving Balfour and future requirements analysed to the 2038 demand horizon. The upgrade of the Balfour WWTW will provide dignified sanitation and Improve the standard of living of the inhabitants of the project area
<b>10</b>	Construction of Reservoirs at Redhill and Glenmore	This project comprises of the Construction 1MI Redhill concrete reservoir and 2MI Glenmore concrete reservoir	The construction of these reservoirs forms part of a scheme intended to serve the current population of 47 884 and 24 095 at Empuluzi and Methula respectively by providing adequate storage for purified water.
<b>11</b>	Refurbishment of Methula WTW	The project comprises of the refurbishment of the Methula water Treatment works by means of repairing and replacing the existing Infrastructure,	The primary objective of the project is to refurbish the Methula WTW to be capable of purifying the water and producing clean water for the communities that benefit from this WTW. The current population to benefit is 47 884 and 24 095 at Empuluzi and Methula respectively by providing purified water.

	Upgrading of bulk water pipelines	The contract comprises of the upgrading of the bulk pipelines within the Mpuluzi / Methula Water Supply Scheme	To ensure that the asbestos pipes are not used instead the AC pipes are introduced in the system to deliver water in a more sustainable way.
12	Upgrading of Mayflower WTW	The Contract comprises of the upgrading of the mayflower Water Treatment Works by repairing and replacement of the existing infrastructure including the Construction of the access road to the plant. The WTW would be upgraded from 2.5MI/d to 10MI/d. Included on the scope of work is the upgrade of the abstraction point	The primary objective of the project is to upgrade the Mayflower WTW to be capable of purifying the water and producing clean water for the communities that benefit from this WTW. The current population to benefit is 47 884 and 24 095 at Empuluzi and Methula respectively by providing purified water.
	Upgrading of Breyten BWSS	The contract comprises of the upgrading of the pum station at the Torbanite dam, upgrading of the rising main to Bretyen WTW, Upgrading of thye rising main from Breyten WTW's to Chrissismeer, Construction of a bulk pipeline from Chrissismeer to Warburton and Chrissismeer to Lothair. Installation of water storage tanks in different positions within the jurisdiction of the scheme	The primary objective of the project is to ensure adequate and purified water as per SANS 241 is being provided to the communities of Breyten, Chrissmeer, Warburton and Lothat.
	Upgrading of Davel WTW's	The contract comprises of the upgrading of the WTW.	To ensure that the community of Davel is provide with adequate and purified water as per the SANS241

	To provide maintenance on GSDM buildings	To maintain the GSDM facilities which includes GSDM main buildings and Disaster Management centres	To ensure that the Municipal facilities are taken care in good condition in order not to compromise of their lifespan.
<b>13</b>	Support EPWP Program	Monitor and support EPWP implementation	Report on job opportunities created
<b>14</b>	Allocate Siyathuthuka (EPWP) beneficiaries	Provide labour to local municipality	Fast track service delivery and reduced unemployment
<b>15</b>	Cooperative support and development	Provide agricultural inputs to coops and facilitate training of SMMEs	Growing the economy through small business development
<b>16</b>	Roads Asset Management	Assessment of District Road condition	Maintain credible database of road network and road conditions
<b>17</b>	Provide GIS functionality	Procure GIS licences for all LMs	Supplement the financial resource shortage of LMs
<b>18</b>	Support the Joint Municipal Planning Tribunal (JMPT)	Fund the operation of, and provide administrative support to, the JMPT	Ensure municipal planning functions are executed
<b>19</b>	Supplement municipal planning capacity	Deployment of planning human resources to LMs as and when requested	Ensure municipalities comply with their constitutional planning mandate

Table 11: Interventions to Support Local Municipalities



## 1.4 IDP PLANNING PROCESS

The Gert Sibande District Municipality Council approved and adopted a Framework for the drafting of the 2020/21 IDP for its area of jurisdiction. This was followed by development of

Process Plans by the seven (7) constituent Local Municipalities for their respective IDP Review processes. These plans were adopted to guide the process followed in developing the IDPs.

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

- Institutional Issues;
- Amendments in response to changing circumstances;
- Needs to improve the IDP process and content;
- Mainstreaming of Transversal programmes

### 1.4.1. District IDP Framework Plan

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

The IDP Framework Plan further outlines the way in which the GSDM embarked on its own IDP drafting process from its commencement in August 2016.

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

- IDP Representative Forums
- IDP Steering committees
- IDP Management Committees

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:

### Organisational Arrangements for Organised Public Participation

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
1.	Municipal Council	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	The Mayoral Committee must: Decide on the Framework/Process Plan for IDP Review.

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
		<p>Responsible for overall management, co-ordination and monitoring of the review process, and may assign responsibilities to the Municipal Manager.</p> <p>Submit reviewed IDP framework and draft IDP to Council.</p> <p>Develop terms and criteria for Representative Forum.</p> <p>Give political direction.</p>
3.	<p>Municipal Manager with delegated powers to the General Manager Planning &amp; Economic Development</p>	<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> <p>Responsible for the day to day management of the planning framework/process plan and ensuring that timeframes are being adhere to and resources are managed effectively and efficiently.</p> <p>Co-ordinate the involvement of all different role players.</p> <p>Ensuring the horizontal and vertical alignment in the planning process, including Sectors.</p> <p>Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained.</p> <p>Ensuring compliance with National and Provincial requirements and legislations.</p> <p>Ensure appropriate participation of all the relevant Stakeholders.</p> <p>Ensure proper documentation of outcomes.</p> <p>Chairing the Steering Committee, Technical Committee.</p> <p>Management of Service Providers.</p>
4.	<p>IDP Steering Committee</p>	<p>Framework/Process Plan management structure.</p> <p>Allocation of duties and monitoring.</p> <p>Overall management including the appointment of technical consultants.</p> <p>Decision on roles and responsibilities.</p> <p>Commission research studies and recommend appointment of service providers.</p> <p>Decide on matters to be referred to IDP Forum for alignment and integration purposes.</p>
5.	<p>IDP Representative Forum</p>	<p>The Executive Mayor or Representative chairs the forum meetings. Constituted of all the Executive Mayors/ Municipal Managers/ MMC Responsible for IDP/IDP managers/ coordinators/CBO's/NGO's/Business Forums/ Community Forums/ Youth /Woman/ Disabled Org/ Political parties /Traditional Leadership, GSDM GIS Manager.</p> <p>This Forum consists of community participation structure/stakeholders in their respective organised formations, to represent the interests of all stakeholders and ensure proper communication to guarantee representative and collaborative participation during the review process.</p> <p>Provide an organizational mechanisms for discussion, negotiations and decision making between the stakeholders including municipalities and government departments during the Municipal process.</p>

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
		<p>Monitor the performance of the planning and implementation process.</p> <p>Make recommendations to Council on planning and development priorities.</p>
6.	<p>IDP Sectoral Forums</p> <p>Air Quality Stakeholders Forum</p> <p>Authorities Air Quality Forum</p> <p>CFOs Forum</p> <p>Corporate Services/HR Forum</p> <p>Disaster Management Forum</p> <p>District Communications Forum</p> <p>District Planners Forum</p> <p>Environmental Health Practitioners Forum</p> <p>Food Control Forum</p> <p>HIV/AIDS Council</p> <p>HOD Technical Forum</p> <p>Pollution and Waste Forum</p> <p>Transport Forum</p>	<p>Each municipality will be represented by the head of department or second in charge in the department and senior representatives from sector departments operating within the District. The IDP Sectoral Forums will be responsible for:</p> <p>Advising the Steering Committee on terms of reference for the various planning activities;</p> <p>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);</p> <p>processes, summarizes and document outputs;</p> <p>consider and report on department outputs;</p> <p>makes content recommendations;</p> <p>prepare, facilitate and document meetings;</p> <p>Provide sectional IDP progress report on quarterly basis;</p> <p>Discuss challenges encountered and recommend possible solutions within their respective line functions;</p> <p>ensure alignment regarding relational matters, and agree on the programme of action to be pursued towards achieving goals as articulated in the respective Municipal IDPs;</p> <p>Use the 5 Year LGSA as the basis of their discussions and information assimilation and dissemination tool;</p> <p>Provide technical guidelines on environment and Municipal health issues, provide assessment of district state in terms of compliance and pollution matters;</p> <p>Coordinate planning, support, regulatory issue, compliance and enforcement of environmental laws by all authorities;</p> <p>Coordinate stakeholder participation, implementation guidance and awareness, to provide platform for stakeholders to raise common issues or concerns, to mobilise support and participation on government programmes and give feedback;</p> <p>Coordinate planning, support, regulatory issue, compliance and enforcement of environmental laws by all authorities</p>
7.	<p>IDP Technical Committee</p>	<p>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.</p> <p>Will deal with matters relevant and relating to District wide issues.</p> <p>Consider District wide programs and integration to PGDS.</p> <p>Consider and advise the IDP Representative Forum on the evaluation of sector plans.</p> <p>Attend to the alignment of the Local IDPs to that of the GSDM.</p> <p>Deliberate on inter-sectoral programmes and recommends to the Representative Forum.</p> <p>Give advice to municipalities and foster sectoral alignment.</p>

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
		Will timeously report on progress which will then be forwarded to the Steering Committee.
8.	IDP Management Committee	<p>Will be responsible for, among others, the following functions:</p> <p>Chaired by the GSDM IDP Manager and consisting of all the IDP Directors/Managers from the seven (7) Local Municipalities.</p> <p>Harness shared understanding of development between the Local and District Municipalities during the IDP implementation and review as well as other planning processes.</p> <p>Support the planning and implementation management process of local municipalities and District municipality.</p> <p>Establish and maintain close links with public and private service providers for proper programme alignment in municipal planning.</p> <p>Provide information to municipalities on relevant national and provincial policy and legislative frameworks.</p> <p>Organize/conduct relevant training events for municipalities to build their planning and implementation management capacity.</p> <p>Liaise with donors and other state agencies for funding the municipalities.</p>

Table 12: Organisation Arrangements for Organised Public Participation

#### 1.4.2. Summary of Community/ Stakeholder Participation

The GSDM has hosted IDP/ Budget consultation meetings during which the District met each local municipality with the aim of emphasizing Government's commitments. Engagements centred on the draft GSDM IDP and the Medium Term Strategic Framework priorities, improvement in service delivery, and ensuring better life for all District residents within the constituent Local Municipalities.

The following table reflects the GSDM IDP/ Budget consultation meetings programme.

#### 1.4.3. GSDM IDP/Budget Consultation Sitings

Municipality	Venue	Dates	Time
Chief Albert Luthuli	Manzana Cultural Centre	13 April 2021	10h00
Dipaleseng	Thusong Centre	14 April 2021	10h00
Dr Pixley Isaka Ka Seme	Esiyazenzela Community Hall	20 April 2021	14h00
Govan Mbeki	Lillian Ngoyi Community Hall	15 April 2021	10h00
Lekwa	Sakhile Community Hall	23 April 2021	10h00
Mkhondo	Virtual Meeting	30 April 2021	16h00
Msukaligwa	Ella de Bruin Hall	16 April 2021	10h00

Table 13: GSDM IDP/Budget Consultation Sitings

RADIO STATION	DATE AND TIME	BUDGET	DEPLOYMENT
Ligwa FM	06 April 2021 and 30 April 2021	0	Hon. Executive Mayor, Cllr. M.G. Chirwa
Mkhondo FM	06 April 2021 and 30 April 2021	0	Hon. Executive Mayor, Cllr. M.G. Chirwa
VOC FM	06 April 2021 and 30 April 2021	0	Hon. Executive Mayor, Cllr. M.G. Chirwa
Alpha FM	06 April 2021 and 30 April 2021	0	Hon. Executive Mayor, Cllr. M.G. Chirwa
Rise FM	13 April 2021 and 29 April 2021	0	Hon. Executive Mayor, Cllr. M.G. Chirwa

Table 14: GSDM IDP/Budget Radio Consultation Schedule

### Airport Tariff Consultation

DATES	STAKEHOLDERS	VENUE
06 MAY 2021	GSDM Aeronautical Society	GSDM Airport

Table 15: Airport Meetings

The major issues recorded in each of the respective municipalities during this IDP/ Budget consultation meetings are summarized as follow:

#### 1.4.4. Community Issues Raised

LOCAL MUNICIPALITY	ISSUES RAISED
<b>CHIEF ALBERT LUTHULI</b>	<ul style="list-style-type: none"> <li>• Questions were asked why the number of participants in the Siyathuthuka programme have reduced from four to one participant per ward.</li> <li>• A request for electrical boreholes in the rural areas was made.</li> <li>• Upgrading of Ekulindeni Water Treatment Works has never worked since it was handed over by the GSDM.</li> <li>• The decline in the allocation of budget to renovation of community halls was noted with concern.</li> <li>• There is still no movement with regards to paving project of roads in Ward 24.</li> <li>• Entry roads to schools and cemeteries in ward 24 are inaccessible.</li> <li>• There are people with disabilities at ward 24 leaving in dilapidated houses. The municipality is requested to visit those households.</li> <li>• CALM was requested to also procure their own graders.</li> <li>• Scholar transport in ward 5 is inaccessible to to the bad road conditions.</li> <li>• Calls to the Health Inspectors to visit the tuckshops in the communities as there are allegations of expired foods being sold from the tuckshops.</li> </ul>
<b>DIPALESENG</b>	<ul style="list-style-type: none"> <li>• Request for water purification plant, as the water in Dipaleseng is always dirty.</li> </ul>

	<ul style="list-style-type: none"> <li>• Small businesses and emerging contractors requested a fair opportunity to participate in the major projects currently underway in Dipaleseng.</li> <li>• People with disabilities appreciated the budget allocated to their office but requested the district municipality to consider building a skills development centre for them.</li> </ul>
<b>GOVAN MBEKI</b>	<ul style="list-style-type: none"> <li>• Public education was raised as a challenge in the communities.</li> <li>• The need to strengthen communications in local municipalities was raised as an important component.</li> <li>• Request to widen the road between Secunda, driving past Graceland to Embalenhle to be widened.</li> <li>• Potholes and re-gravelling of roads.</li> <li>• Stern warning against using the SASOL ashes to re-gravel the roads was made.</li> <li>• The re-surfacing of Victor Khayiyane road was proposed to be done in an effective manner as it always eats up the budget.</li> <li>• A request to empower the EPWP programme was made. Skill them in certain fields so they can also be employable to the municipalities afterwards.</li> <li>• Department of roads and transport must be roped in in the rehabilitation of the regional roads.</li> <li>• The district municipality was requested to renovate community halls.</li> <li>• There are not enough programmes aimed at people with disabilities.</li> <li>• The Siyathuthuka programme does not cater for people with disabilities.</li> <li>• Not enough people with disabilities are employed in the local municipalities.</li> <li>• Trucks for waste removal are not enough for the whole of Govan Mbeki Local Municipality.</li> <li>• A suggestion to pay flat rates for municipal services was proposed.</li> </ul>
<b>LEKWA</b>	<ul style="list-style-type: none"> <li>• A request to re-gravel and compact the gravel roads was made.</li> <li>• A suggestion to trade in the graders was made instead of reducing the number to five.</li> <li>• A request to investigate the purification of water was made.</li> <li>• A request for sports office and development was made.</li> <li>• Request for streetlights was made.</li> <li>• Traffic lights are constantly not working.</li> </ul>
<b>DPKIS</b>	<ul style="list-style-type: none"> <li>• A request for information on how to start and register cooperatives was made.</li> <li>• Request for bursaries for academically deserving learners from needy families was made.</li> <li>• The Department of Health and Home Affairs is said to not be useful in assisting the locals.</li> </ul>
<b>MKHONDO</b>	<ul style="list-style-type: none"> <li>• Provision of water and sanitation to rural areas.</li> <li>• Assistance with desludging of VIP toilets in rural areas.</li> </ul>

	<ul style="list-style-type: none"> <li>• The recent storms badly damaged the roads in Amsterdam.</li> <li>• More help with the graders is required.</li> </ul>
<b>MSUKALIGWA</b>	<ul style="list-style-type: none"> <li>• Roads are in a terrible state with potholes.</li> <li>• Unreliable water supply, particularly in Breyten, KwaZanele</li> <li>• Financial assistance to grade 12 learners with outstanding results.</li> <li>• Ward Committees do not receive their stipends on time.</li> <li>• Complaints were also raised on why stipends differ in the local municipalities.</li> <li>• Others receive R1000.00 while others are paid R1500.00</li> <li>• It was proposed that EPWP participants be trained in various skills such as plumbing and electricity to enable them to be employable after the programme.</li> <li>• The recruitment process for EPWP was questioned.</li> <li>• The absence of recreational activities and sport office in the municipality is a serious problem to the communities, particularly the youth.</li> <li>• Sewer spillages is a serious problem in the communities.</li> <li>• Blading and re-gravelling of roads leading to essential areas such as schools and cemeteries.</li> <li>• Monitoring and supervising of boreholes projects. The boreholes only work for a few days and stop functioning.</li> <li>• Contractors do not always do proper work when installing boreholes in the rural areas</li> </ul>

Table16: Community Issues Raised

Schedule for other District's IDP Public Participation structures are table below.

### **IDP MANCOM SITTINGS**

Date	Time	Venue
25/06/2020	10:00	Virtual
18/09/2020	10:00	Virtual
05/11/2020	10:00	Virtual
25/02/2021	10:00	Virtual
07/05/2021	10:00	Virtual

Table 17: MANCOM Schedule

### **IDP STEERING COMMITTEE SITTINGS**

Date	Time	Venue
29/07/2020	10:00	Virtual
24/11/2020	10:00	Virtual
12/11/2021	10:00	Virtual
19/02/2021	10:00	Virtual
23/02/2021	10:00	Virtual

Table 18: IDP Steering committee schedule

## **IDP REPRESENTATIVE FORUM SITTINGS**

<b>Date</b>	<b>Time</b>	<b>Venue</b>
22/09/2020	10:00	Virtual
19/11/2020	10:00	Virtual
04/03/2021	10:00	Virtual
13/05/2021	10:00	Virtual

*Table19: IDP Representative Forum Schedule*



## **CHAPTER 2: GERT SIBANDE DISTRICT MUNICIPALITY AT A GLANCE**

### **2.1 STATE OF GSDM DEVELOPMENT, ENVIRONMENT AND DISTRICT POPULATION DYNAMICS**

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

#### **2.1.1 Regional Context**

GSDM is designated as DC30 by the Municipal Demarcation Board and is one of the three (3) District Municipalities that constitute Mpumalanga Province. The District Municipality is bordered by the Ekurhuleni Metropolitan and Sedibeng District Municipalities to the west. Thabo Mofutsanyane District Municipality is located towards south-west. The Ehlanzeni District Municipality is located to the north-east and Nkangala District Municipality to the north. Amajuba and Zululand District Municipalities in KwaZulu-Natal Province are located to the south, and the Kingdom of Eswatini to the east.

Gert Sibande District Municipality is the largest of the three Districts in Mpumalanga Province at 31 841 km<sup>2</sup>, covering 40% of the Mpumalanga Province's land mass. The western portion of the District mostly comprises typical Highveld vegetation and climate, with the eastern end of the District being more mountainous and characterised by extensive forestry and rural settlements and villages (Chief Albert Luthuli and Mkhondo Local Municipalities).

The concentration of conservation and protected areas also increases towards the east. Apart from the east-west orientated N17 corridor running through the GSDM, there are also three main north-south routes running through the District: the N3 freeway to the west, and the N11 route running through the central part of the District. The N2 from Ermelo through eMkhondo also provides a north-south corridor located towards the east of the district.

The District comprises of seven (7) local municipalities as depicted in the table below and Map 1 overleaf.

### **GSDM Local Municipalities**

<b>Name of Municipality</b>	<b>Main Admin Location</b>	<b>Area (km<sup>2</sup>)</b>
Chief Albert Luthuli	Carolina	5559
Dipaleseng	Balfour	2616
Dr. Pixley Isaka Ka Seme	Volkstrust	5227
Govan Mbeki	Secunda	2955
Lekwa	Standerton	4585
Mkhondo	eMkhondo	4882
Msukaligwa	Ermelo	6017

*Table 15: Municipal Demarcation Board: Municipalities of South Africa 2010*

# Gert Sibande District Municipality



Maps 1: Gert Sibande District Municipality

## 2.1.2 District Demographics Analysis

- According to Stats SA (2016 Community Survey - CS), Gert Sibande's population increased from 1 043 194 in 2011 to 1 135 409 people in 2016 – smallest population among districts in the province in 2016.
- In 2016, the youth population (15-34 years) formed 39.3% of the total population.
- In 2016, the female population's share was 50.3% and that of males 49.7%.
- Population increased by 92 215 between 2011 and 2016, a population growth rate of 1.9% per annum between 2011 & 2016, which was higher than the annual average economic growth.
- The estimated 2020 population number is 1 227 854 or 26.5% of Mpumalanga's population. For 2030, the estimate is 1 505 450 or 27.2% of Mpumalanga's population – will put pressure on infrastructure & service delivery as well as economic/employment opportunities.
- The number of households in Gert Sibande increased from 273 490 in 2011 to 333 815 households (±60 000 household increase) in 2016 - 26.9% of Mpumalanga's households. The household size declined from 3.8 to 3.4 between 2011 & 2016. Projected figure in 2030 of approximately 488 000 households.

### Population figures per municipal area

Local Municipal Area	Population		Average annual population growth	Projected number 2020	Projected 2030 number
	2011 (Census)	2016 (CS)	2011-2016		
Govan Mbeki	294 538	340 091	3.3%	387 254	535 796
Mkhondo	171 982	189 036	2.1%	205 422	252 874
Chief Albert Luthuli	186 010	187 630	0.2%	189 136	192 952
Msukaligwa	149 377	164 608	2.2%	179 579	223 236
Lekwa	115 662	123 419	1.5%	130 992	152 022
Dr Pixley Ka Isaka Seme	83 235	85 395	0.6%	87 463	92 855
Dipaleseng	42 390	45 232	1.5%	48 008	55 715
<b>Total</b>	<b>1 043 194</b>	<b>1 135 411</b>		<b>1 227 854</b>	<b>1 505 450</b>

Table 16: Population figures per municipal area

## Gert Sibande population data and projections

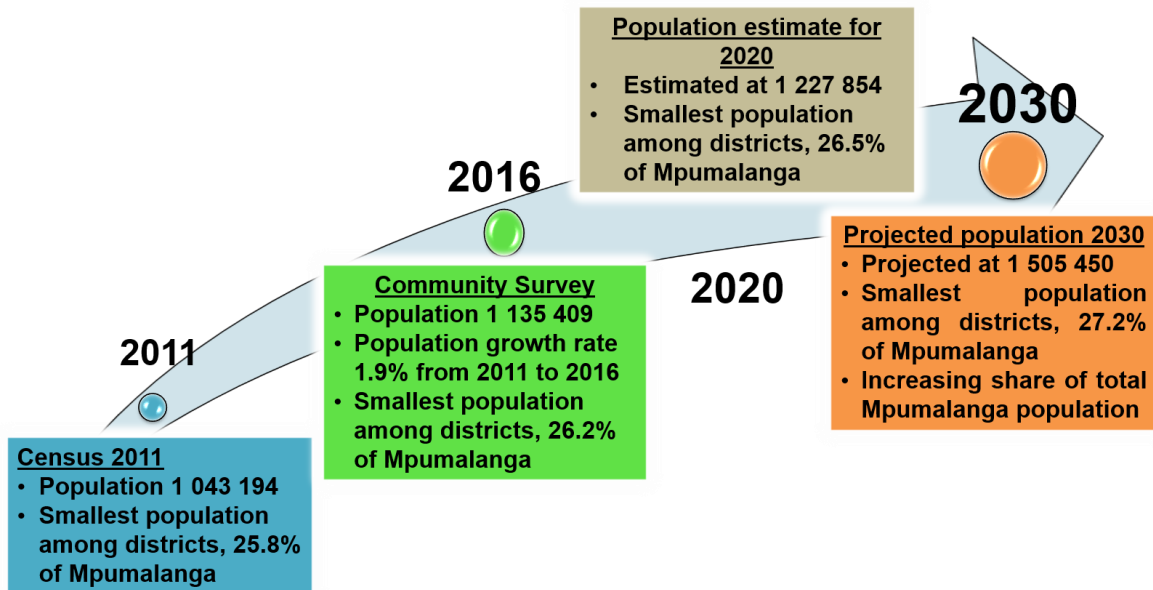


Figure 3: Gert Sibande population data and projections

### 2.1.3 Gert Sibande Education Indicators

- Mpumalanga Provincial grade 12 pass rate declined from 80.3% in 2019 to 73.7% in 2020 academic years. This was reflection of a decline by all four districts of the province.
- Gert Sibande's grade 12 pass rate declined from 84.6% in 2019 to 74.5% in 2020, the highest improvement among the 4 education districts.
- In 2019, Gert Sibande's grade 12 pass rate was the second lowest of the 4 education districts.

### Education district comparison of Grade 12 pass rates, 2015-2020

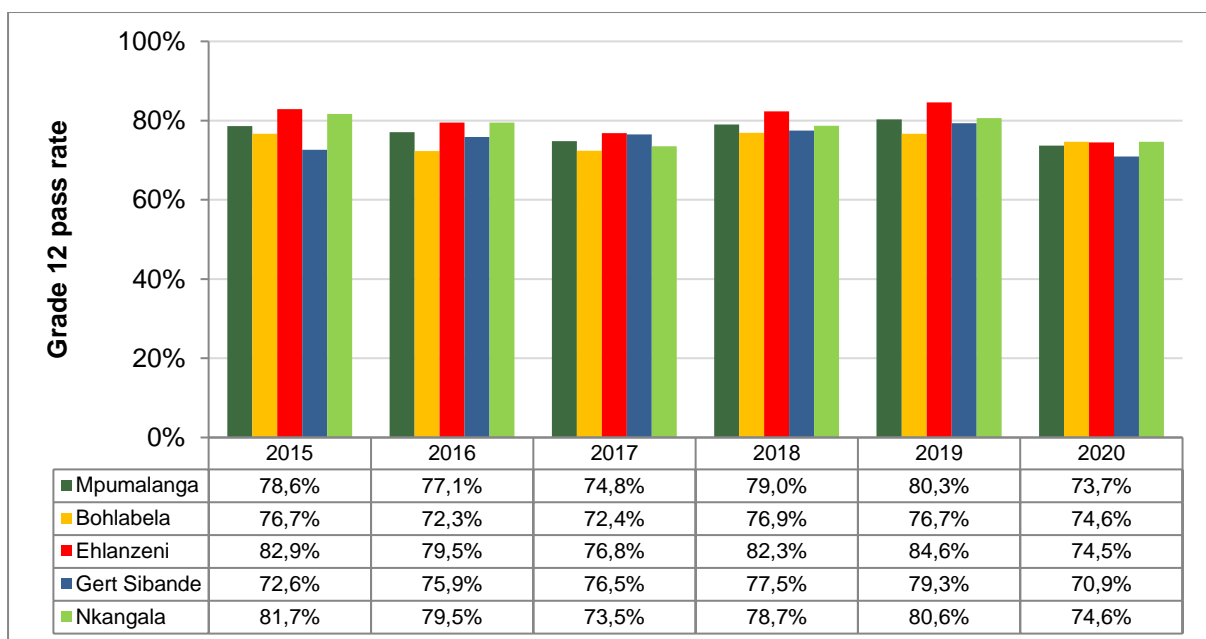


Table 17 : Department of Basic education- NSC 2020 Examination Report, 2021

## Education district comparison of admission to further studies, 2015-2020

Education district	Higher certificate studies		Diploma studies		Bachelor studies	
	2015	2020	2015	2020	2015	2020
Bohlabela	23.5%	16.7%	34.2%	28.0%	18.6%	29.7%
Ehlanzeni	17.7%	17.0%	35.4%	25.7%	28.9%	31.8%
Gert Sibande	17.9%	15.4%	33.3%	26.0%	25.7%	29.6%
Nkangala	16.4%	15.8%	37.7%	28.4%	24.7%	30.4%
<b>Mpumalanga</b>	<b>18.7%</b>	<b>16.3%</b>	<b>35.3%</b>	<b>27.0%</b>	<b>24.9%</b>	<b>30.4%</b>

Source: Mpumalanga Department of Education 2021

In 2020, 9 841 subject distinctions were obtained in Mpumalanga compared with 9 346 in 2015. This was 2.5% of all subjects written and slightly higher from the figure in 2015. It is clear from Table 12 that the highest number of subject distinctions in 2020 were achieved in Nkangala and the lowest number in Bohlabela. Grade 12 learners in Nkangala achieved distinctions in 3.6% of the subjects they wrote in 2020.

The results of the 9 most popular non-language Grade 12 subjects are presented and compared with the education districts' results in these subjects (Table 13). In 2020, Grade 12 learners in Bohlabela registered the lowest, or joint lowest pass rate in 6 of the 9 non-language subjects, Ehlanzeni in 2 and Gert Sibande in 1. Nkangala recorded the highest pass rate in 4 of the 9 subjects, Gert Sibande in 3 and Ehlanzeni in 2.

## Education district comparison of Grade 12 subject distinctions obtained, 2015-2020

Education district	Subject distinctions			
	Number		% of subjects written	
	2015	2020	2015	2020
Bohlabela	1 868	1 305	2.1%	1.3%
Ehlanzeni	2 632	2 814	2.2%	2.6%
Gert Sibande	2 101	2 153	2.2%	2.4%
Nkangala	2 745	3 569	2.8%	3.6%
<b>Mpumalanga</b>	<b>9 346</b>	<b>9 841</b>	<b>2.3%</b>	<b>2.5%</b>

Source: Mpumalanga Department of Education, 2021

## Basic education performance per municipal area

Local municipal area	Grade 12 Pass Rate			Trend	Admission to B degree studies
	2018	2019	2020	2019-2020	2020
Lekwa	83.1%	85.2%	74,8%	😊	28,3%
Msukaligwa	80.0%	83.9%	76,4%	😊	35.7%
Govan Mbeki	76.4%	83.2%	71.9%	😊	30,2%
Chief Albert Luthuli	77.7%	81.6%	71,4%	😊	28,4%
Dipaleseng	86.9%	77.9%	75,3%	😊	29.8%
Dr Pixley Ka Isaka Seme	78.2%	75.7%	65,9%	😊	26,5%
Mkhondo	71.2%	64.6%	63,5%	😊	28,8%

Table 18: Basic Education performance per municipal area

Msukaligwa had the highest grade 12 pass rate in the district at 76.4% followed by Dipaleseng at 75.3%. Mkhondo achieved the lowest grade 12 pass rate of all the seven sub-districts in Gert Sibande. Noticeably, all sub-districts achieved lower pass rates than the previous year. This may be attributed to the impact of the Covid-19 pandemic that saw a disturbance of the curriculum delivery in all schools.

### Unemployment rate (2019)

District	Unemployment rate			Number of unemployed	Number of job losses	
	2019	2020 lockdown estimate – 2 scenario's			2019	2020 lockdown estimate – 2 scenario's
		Slow	Long	Slow		Long
Gert Sibande	28.7%	35.3%	37.4%	130 419	29 581	39 221
Nkangala	35.6%	44.2%	46.0%	228 825	33 109	43 572
Ehlanzeni	34.3%	39.7%	41.7%	237 771	41 093	54 871

Mpumalanga's unemployment rate was the second highest/worst among the 9 provinces. Gert Sibande's unemployment rate was the lowest among all the districts in Mpumalanga. In 2019 the youth unemployment rate was at 58.0% with a very high youth unemployment rate of females (68.5%). The job loss estimates in 2020, due to the COVID-19 lockdown, were between 30 000 and 39 000 with the & the unemployment rate (strict definition) to increase to between 35.3% and 37.4%

Table 19: Impact of lockdown on labour force per district

Local municipal area	Unemployment rate			Number of unemployed	Number of job losses	
	2019	2020 lockdown estimate – 2 scenario's			2019	2020 lockdown estimate – 2 scenario's
		Slow	Long	Slow		Long
Chief Albert Luthuli	34.1%	45.2%	47.0%	19 492	2 815	3 728
Msukaligwa	24.3%	30.4%	32.6%	17 111	5 227	6 883
Mkhondo	32.3%	38.6%	40.6%	20 075	3 980	5 258
Dr Pixley Ka Isaka Seme	37.5%	44.4%	46.2%	10 215	1 509	2 008
Lekwa	27.1%	32.6%	34.8%	14 725	3 833	5 108
Dipaleseng	38.4%	46.8%	48.6%	7 638	970	1 296

<b>Govan Mbeki</b>	<b>25.3%</b>	<b>31.6%</b>	<b>33.8%</b>	<b>41 163</b>	<b>11 247</b>	<b>14 940</b>
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### Unemployment rate per municipal area (2019)

Msukaligwa had the lowest unemployment rate in the District with a record of 25.1%. Dipaleseng had the highest unemployment rate of 37.9% with the smallest population.

Local municipal area	Unemployment rate		Trend	Unemployment rate		Trend
	2011	2014	2011-2014	2015	2019	2015-2019
Msukaligwa	23.5%	21.7%		21.4%	24.3%	
Govan Mbeki	23.8%	21.9%		21.6%	25.3%	
Lekwa	24.1%	23.0%		22.6%	27.1%	
Mkhondo	32.4%	30.2%		29.6%	32.3%	
Chief Albert Luthuli	32.9%	30.7%		30.2%	34.1%	
Dr Pixley Ka Isaka Seme	34.1%	32.8%		32.1%	37.5%	
Dipaleseng	34.1%	32.7%		32.2%	38.4%	

Table 20: Unemployment per municipal area

### Employment in numbers per municipal area (2019)

Average annual employment growth was high in the 2011-2014 period and it decreased in the 2015-2019 period resulting in the number of unemployed people increasing.

Local Municipal Area	Average annual employment growth 2011-2014	Average annual employment growth 2015-2019	Trend 2011/14-2015/19	Share of Mpumalanga's employed 2019
Mkhondo	5.4%	2.1%		3.7%
Msukaligwa	4.8%	1.8%		4.9%
Chief Albert Luthuli	5.3%	1.4%		2.6%
Govan Mbeki	4.7%	1.2%		10.9%
Dr Pixley Ka Isaka Seme	4.5%	0.9%		1.4%
Lekwa	3.7%	0.7%		3.7%
Dipaleseng	3.8%	0.3%		0.9%

Table 21: Employment per Municipal area



## Employment by industry

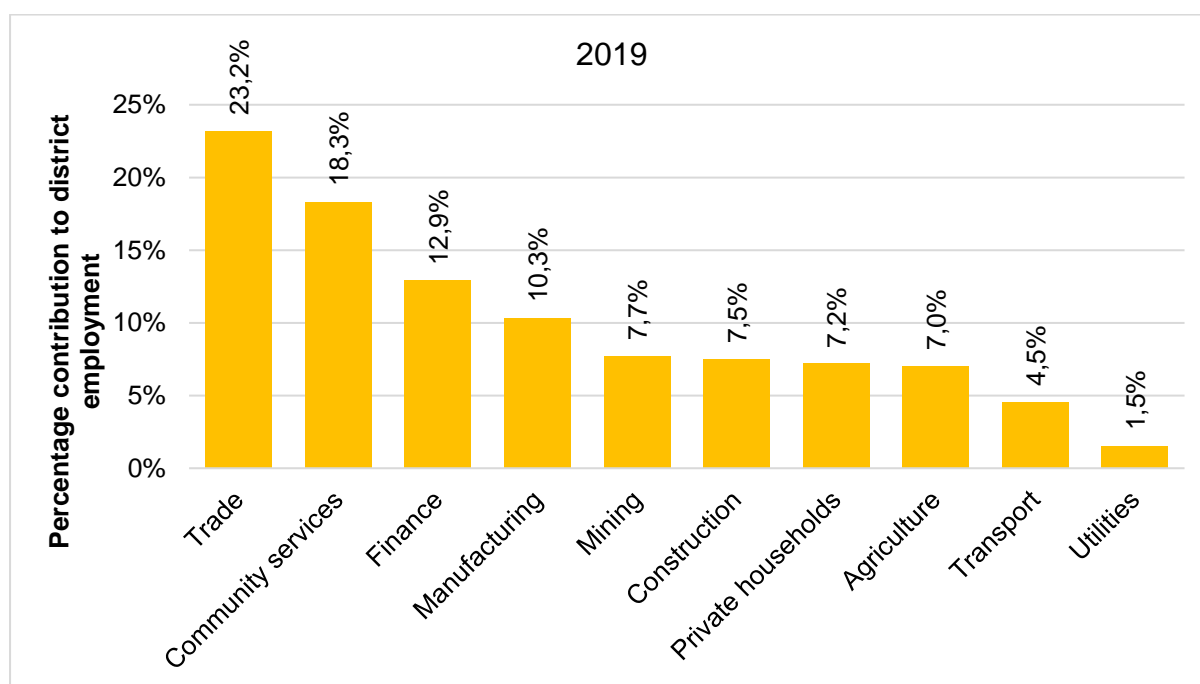
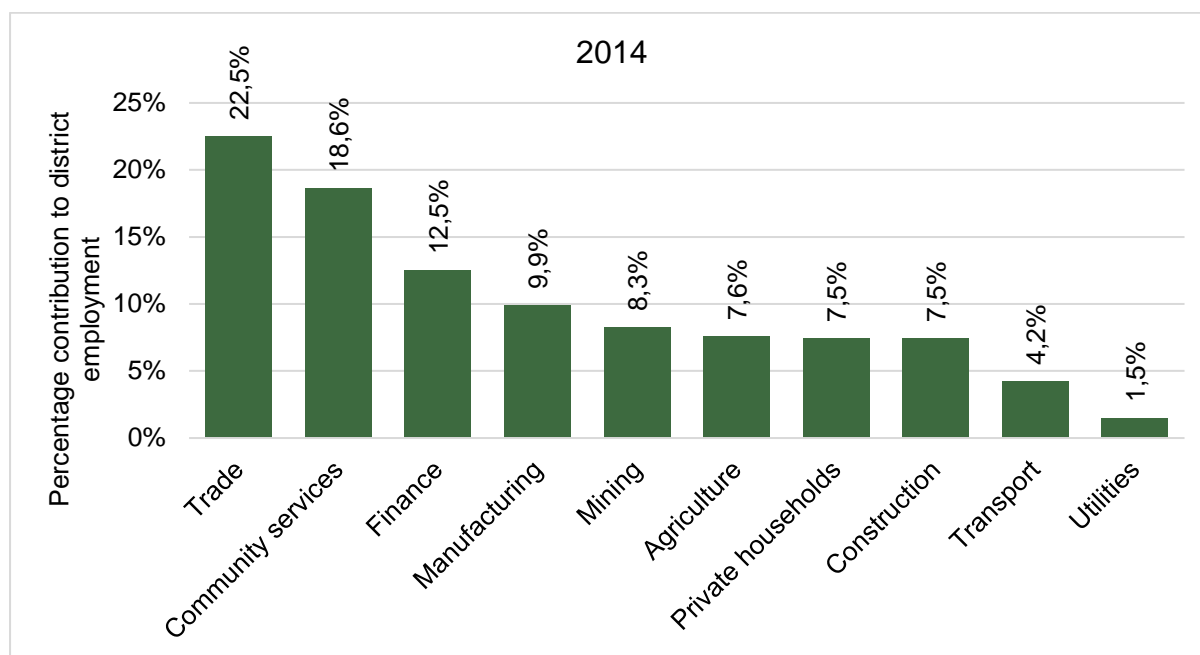


Figure 4: Employment by industry

In 2014, the three leading industries (Trade, Community Services & Finance) in terms of providing employment, accounted for a combined 53.6% of the employed population. There were minor movements on the employment share of different industries in 2019 but the end result was a minor increase on the two of the three leading industries (trade and finance) accounting for a combined total of 54.4% of the total employed population. There was a slight decrease of in the community services.

## Human Development Index

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

Local municipal area	HDI level		Trend	HDI level		Trend
	2011	2014	2011-2014	2015	2019	2015-2019
Govan Mbeki	0.62	0.64	😊	0.65	0.67	😊
Msukaligwa	0.57	0.59	😊	0.60	0.64	😊
Lekwa	0.56	0.59	😊	0.60	0.63	😊
Dipaleseng	0.54	0.57	😊	0.58	0.62	😊
Dr Pixley Ka Isaka Seme	0.51	0.54	😊	0.55	0.58	😊
Chief Albert Luthuli	0.49	0.53	😊	0.54	0.58	😊
Mkhondo	0.48	0.51	😊	0.52	0.55	😊

Table 22: Gert Sibande Human Development Index per municipal area

There was an improved overall Human Development Index (HDI) from 0.59 in 2014 to 0.62 in 2019. Govan Mbeki Municipality's Human Development Index has been leading for the period 2014 to 2019 with HDI of 0.64 and 0.67 respectively. Chief Albert Luthuli, Dr Pixley Ka Isaka Seme and Mkhondo local municipalities improved over the same period but still remained below the 0.6 mark.

### 2.1.4 Poverty aspects in Gert Sibande

The share of population in Gert Sibande below the lower-bound poverty line was 46.7% in 2019, making it the 2nd highest of the 3 Districts in the province. The total number of people below the lower bound poverty line was the lowest at 524 740 in 2019 and Mkhondo had the highest percentage.

### Poverty rate per municipal area

Local municipal area	% below LBPL		Trend	% below LBPL		Trend
	2011	2014	2011-2014	2015	2019	2015-2019
Govan Mbeki	26.4%	28.9%	😞	29.4%	35.3%	😞
Dipaleseng	32.4%	34.4%	😞	35.1%	40.9%	😞
Msukaligwa	32.5%	35.3%	😞	36.2%	42.1%	😞
Lekwa	30.9%	34.5%	😞	35.5%	42.3%	😞
Chief Albert Luthuli	48.0%	49.6%	😞	49.6%	54.5%	😞
Dr Pixley Ka Isaka Seme	46.7%	48.6%	😞	49.2%	55.9%	😞
Mkhondo	50.5%	54.1%	😞	55.2%	63.1%	😞

Table 23: Poverty Rate per municipal area

## Income inequality per municipal area















Local municipal area	Share of income by poorest 40% of households		Trend	Share of income by poorest 40% of households		Trend
	2011	2014	2011-2014	2015	2019	2015-2019
Mkhondo	9.8%	9.3%		9.3%	9.1%	
Chief Albert Luthuli	10.5%	9.8%		9.7%	9.0%	
Dipaleseng	9.6%	8.8%		8.6%	8.2%	
Lekwa	8.5%	8.1%		8.1%	8.1%	
Dr Pixley Ka Isaka Seme	8.3%	8.0%		8.0%	7.7%	
Msukaligwa	8.3%	7.9%		7.9%	7.7%	
Govan Mbeki	6.1%	6.4%		6.5%	7.1%	

Table 24: Income inequality per municipal area

### 2.1.5 Leading challenges facing Gert Sibande municipalities

According to the 2016 Community Survey, the 5 leading challenges in the district are the following:

- Lack of safe and reliable water supply.
- Lack of inadequate employment opportunities (correlate with poverty driver information of the CS).
- Inadequate roads.
- Cost of electricity.
- Cost of water.

### 2.1.6 Household services in Gert Sibande

- In general some good improvement with household services in Gert Sibande between 2011 and 2016 according to the Community Survey of Stats SA – however, challenges remain especially in terms of access to flush/chemical toilets and informal dwellings.
- Number of informal dwellings decreased/improved slightly from 45 935 to 44 862 between 2011 and 2016 – a decrease of almost 1 100 households. Some 13.4% of households still lived in informal dwellings.
- In 2016, the number of households with access to piped water was 305 282. This 91.4% access was higher/better than in 2011, however, 28 533 or 8.6% of households still without access to piped water.
- Only 70.2% of households had access to flush/chemical toilets. In 2016, there were still 99 547 households without a flush/chemical toilet and 8 760 of these were without any toilet facility.
- The share of households connected to electricity improved to a level of 90.6% 2016, however, 31 228 households were still not connected to electricity at all.
- Gert Sibande recorded the highest/best ranking in terms of the household services index (2018) among the districts – improving trend.

## Share of households in informal dwellings, 2016

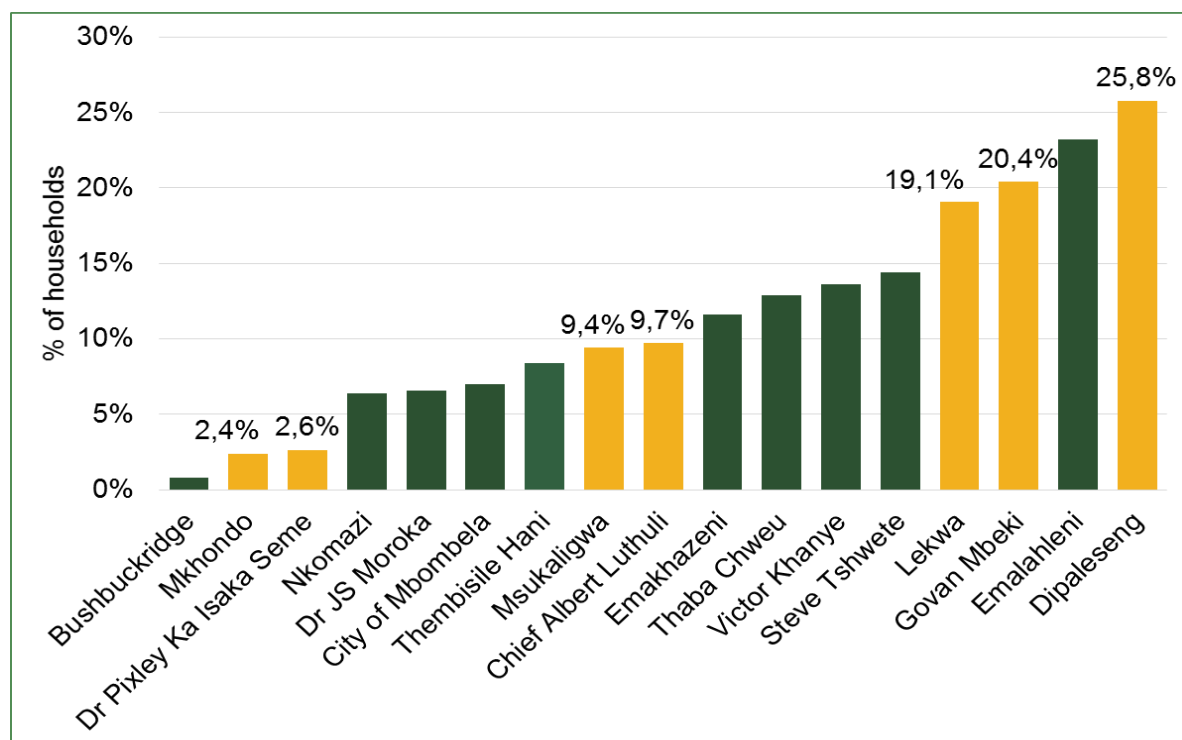


Figure 5: Share of Households in Informal Dwellings

### Households without access to piped water

The Statistics (2016) shows a marginal decrease in the number of households without access to piped water in only two municipalities in the district (Msukaligwa and Mkhondo). There is an increase in the backlogs between the period 2011 and 2016. There is however a difference in the research approach between the two counting periods which renders the counts incomparable.

Local Municipal area	Number of households without access*		Share of total households	
	2011	2016	2011	2016
Chief Albert Luthuli	8 690	9 824	18.2%	18.4%
Msukaligwa	3 841	4 243	9.4%	8.3%
Mkhondo	8 039	6 805	21.5%	14.9%
Dr Pixley Ka Isaka Seme	1 410	2 212	7.1%	9.8%
Lekwa	731	2 347	2.4%	6.3%
Dipaleseng	688	1 397	5.4%	9.4%
Govan Mbeki	885	1 704	1.1%	1.6%

Table 25: Households without Access to Piped Water

Note: \* Question on piped water for 2011 was not phrased in the same way as in CS 2016; therefore the results are not completely comparable.

## Households without access to piped water, 2016

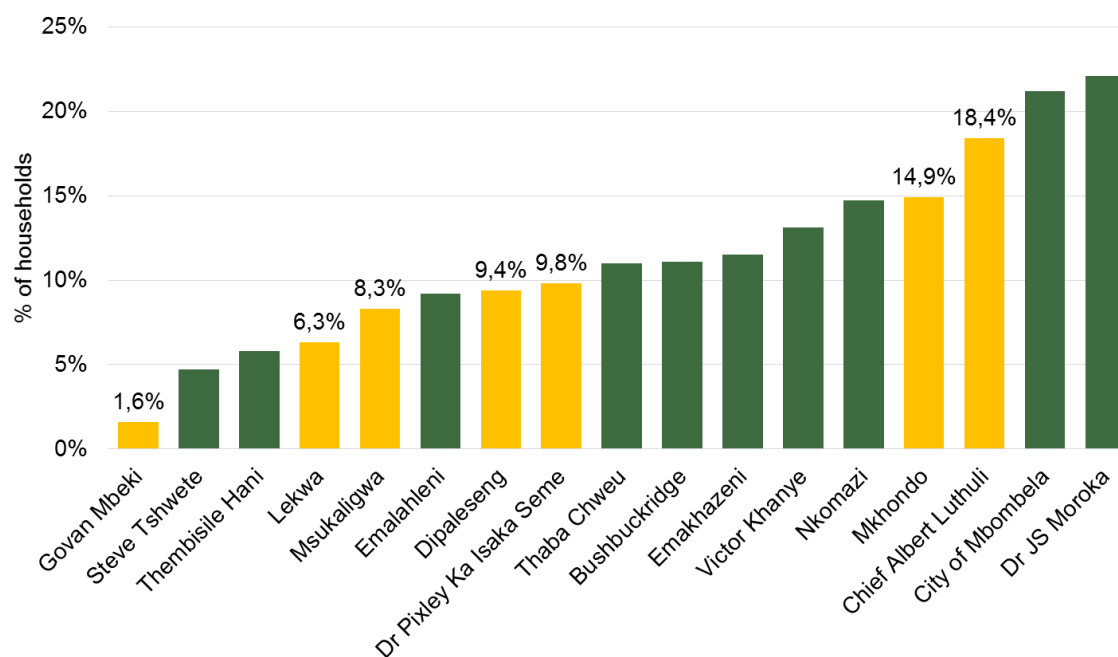


Figure 6: % Households without Access to Piped Water

## Households without access to Toilets (2016)

Local Municipal Area	Number of households without toilets		Share of total households	
	2011	2016	2011	2016
Chief Albert Luthuli	2 476	1 801	5.2%	3.4%
Msukaligwa	1 987	1 295	4.9%	2.5%
Mkhondo	4 823	1 965	12.9%	4.3%
Dr Pixley Ka Isaka Seme	907	958	4.6%	4.2%
Lekwa	1 280	1 114	4.1%	3.0%
Dipaleseng	766	901	6.1%	6.1%
Govan Mbeki	1 519	726	1.8%	0.7%

Table 26: Number of Households without Access to Toilets

Mkhondo LM recorded the highest decline in the backlog in this category of service from 12.9% in 2011 to 4.3% in 2016. Dipaleseng recorded the highest backlog at 6%. The GSDM is planning to do upgrades to the bulk water supply network to respond to the water and sanitation challenges in Dipaleseng.

## Households without access to flush/chemical toilets backlog (2016)

Local Municipal area	Number of households without flush/chemical toilets		Share of total households	
	2011	2016	2011	2016
Chief Albert Luthuli	36 959	40 921	77.5%	76.5%
Msukaligwa	10 788	12 194	26.4%	23.9%
Mkhondo	20 812	24 283	55.6%	53.3%
Dr Pixley Ka Isaka Seme	6 789	7 443	34.2%	33.0%
Lekwa	4 171	5 016	13.4%	13.4%
Dipaleseng	2 846	3 881	22.5%	26.1%
Govan Mbeki	7 604	5 808	9.1%	5.3%

Table 27: Number of Households without Access to flush/chemical toilets backlog

Chief Albert Luthuli, Msukaligwa and Mkhondo have a large number of households living in rural areas which are not using flush or chemical toilets.

## Households without access to flush/chemical toilets

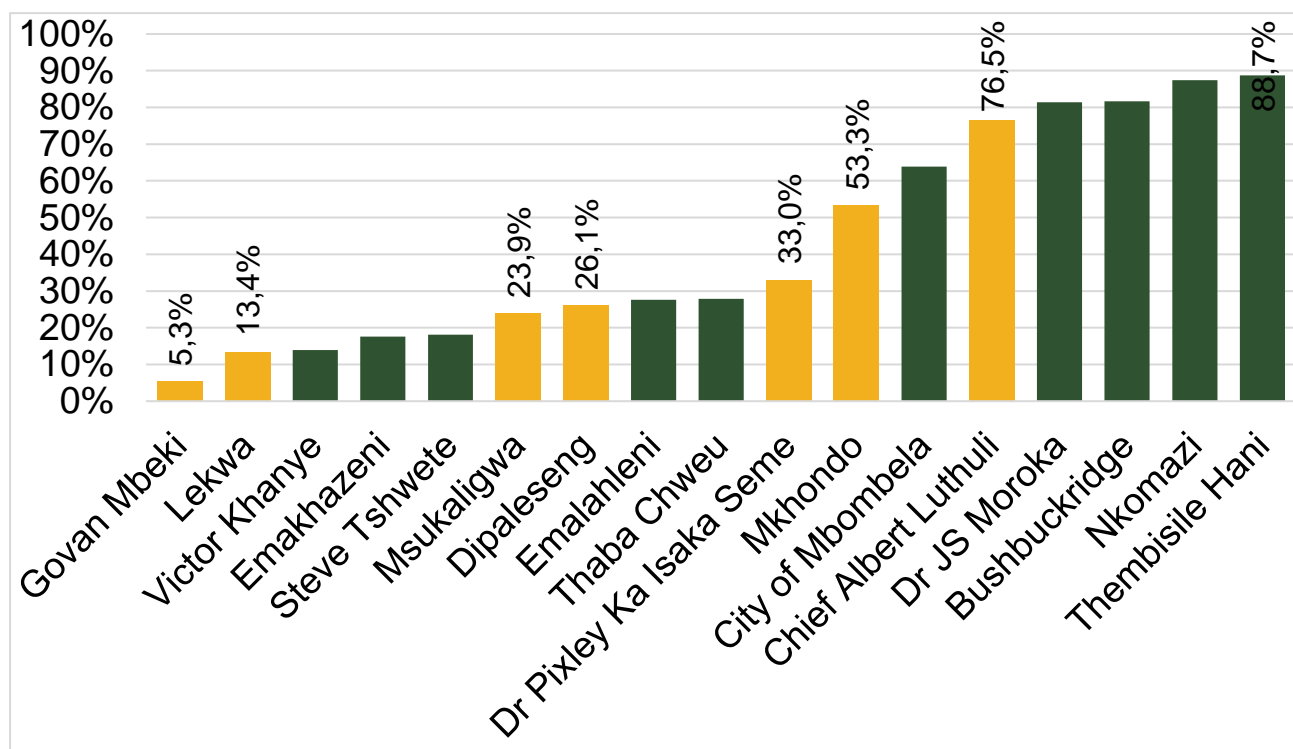


Figure 7: % Households without Access to flush/chemical toilets

## Households without access to electricity

Local Municipal area	Number of households not connected*		Share of total households	
	2011	2016	2011	2016
Chief Albert Luthuli	5 868	1 902	12.3%	3.6%
Msukaligwa	10 315	6 415	25.2%	12.6%
Mkhondo	12 315	9 018	32.9%	19.8%
Dr Pixley Ka Isaka Seme	2 877	2 561	14.5%	11.4%
Lekwa	3 480	3 190	11.2%	8.5%
Dipaleseng	2 098	2 655	16.6%	17.8%
Govan Mbeki	7 884	5 487	9.4%	5.0%

Table 28: Number of Households without Access to Electricity

All local municipalities except Dipaleseng have reduced the electricity backlog between the 2011 and 2016 period but remain with a fairly high number of households without access to electricity.

## Households without electricity connection

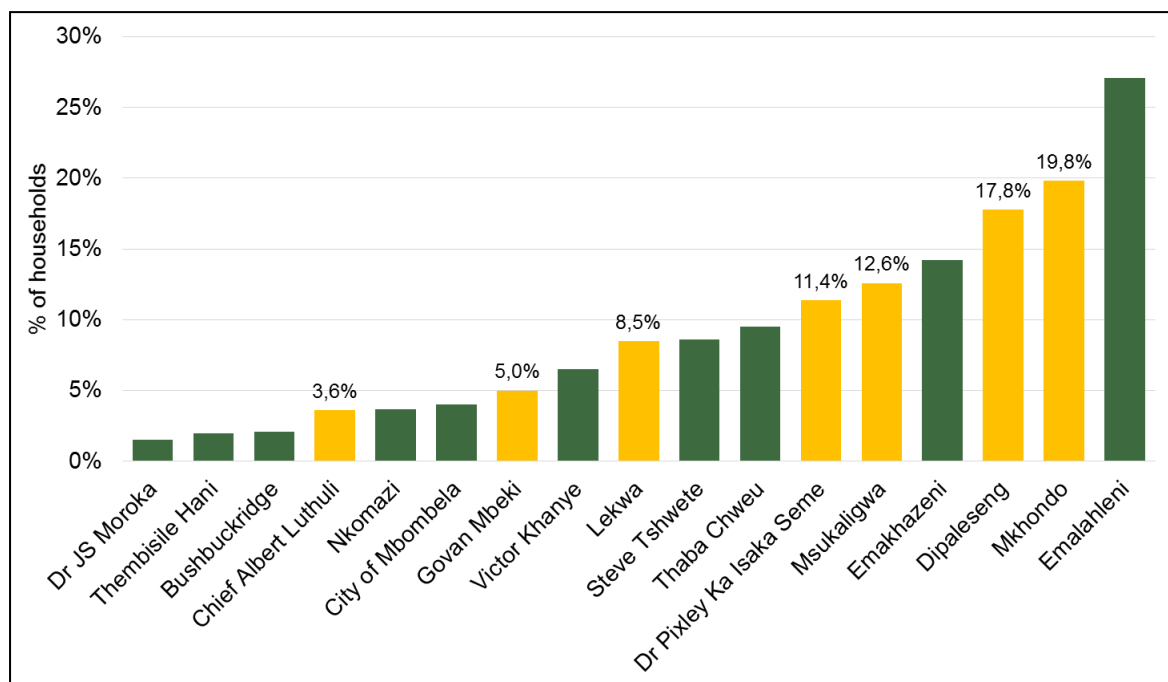


Figure 8: % Households without Electricity Connection

### 2.1.7 Economic Impact of Covid-19 on Mpumalanga

- Very weak global, national and provincial economic environment in 2020 due to the negative economic impact of Covid-19 and the lockdown. This is reflected in the contraction of approximately 4% of the global economy last year, as well as the negative growth rates of both the national and provincial economies in the same period.
- According to the latest GDP data of Stats SA on 09 March 2021, the positive South African economic growth recorded in the third and fourth quarters of 2020, was not enough to offset the devastating impact of Covid-19 in the second quarter, when lockdown restrictions were at their most stringent. Economic activity for the entire year of 2020 therefore, contracted by 7.0%, compared with 2019.
- The growth of more than 13% in agriculture in 2020 can be highlighted, as well as the contraction of more than 20% of the construction industry. Industries such as transport and communication, manufacturing, mining, as well as trade (including tourism), also contracted relatively sharply.
- It expected that Mpumalanga's growth rate for 2020, is/will be eventually very much in line with the national growth rate, even slightly better, closer to -6%.
- DEDT's research indicated early last year that the expected job losses in Mpumalanga in 2020 will translate potentially into more or less 100 000 job losses, where many of these losses will be in construction, trade and tourism as well as manufacturing. The job losses of SMMEs (including informal sector) and tourism, was/is pointed out as a huge concern.

- For the whole year of 2020, South Africa eventually recorded net job losses of 1.4 million and Mpumalanga 96 000 jobs. Provincial job losses were recorded in all industries, except for agriculture and finance. Huge losses in especially construction.
- The national and provincial unemployment rate in Q4 of 2020 according to the expanded definition, were respectively 42.6% and 46.4%.
- Job losses impact negatively on consumer spending and eventually poverty and inequality. Provincial poverty rate was probably already more than 50% in 2020. Also a negative impact on youth unemployment, which is also already very high and a concern for Government.
- Almost 1 million people are unemployed in our province according to the expanded definition, which include also discouraged workers. Almost two thirds of this number, are young people between the age of 15 and 34 years. This is a real concern and top priority to address, not only for Government, but for all its social partners.

Economic industry	Mpumalanga	
	Economic growth*	Job losses and gains (QLFS)
Agriculture	13.1%	7 897
Mining	-1.7%	-18 844
Manufacturing	-11.6%	-12 814
Utilities	-5.0%	-2 154
Construction	-20.3%	-30 050
Trade	-9.1%	-12 045
Transport	-14.8%	-6 323
Finance	-4.4%	3 436
Community services	0.0%	-15 200
Private households	N/A	-10 285
<b>Total</b>	<b>Around -6.0%</b>	<b>Net job losses -96 382</b>

Note: \* MP growth estimates based on SA GDP Q4 2020 release & Economic Analysis Structural Model 2021

Table 29: Mpumalanga economic growth and job losses/gains, 2020

### 2.1.8 Gert Sibande Economy

- In 2019, the contribution to the Mpumalanga economy was 27.0% – the smallest contribution among the three districts.
- Dominant role player in especially the provincial manufacturing industry and makes large contributions to the provincial agriculture, mining, transport and trade industries.
- The economic growth rate for Gert Sibande was 1.1% p.a. over the period 1996 to 2019 and it declined to stagnant growth of 0.0% p.a. between 2014 and 2019.



- The estimated average annual GDP growth between 2019 and 2024 for Gert Sibande is a contraction of 0.4%. Estimated contraction of more or less 6% in 2020 as a result of the Covid-19 lockdown.
- In 2019, the size of the economy was estimated at R102.8 billion in current prices.
- In 2019, the four largest industries (mining, manufacturing, community services and trade – including tourism) contributed almost 75% to the district economy.
- Comparative advantage over the national industries in agriculture, mining, manufacturing and utilities.
- In 2019, tourism spend totalled R3.95 billion or equal to 3.8% of the district GDP.

### 2.1.7.1 Economic contribution & growth per municipal area

Local municipal area	% contribution to Mpumalanga economy 2018	Average annual economic growth 1996-2018	Average annual economic growth 2014-2018	Average annual economic growth 2018-2023
Govan Mbeki	12.8%	0.6%	0.0%	2.3%
Msukaligwa	4.4%	2.5%	0.6%	1.5%
Lekwa	2.9%	0.5%	-0.7%	1.5%
Mkhondo	2.7%	3.1%	1.0%	1.8%
Chief Albert Luthuli	2.5%	2.7%	2.3%	0.8%
Dr Pixley Ka Isaka Seme	0.9%	1.4%	-0.2%	1.7%
Dipaleseng	0.7%	2.0%	-0.2%	1.5%

Table 30: Economic Contribution & growth per municipal area

### 2.1.7.2 Contribution to the provincial economy by municipal area

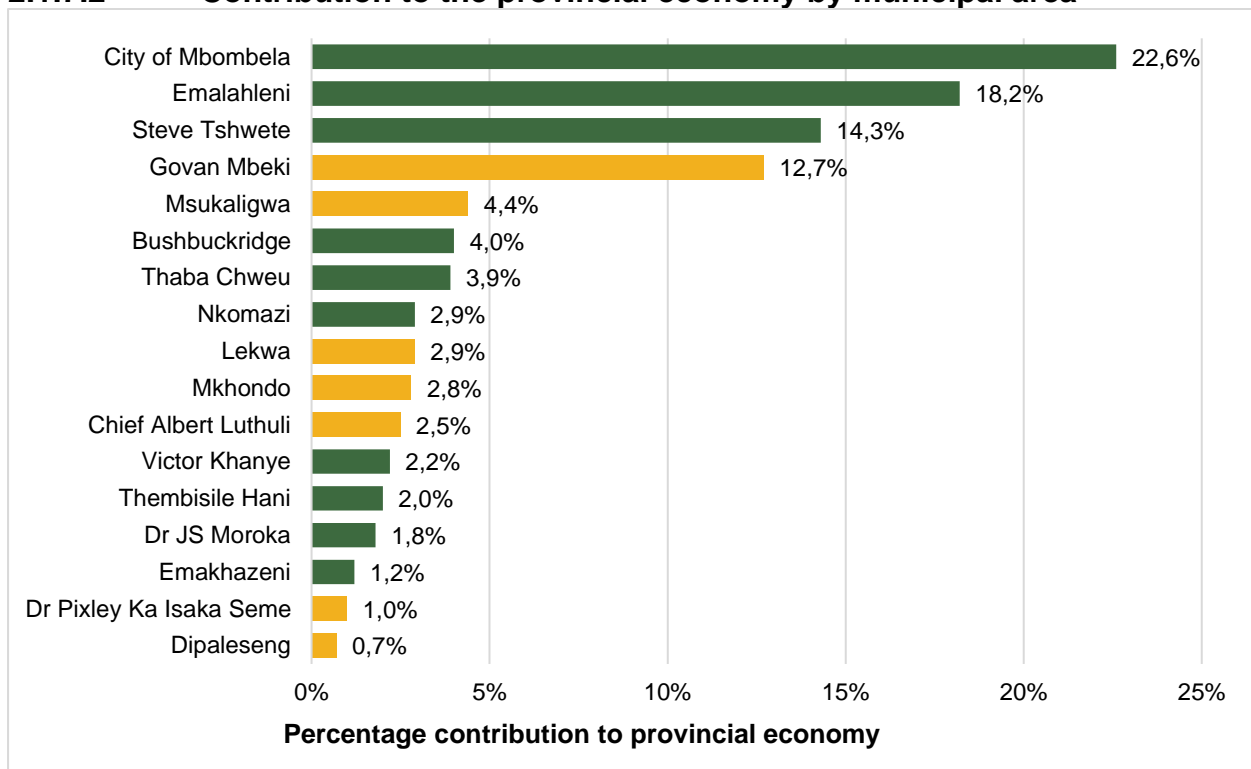


Figure 9: Contribution to the provincial economy per municipal area

### 2.1.7.3 Economic contribution per LM

Govan Mbeki has the largest contributor to the economy of the GSDM at 47.1% of the total GDP followed by Msukaligwa and Lekwa at 16.5% and 10.7% respectively. The mining and manufacturing sectors are strong economic drivers in the district and have a significant presence in Govan Mbeki LM. The service related sectors of trade, transport, finance and community services are dominant economic drivers in Msukaligwa.

Industry	Chief Albert Luthuli	Msuka-ligwa	Mkhondo	Dr Pixley Ka Isaka Seme	Lekwa	Dipaleseng	Govan Mbeki	Gert Sibande
Agriculture	16.3%	20.0%	25.2%	7.5%	13.9%	7.0%	10.1%	100.0%
Mining	9.3%	12.5%	4.8%	0.7%	11.1%	0.6%	60.9%	100.0%
Manufacturing	1.8%	4.5%	6.8%	1.1%	6.2%	1.2%	78.4%	100.0%
Utilities	5.7%	18.0%	6.5%	12.2%	30.5%	7.0%	20.2%	100.0%
Construction	9.5%	16.0%	11.6%	11.5%	9.4%	3.7%	38.3%	100.0%
Trade	9.7%	21.9%	15.8%	4.6%	10.6%	4.8%	32.7%	100.0%
Transport	10.8%	29.6%	14.5%	4.7%	9.3%	3.2%	27.9%	100.0%
Finance	7.4%	24.4%	12.0%	4.4%	11.6%	2.7%	37.5%	100.0%
Community services	17.8%	21.6%	12.7%	5.1%	10.2%	3.5%	29.1%	100.0%
<b>Total</b>	<b>9.2%</b>	<b>16.5%</b>	<b>10.2%</b>	<b>3.6%</b>	<b>10.7%</b>	<b>2.7%</b>	<b>47.1%</b>	<b>100.0%</b>

Table 31: Economic contribution per Local Municipality

### 2.1.7.4 Expected economic growth by industries in 2020

Industry	Expected economic growth in 2020
Agriculture	+14.4%
Mining	-5.4%
Manufacturing	-5.2%
Utilities	-6.7%
Construction	-11.3%
Trade & Accommodation	-14.2%
Transport & Communication	-7.6%
Financial & Business Services	-2.4%
Community services	-4.1%
<b>Total</b>	<b>Around -6%</b>

### 2.1.7.5 Economic contribution by local municipal area to Gert Sibande 's industries

Industry	Chief Albert Luthuli	Msukaligwa	Mkhondo	Dr Pixley Ka Isaka Seme	Lekwa	Dipaleseng	Govan Mbeki	Gert Sibande
<b>Agriculture</b>	16.3%	20.0%	25.2%	7.5%	13.9%	7.0%	10.1%	<b>100.0%</b>
<b>Mining</b>	9.3%	12.5%	4.8%	0.7%	11.1%	0.6%	60.9%	<b>100.0%</b>
<b>Manufacturing</b>	1.8%	4.5%	6.8%	1.1%	6.2%	1.2%	78.4%	<b>100.0%</b>
<b>Utilities</b>	5.7%	18.0%	6.5%	12.2%	30.5%	7.0%	20.2%	<b>100.0%</b>
<b>Construction</b>	9.5%	16.0%	11.6%	11.5%	9.4%	3.7%	38.3%	<b>100.0%</b>
<b>Trade</b>	9.7%	21.9%	15.8%	4.6%	10.6%	4.8%	32.7%	<b>100.0%</b>
<b>Transport</b>	10.8%	29.6%	14.5%	4.7%	9.3%	3.2%	27.9%	<b>100.0%</b>
<b>Finance</b>	7.4%	24.4%	12.0%	4.4%	11.6%	2.7%	37.5%	<b>100.0%</b>
<b>Community services</b>	17.8%	21.6%	12.7%	5.1%	10.2%	3.5%	29.1%	<b>100.0%</b>
<b>Total</b>	<b>9.2%</b>	<b>16.5%</b>	<b>10.2%</b>	<b>3.6%</b>	<b>10.7%</b>	<b>2.7%</b>	<b>47.1%</b>	<b>100.0%</b>

Figure 10: Economic contribution per sector

### 2.1.7.6 Largest industries per municipal area

Region	Industries			
Gert Sibande	Mining	Manufacturing	Community services	Trade
Chief Albert Luthuli	Mining	Community services	Trade	Finance
Msukaligwa	Mining	Trade	Community services	Finance
Mkhondo	Trade	Community services	Mining	Manufacturing
Dr Pixley Ka Isaka Seme	Community services	Trade	Utilities	Finance
Lekwa	Mining	Trade	Community services	Utilities
Dipaleseng	Trade	Community services	Agriculture	Utilities
Govan Mbeki	Mining	Manufacturing	Trade	Community service

### 2.1.7.7 Tourism by local municipal area

Local Municipal Area	Total tourism spend (R-million)		Tourism spend as % of GDP (current prices)	
	2014	2019	2014	2019
Gert Sibande	3 267.8	3 950.8	4.1%	3.8%
Chief Albert Luthuli	568.2	784.7	8.7%	8.7%
Msukaligwa	747.4	864.0	5.9%	5.1%
Mkhondo	394.2	476.7	5.2%	4.6%
Dr Pixley Ka Isaka Seme	243.0	314.0	7.9%	7.7%
Lekwa	303.8	331.5	3.2%	2.7%
Dipaleseng	123.9	143.4	5.3%	4.8%
Govan Mbeki	887.2	1 036.5	2.3%	2.2%

### Responding to Covid-19 - key high impact actions of the national economic reconstruction and recovery plan (in a nutshell)

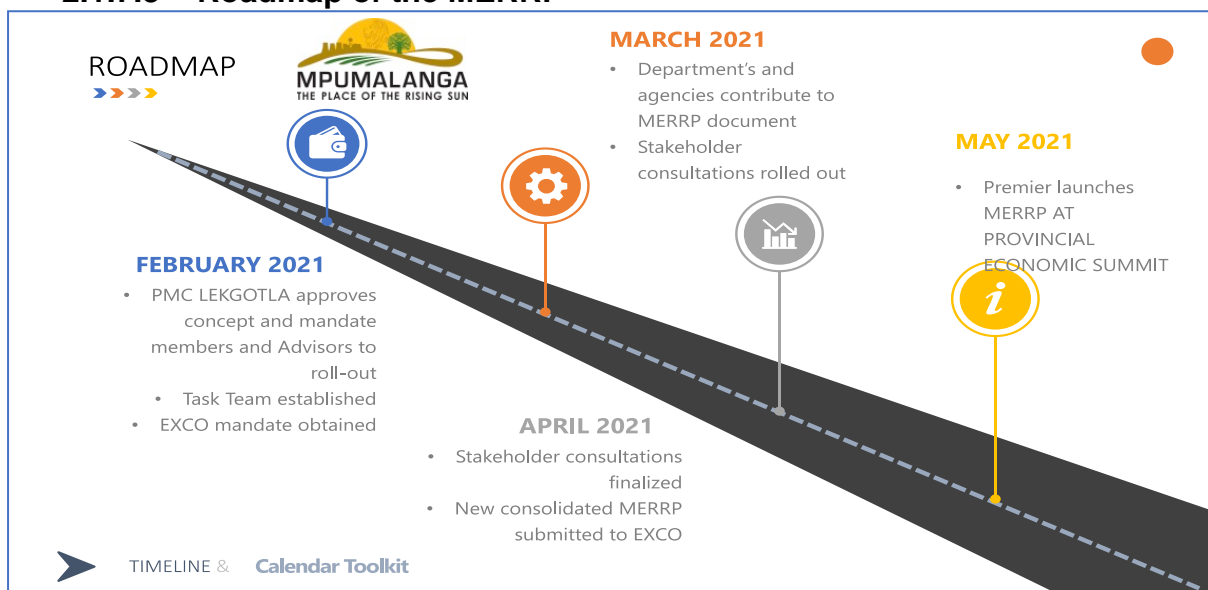
- A massive rollout of infrastructure - unlocking over R1 trillion in new infrastructure investments.
- Achieving sufficient, secure and reliable energy supply and rapidly expanding generation capacity through a diverse energy mix.
- An employment stimulus to create jobs and support livelihoods. Creating and supporting over 800 000 employment opportunities through public and social employment, to respond to job losses in the aftermath of Covid-19.

- Pursuing new areas of growth through industrialisation, localisation and export promotion, helping businesses to thrive and expand.
- Implementing decisive measures to reduce the cost of doing business, lower barriers to entry and create a more competitive and inclusive economy.
- Other key elements of the plan, include the growth and recovery of tourism, the Green Economy, gender equality and economic inclusion, as well as food security.
































## Mpumalanga Economic Reconstruction and Recovery Plan (MERRP)

- Importance for Mpumalanga to align with the national ERRP, however, prioritising those areas that are relevant to the Province, that is, it will also seek to address the negative impact of Covid-19 on provincial economy and livelihood, including stimulating growth and job creation through the implementation of key priority areas.
- Unlike the national ERRP, the Mpumalanga ERRP Implementation Plan will be predominantly project-based.
- See next slide for road map of the development and finalisation of the plan.

### 2.1.7.8 Roadmap of the MERRP



**Key socio-economic indicators & performance**  
(red = former CRDP area & orange = non-CRDP area)

Local Municipal Area	Average annual economic growth	Inclusive growth	Economic contribution	Average annual employment growth	Unemployment rate	Poverty rate	Human development index (HDI)	Infrastructure and household services index
<b>GERT SIBANDE</b>								
Chief Albert Luthuli								
Msukaligwa								
Mkhondo								
Dr Pixley ka Isaka Seme								
Lekwa								
Dipaleseng								
Govan Mbeki								

## Gert Sibande - green and red flags



1. Some improvement in basic service delivery the last couple of years
2. Potential in developing key industries such as manufacturing
3. Establishment of the Petro-Chemical Technology Park
4. The important role of SASOL in Govan Mbeki and the District
5. Potential of the tourism industry as job and economic driver



1. High unemployment and poverty
2. Education challenges in key areas such as Govan Mbeki
3. Informal dwellings, sanitation & electricity challenges in some areas
4. High Eskom and water debt in some areas
5. Inadequate youth development strategies to respond to the high youth unemployment
6. Economic contraction and job losses due to Covid-19

## CHAPTER 3: KEY PERFORMANCE AREAS

### 3.1. KPA 1 MUNICIPAL TRANSFORMATION AND ORGANISATION DEVELOPMENT

#### 3.1.1. Municipal Powers and Functions

Municipal Functions

District and Local Municipal Functions

The district and local municipalities have concurrent functions with regard to firefighting, local tourism, municipal airports, municipal planning and public transport. The table below shows the distribution of functions between the district and local municipalities:

Constitutional Mandate, Powers and Functions	GSDM	ALBERT LUTHULI	DIPALESENG	GOVAN MBEKI	LEKWA	MSUKALIGWA	MKHONDO	DPKIS
Water & Sanitation in terms of Section 84(3) 1(b) & 1(d) of the MSA	✓	✓	✓	✓	✓	✓	✓	✓
LED in terms of Schedule 4 & 5 part b) of the constitution & Chapter 7 (153)	✓	✓	✓	✓	✓	✓	✓	✓
MHS in terms of Section 84(1) (i) of the MSA	✓	x	x	x	x	x	x	x
Municipal Airports in terms of section 84(i) (j) schedule 4 part (b)	✓	✓	✓	✓	✓	✓	✓	✓
Fire Fighting in terms of Section 84(i) (j) schedule 4 part (b)	✓	✓	✓	✓	✓	✓	✓	✓
Disaster Management in terms of section 25,42 & 53 of the DMA 57 of 2002	✓	✓	✓	✓	✓	✓	✓	✓
The Constitution of Republic of SA Act of 1996 in terms schedule 4& 5 part (b) of the constitution	✓	✓	✓	✓	✓	✓	✓	✓



Electricity in terms of section 84(1) (c) except planning of the MSA	✓	✓	✓	✓	✓	✓	✓	✓
The Constitution of Republic of SA Act of 1996 in terms schedule 4& 5 part (b) of the constitution	✓	✓	✓	✓	✓	✓	✓	✓
Housing in terms of providing land and bulk services	x	✓	✓	✓	✓	✓	✓	✓
FBS – targeted indigent register available	X	✓	✓	✓	✓	✓	✓	✓
Greening programme in terms of Schedule 4 & part (b) of the Constitution Environmental promotion	✓	✓	✓	✓	✓	✓	✓	✓
Municipal Planning	✓	✓	✓	✓	✓	✓	✓	✓
Municipal Roads in terms of Schedule 4 & part (b) of the Constitution	✓	✓	✓	✓	✓	✓	✓	✓
Child Care Facilities in terms of Schedule 5 & part (b) of the Constitution	✓	✓	✓	✓	✓	✓	✓	✓
Municipal Planning	✓	✓	✓	✓	✓	✓	✓	✓
Municipal Roads in terms of Schedule 4 & part (b) of the Constitution	✓	✓	✓	✓	✓	✓	✓	✓
Child Care Facilities in terms of Schedule 5 & part (b) of the Constitution	✓	✓	✓	✓	✓	✓	✓	✓
accommodation, care/ burial of animals in terms of Schedule 5 & part (b) of the Constitution	✓	✓	✓	✓	✓	✓	✓	✓

Markets	✓	✓	✓	✓	✓	✓	✓	✓
Municipal Abattoirs in terms of Schedule 5 part (B) of the Constitution	✓	✓	✓	✓	✓	✓	✓	✓
Promotion of Tourism In terms of Schedule 4 & part (b) of the Constitution[ planning]	✓	✓	✓	✓	✓	✓	✓	✓
accommodation, care/ burial of animals in terms of Schedule 5 & part (b) of the Constitution	✓	✓	✓	✓	✓	✓	✓	✓
Local Amenities / Sports facilities / Parks & Recreation in terms of Schedule 5 & part (b) of the constitution	x							
Billboards in terms of Schedule 5 & part (b) of the constitution	x							
Public Places in terms of Schedule 5 & part (b) of the Constitution	✓							
General comments on capacity in terms of powers and functions	<p>The district needs to increase its capacity in terms of support it provides to local municipalities.</p> <p>Municipalities have financial and human resource constrains to perform their functions.</p> <p>Municipalities have a challenge to recruit and retain special skills due to its rural location, conditions of service including the different salary scale.</p> <p>Municipalities needs to improve its institutional arrangements, service deliver and develop a staff retention policy.</p>							

Table 32: Distribution of functions between the district and local municipalities

### **3.1.2. Organizational Design**

The following Departments exists within the District Municipality:

- Corporate Services
- Community and Social Services
- Infrastructure and Technical Services
- Planning and Economic Development
- Finance
- Office of the MM

### **Committee Services**

The Committee section provides secretariat service to Section 79 committees of Council and Section 80 Committees that assist the Executive Mayor. The Section 79 meetings are held quarterly or as and when a need arise while the Section 80 meetings are held monthly.

### **Section 79 Committees**

- Municipal Public Accounts [MPAC]
- Rural Development and Traditional Affairs
- Rules and Ethics
- By-Laws and Policies
- Geographical Names Change

### **Section 80 Committees**

- Corporate Services
- Community and Social Services
- Infrastructure and Technical Services
- Planning and Economic Development
- Finance
- Special Programmes
- Monitoring and Evaluation

### **Institutional Capacity**

All critical vacant positions are filled. The challenge is the inability to meet employment equity targets due to limited number of applicants from targeted groups.

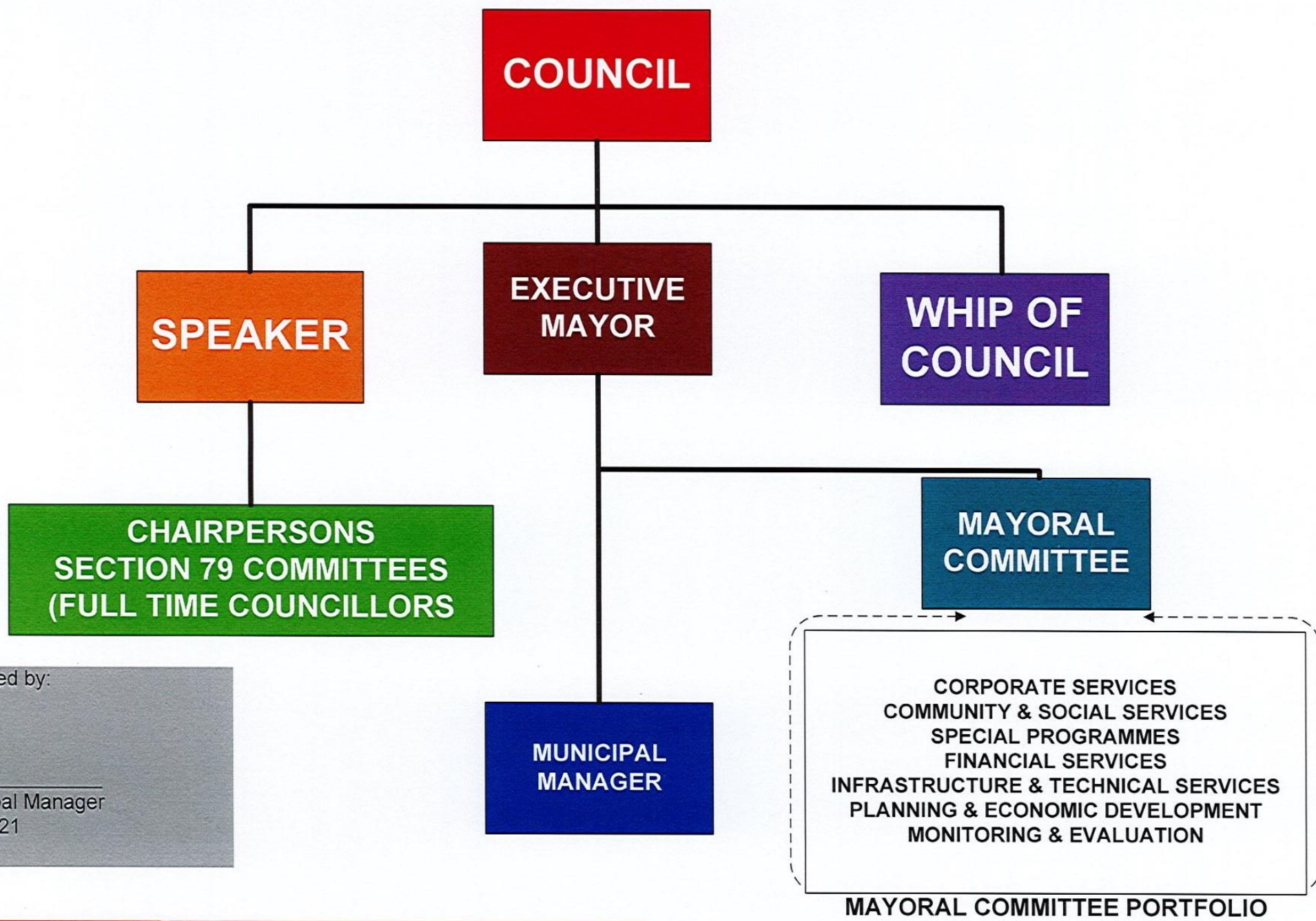
Approved by:

Municipal Manager  
May 2021

# **GERT SIBANDE DISTRICT MUNICIPALITY**

**REVIEW OF  
ORGANOGRAM  
2021-2022**





Approved by:

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Municipal Manager  
May 2021

### **3.1.3. Human Resources Strategy**

The human resource strategy has been developed with the aim of ensuring that GSDM achieves its service delivery strategic goals within the resources that it possesses. The strategy was adopted in 2015 and reviewed in April 2018.

In addition to the foregoing, the 6 Key Performance Areas (KPA's) for local government, which are: Basic Service Delivery, Financial Viability and Management, Local Economic Development, Institutional Transformation and Development, Public Participation and Good Governance as well as Spatial Development and Rationale have been taken into recognisance.

The HR Strategy focuses on;

- ✓ Recruitment and selection
- ✓ Retention
- ✓ Training and Development of staff
- ✓ Recognition of prior learning
- ✓ Occupational Health and Safety
- ✓ Employee wellness
- ✓ Labour Relations
- ✓ Employment Equity and Diversity
- ✓ Succession Plan
- ✓ Workforce Planning and Personnel Administration

All the above will be done through the development and implementation of policies through an involvement of organized participatory stakeholder

### **Skills Development and Capacity Building**

Skills development in local government is as important as the service delivery, financial management and accountability. The Gert Sibande District Municipality is rural in nature and often finds itself unable to compete with the cities and urban municipalities in attracting and retaining suitably qualified and experienced human resources.

There are interventions by various agencies within government to provide funding for training opportunities like internships, retaining experienced personnel remains a challenge. Some of the skills in short supply in the district include, but not limited to:-

- Planning, engineering and related built environment skills;
- Research capabilities within municipalities;
- Economists who will drive economic development in all local municipalities.

The following key issues have been identified with regard to skills development and capacity building:

- Mobilizing all stakeholders to enter into partnership and commit towards a comprehensive strategy aimed at addressing skills shortage in and around the region.
- Optimising the capacity of municipalities to effectively perform their functions through continuous training of officials and councillors.
- Identification of learnership programmes for GSDM community in fields such as; ICT and Engineering.

### 3.1.4. GSDM Employee Head Counts 2021/22

	OCUPATIONAL	POST			WHITES				INDIANS				COLOURED				AFRICANS		BLACKS		TOTAL FEMALES		
	LEVELS	LEVEL	STRENGTH	NO	%	MALE	FEMALE	NO	%	MALE	FEMALE	NO	%	MALE	FEMALE	NO	%	MALE	FEMALE	NO.	%	NO.	%
1	Top Management	0	6	0	0,00%	0	0	0	0,00%	0	0	0	0,00%	0	0	6	100,00%	5	1			1	17%
2	Senior Management	14-18	53	3	5,66%	3	0	1	1,89%	1	0	0	0,00%	0	0	49	92,45%	27	22			22	42%
3	Professionally qualified & experienced specialists & mid-management	13	17	4	28,57%	2	2	0	0,00%	0	0	0	0,00%	0	0	11	64,71%	7	6			8	47%
4	Skilled technical & academically qualified workers, junior mgt, supervisors, foremen & superintendents	9-12	120	0	0,00%	0	0	1	0,83%	0	1	0	0,00%	0	0	119	99,17%	57	62			63	53%
5	General skilled & discretionary decision making	4-8	65	0	1,69%	0	0	0	0,00%	0	0	1	1,54%	0	1	64	98,46%	36	28			29	45%
6	Basic skilled and defined decision making	1-3	81	0	0,00%	0	0	0	0,00%	0	0	0	0,00%	0	0	81	100,00%	38	43			43	53%
	<b>TOTAL PERMANENT</b>		<b>342</b>	<b>7</b>	<b>4,21%</b>	<b>5</b>	<b>2</b>	<b>2</b>	<b>0,58%</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0,29%</b>	<b>0</b>	<b>1</b>	<b>330</b>	<b>96,49%</b>	<b>170</b>	<b>162</b>			<b>166</b>	<b>49%</b>
	Non-perm. Employees		0	0	0,00%	0	0	0	0,00%	0	0	0	0,00%	0	0	0	0,00%	0	0			0	0%
	<b>TOTAL</b>		<b>342</b>	<b>7</b>	<b>4,21%</b>	<b>5</b>	<b>2</b>	<b>2</b>	<b>0,58%</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0,29%</b>	<b>0</b>	<b>1</b>	<b>330</b>	<b>96,49%</b>	<b>170</b>	<b>162</b>	<b>0</b>	<b>0</b>	<b>166</b>	<b>49%</b>

Table 36: GSDM Head count



### 3.1.5. ICT Services

ICT services in municipalities within the district are generally fairly resourced. They lack proper governance roles and responsibilities ranging from ICT management to executive management and leadership. As a result the ICT value adds is non-existent and municipal service delivery is being compromised. ICT needs to transform to a strategic enabler business model that will create value within the municipalities.

The DPSA started as a national initiative of transforming ICT to a strategic enabler in November 2012; with a three phase approach over two years. In 2014 CoGTA together with the AG and other stakeholders recognised the under-capacity in the local government sphere and amended that this transformation spreads over four years.

#### Roadmap to transform ICT to a Strategic Enabler

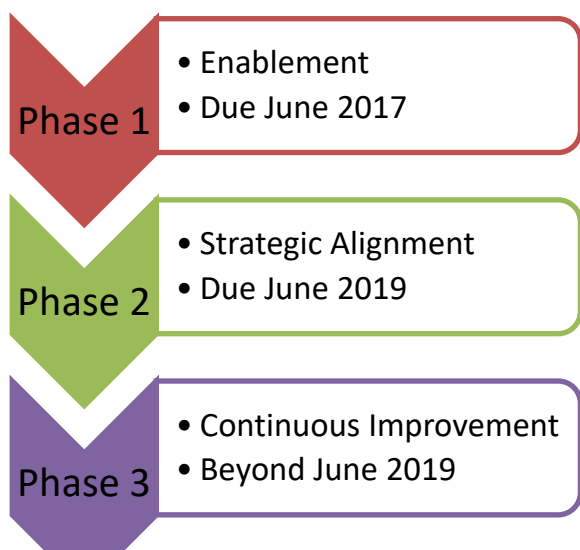


Figure 10: Roadmap to transform ICT to a Strategic Enabler

## Relationship between the IDP and ICT Strategy

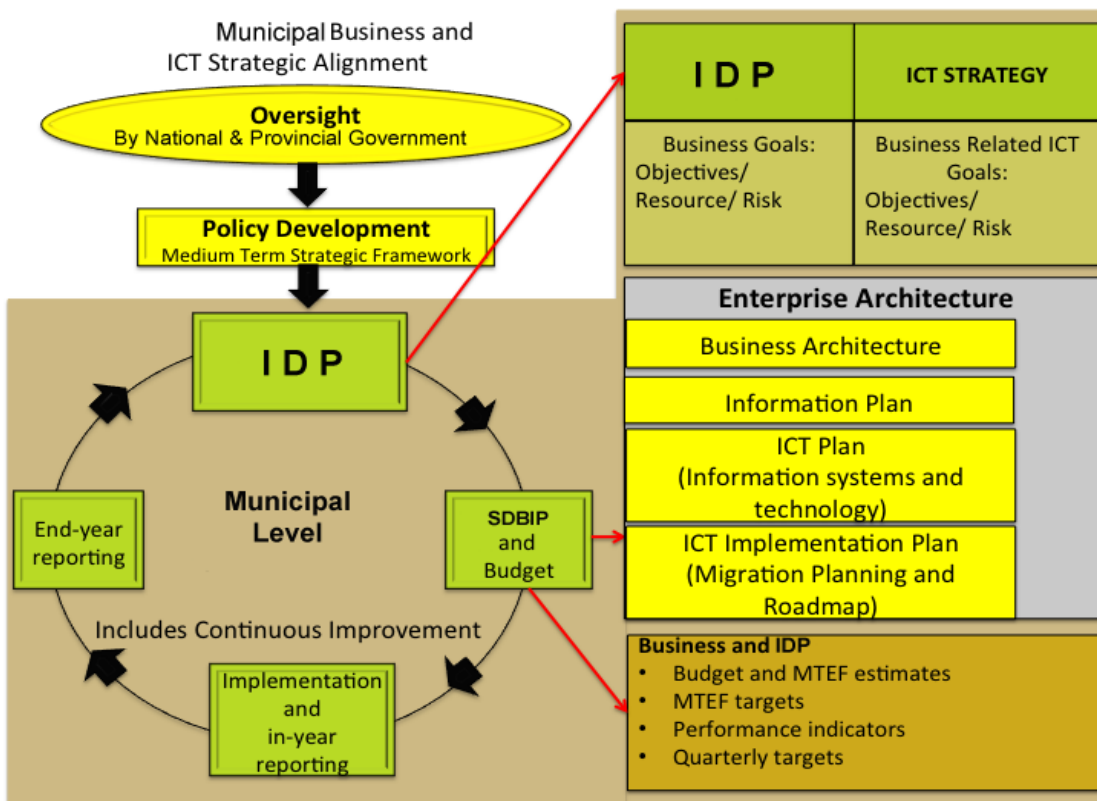


Figure 11: Relationship between the IDP ICT Strategies

This business strategy formulation will culminate in a credible IDP that will inform the ICT Strategy or Mater Systems Plan (MSP) inter alia other business strategic plans.

### Drivers of the ICT Strategy

The district will not only aim at synergising strategic plans amongst internal departments, but will strive to increase the value of ICT as an enabler by synergising the ICT strategies of all local municipalities within the boundaries as well as with the whole of government ICT Programmes. The stakeholder consultation process will be enhanced to include all parties of interest.



Figure 12: Alignment of ICT Strategy with National & Local Objectives

## Stakeholder Relationship

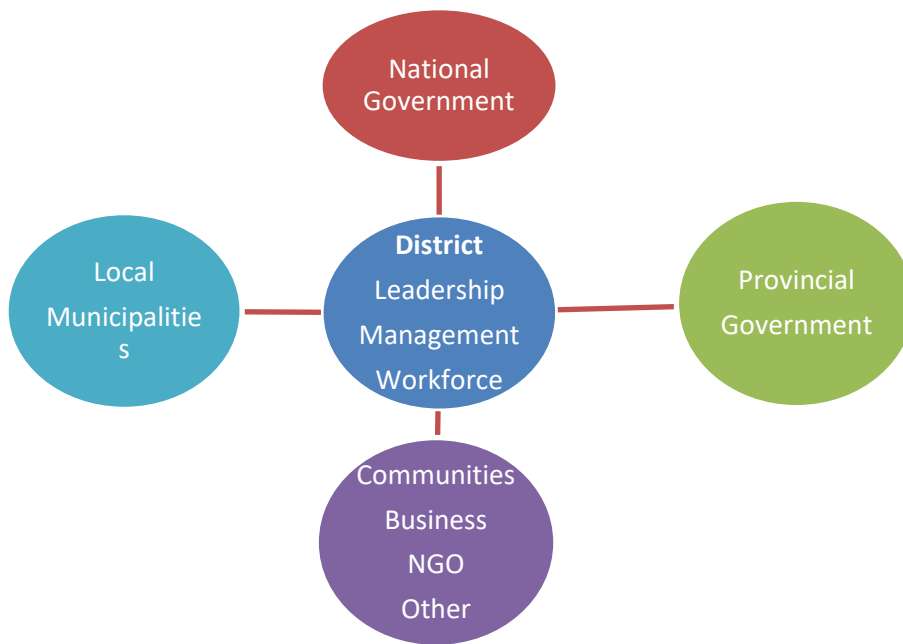


Figure 13: Stakeholder relationship

### 3.1.7 Key Issues to be addressed on KPA 1 Municipal Transformation and Organisation Development

- a) TASK job evaluation – The project is currently being implemented by SALGA Mpumalanga throughout the district.
- b) The company was appointed to categorise municipalities. Gert Sibande has been categorised to level three on 2017/18 financial year and this have to be submitted to Council for endorsement.
- c) Training of councillors and officials – Develop programs and mechanisms to support capacity development of officials and councillors.
- d) Compliance with legislation requirements (Compliance Register) – Progressively ensuring that the monitoring of compliance to ALL local government legislations are reported and implemented.
- e) Performance Management for employees below section 56 – Need to proactively capacitate all supervisory positions on issues of performance management.

## **3.2. KPA 2 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

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### **3.2.1 Youth Development**

South Africa has a youthful population most of which is either unemployed, underdeveloped or living under unpleasant poverty circumstances. This very picture is cascaded down in the context of GSDM where a majority of our young people, due to their background, lack of information on career development, lack of skills necessary for the regional economic growth, are confronted with bleak future prospects.

All the GSDM social partners have a responsibility to ensure that such challenges are addressed effectively. Young people alone cannot overcome the hurdles that they face without purposeful support of all the relevant stakeholders led by local government.

In the National Youth Commission Act No. 19 of 1996, youth are defined as those people who are between 14 and 35 years of age.

The Target Groups Identified in the National Youth Development Policy Framework.

- a) Young women;
- b) Youth with disabilities;
- c) Unemployed Youth;
- d) School aged and out of school Youth;
- e) Youth based in rural areas; and
- f) Youth at risk.

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

### **3.2.2 Gender Mainstreaming**

There are many compelling reasons 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 everyday issues are of primary concern to women. Women are rooted in local areas, frequently unable to leave these areas, 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 and also collect firewood where there is no electricity. 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.

While out in the woods collecting firewood, they face the challenge of being raped thus all efforts are being made to ensure that basic services are available for all in the District.

Gert Sibande District has developed a Gender Mainstreaming Policy which should be cascaded down to all the Local Municipalities. Gender mainstreaming should be incorporated into all the programs and projects within the District.

Unemployment is often higher amongst women than men, and when they do generate income it is through the informal sector, often at a survivalist level. This requires access to business centres, requiring suitable roads and means of transport. Provision of primary health care facilities at local level impacts on women who have to travel long distances for their children or members of their families who need to access health services. Lack of access to grid electricity creates additional labour for women and young girls, also reducing their available time for family and income generating activities. Women often struggle to get access to premises where they can work from and it creates a problem as they do not have funds to rent property.

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

**Key Issues pertaining to Gender include among others the following:**

- a) Ensure involvement of all sectors and response of their programmes to gender mainstreaming;
- b) Pay more attention to issues affecting women;
- c) Mainstreaming of Gender in the development initiatives of Municipalities;
- d) Prioritise a number of gender empowerment issues and find ways of mainstreaming them in all the decision making, planning and budgeting processes of the District;
- e) Ensure that men are also involved in gender mainstreaming issues; this will enable them to understand what gender mainstreaming is.
- f) The District Municipality has to ensure that there are Gender Desks at all the Local Municipalities in order to effectively coordinate and facilitate women's issues at local level.

**3.2.3 Older Persons**

Older Persons are amongst the most vulnerable members of the community. It is therefore important that they are prioritised and every effort made to ensure that they are catered for in our plans. As Gert Sibande District Municipality, we prioritise programs related to Older Persons as per the Constitution of the Republic of South Africa. The Premier of Mpumalanga launched the Older Persons Program.

As stated in section 9 of the Constitution, older persons have the right to: participate in community life in any appropriate position, take part in inter-generational programmes, set up and participate in structures and associations for older persons, live in an environment suitable to their changing abilities, and access opportunities that promote their social, physical, mental and emotional wellbeing.

The Older Persons Act 13 of 2006 therefore aims to alleviate the plight of older citizens in South Africa by setting up a framework for their empowerment and protection. The Act promotes and maintains the rights, status, wellbeing, and safety and security of older persons to combat abuse of older persons.

The Act aims to do five things:

- a) to maintain and promote the status, wellbeing, safety and security of older persons,
- b) to maintain and protect the rights of older persons,
- c) to help older persons to stay in their homes in the community for as long as possible,
- d) to regulate services and residential facilities for older persons, and
- e) to combat abuse of older persons

Key Issues pertaining to Older Persons include among others, the following:

- a) Programs related to Older Persons should be mainstreamed
- b) Ensure that Older Persons are involved in the Older Persons mainstreaming issues
- c) Wheel-chair access to public buildings and provision assistive devices when necessary;

#### **3.2.4 Sports and Recreation**

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

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

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

- a) GSDM Mayoral Cup (SAMSRA Games)
- b) GSDM Gert Sibande Cup
- c) Promotional Play Off
- d) Municipal Official Games
- e) Regional School Championship (Athletics)
- f) GSDM Marathon (Road Running, Track & Field and Cross Country)
- g) Cultural Festival
- h) Disability Sport
- i) Support for Athletes and teams representing GSDM in the Province tournaments.
- j) Older persons sports

### 3.2.5 Municipal Health and Environmental Services

#### 3.2.5.1 Air Quality Management

Five of the seven LMs within the Gert Sibande District Municipality have been declared under the Highveld Priority Area in 2007 in terms of NEM: AQA, by the then Minister of Environmental Affairs and Tourism, Martinus van Schalkwyk. The Highveld priority area is associated with poor air quality, and elevated concentrations of criteria pollutants occur due to the concentration of industrial and non-industrial sources (Held et al, 1996; DEAT, 2006). As the area overlaps provincial boundaries, the Department of Environmental Affairs (DEA) functions as the lead agent in the management of the priority area and as required in terms of Section 19(1) of the National Environmental Management: Air Quality Act (Act 39 of 2004) (AQA), the Highveld Priority Area Air Quality Management Plan (AQMP) has been developed for the priority area.

The primary aim of declaration of a priority area is to develop goals and an implementation plan aimed at preventing, minimizing and managing air pollution with the intention to improve and maintain the area's air quality and to bring it into compliance with the National Ambient Air Quality standards. This is done in the district through an administrative application of NEM: AQA as well as through quarterly engagement meetings with various stakeholders within the district wherein any strengths, weaknesses, threats and opportunities are dealt with.

#### 3.2.5.2 Waste Management

The Gert Sibande District Municipality has 26 waste sites and 1 buy back centre categorised as below:

- 13 licensed as landfill sites
- 08 licensed as transfer station
- 05 licensed for closure
- 01 Buy-back Centre

The ongoing challenge is that of improper management of landfill sites.

#### Buy back centres in the district

FACILITIES LICENCED					
FACILITIES	LICENCED	IN	LOCAL MUNICIPALITY	TOWN / TOWNSHIP	TOTAL
BUY BACK CENTRE			Govan Mbeki LM	Embalenhle	1

Table 33: Buy back centres

### Licensed facilities

FACILITIES LICENCED IN THE DISTRICT	LOCAL MUNICIPALITY	TOWN / TOWNSHIP	TOTAL
LICENSED TO OPERATE AS LANDFILL SITES	Dipaleseng LM	Balfour	1
	Dr PKI Seme LM	Wakkerstroom	3
		Volksrust	
		Amersfoort	
	Govan Mbeki LM	Leandra	3
		Bethal	
		Secunda	
	Chief Albert Luthuli LM	Carolina	2
		Elukwatini	
	Mkhondo LM	eMkhondo	1
	Msukaligwa LM	Ermelo	2
		Breyten	
Lekwa LM	Standerton	1	
TOTAL			13
FACILITIES LICENCED IN THE DISTRICT	LOCAL MUNICIPALITY	TOWN / TOWNSHIP	TOTAL
LICENSED TO CLOSE	Dipaleseng LM	Greylingstad	1
	Govan Mbeki LM	Kinross	2
		Evander	
	Msukaligwa LM	Davel	1
Lekwa LM	Morgenzon	1	
TOTAL			05



FACILITIES LICENCED IN THE DISTRICT	LOCAL MUNICIPALITY	TOWN / TOWNSHIP	TOTAL
LICENSED AS TRANSFER STATIONS	Dipaleseng LM	Grootvlei	1
	Dr PKI Seme LM	Perdekop	1
	Chief Albert Luthuli LM	Empuluzi	3
		Badplaas	
		Ekulindeni	
	Mkhondo LM	Amsterdam	1
	Msukaligwa LM	Chrissiesmeer	2
Lothair			
TOTAL			08

Table 34: Licensed Facilities

### 3.2.5.3 Climate Change Management

Gert Sibande District Municipality acknowledges that climate change poses a threat to the environment, its residents, and future development. Actions are required to reduce carbon emissions (mitigation), and prepare for the changes that are projected to take place (adaptation) in the District. Gert Sibande District Municipality has therefore prioritised the development of a district Climate Change Vulnerability Assessment and Response Plan (CCVAARP). The district is also in the process of assisting the local municipalities with the development of their CCVAARP as well as its implementation.

The plan was developed through the Local Government Climate Change Support (LGCCS) program with support from the Department of Environmental Affairs (DEA, South African Local Government Association (SALGA) and the Deutsche Gesellschaft für Internationale (GIZ) and Urban Earth Consulting Group.

Through this program key climate change vulnerability indicators were identified. These are indicators where Gert Sibande District Municipality may be at risk to the impacts of climate change. According to the Department of Health National Climate Change and health adaptation plan 2014 – 2019, while all South Africans are potentially vulnerable to the consequences of climate change on health, certain groups may be more vulnerable. These groups include:-

- Young children;
- The elderly;
- Women and child-headed households;
- Those with pre-existing health conditions;
- The poorest in urban and remote rural areas;

- Those performing work in sun-exposed conditions including those living and working in the hottest parts of the country;
- Migrant or displaced people.

Climate change is an environmental, developmental, economic and a social threat and is hitting hard on our country and Gert Sibande DM (GSDM) is not exempted from being hit by climate change due to emissions and other factors within the district. Moreover. This is evidenced by the experienced severe floods, storms, droughts which indicates that the district is more vulnerable to climate change. That means actions and planning on climate change needs to take place. It is against this background that the GSDM facilitates capacity building and awareness initiatives throughout the district in order:

- To provide assistance and guidance to municipalities for development of their climate change vulnerability assessment and response plans;
- To capacitate municipal officials on climate change as it is one of the critical environmental issues that needs to be prioritized during planning;
- To identify programmes/ activities to be initiated by the municipalities in order to combat climate change;
- To have programmes that address the issue of climate change in the municipality; and
- To have climate change resilient municipalities.

Education is an essential element of the universal response to climate change. It helps people understand and address the impact of global warming, encourages changes in their attitudes and behaviour and helps them adapt to climate change-related trend. In order to build a new generation of climate change-aware communities, it is advised that campaigns of this nature be continuous and carried out throughout the district.

The Gert Sibande District Municipality's climate Change Mitigation and Adaptation Strategy aims on a sustainable basis to encourage and enhance green economy, environmental considerate infrastructural developments and environmental educational awareness paired with environmental skills development for a greener future and for betterment and improvement of service delivery in all its seven (7) local municipal areas.

#### **3.2.5.4 Environmental Management Services**

The primary aim of the District municipality is to ensure that communities have access to environmental services that promotes biodiversity, conservation of animals and plants, promotes a balance between environmental sustainability, equitable and just economic use of environmental resources. However, there are numerous environmental management challenges that face the district, which include:

- a) In-house development of policies, strategies and plans;
- b) Prevalent illegal dumping sites in open spaces within Local Municipalities;
- c) Non-compliance of landfill sites within the district despite the scheduled visits to the landfills as well as the platforms present to discuss various waste management;
- d) Insufficient capacity in Local Municipalities to perform environmental management functions;

- e) Ageing infrastructure such as fleet for the management of environmental services functions such as that of waste management;
- f) Limited resources for environmental functions including that for waste management;
- g) Lack of limited environmental management tools in municipalities;
- h) Poor air quality in the district. Five of the seven local municipalities fall under the declared Highveld Priority Area due to elevated levels of pollutants above the national standard;
- i) Infestation with invasive species;
- j) Natural and human activities causing land degradation and deforestation resulting in an environmental imbalance
- k) Misalignment of environmental programmes by various players and departments across the spheres of government;
- l) Budgetary constraints for programmes such as rehabilitation of deserted mines, wetlands and landfills.

The District Municipality through its partnership, collaboration and limited resources has managed to provide Environmental Management Services [EMS]. The EMS will provide communities with access to biodiversity and conservation management, environmental pollution control, environmental management inspectorate services, community and stakeholder's capacity building and empowerment, community participation and mobilisation of environmental groups and multi-stakeholder, inter-sectoral collaboration programs and projects.

**Key strategic interventions to improve Environmental Services delivery:**

- a) Improving regulatory services [Development & Review of By-Laws, Integrated Environmental Management Plans]
- b) Alignment of Environmental Services with National and Provincial Environmental plans, policies and strategies;
- c) Alignment of Environmental Services with the National Development Plan;
- d) Alignment of Environmental management programmes and projects with the IDP;
- e) Allocate funding and support community and stakeholders on awareness and capacity building programmes;
- f) Improve community participation and involvement through community and stakeholder mobilisation;
- g) Initiate and support environmental management initiatives that promote job creation and sustainable livelihoods;
- h) Initiate environmental programmes and projects
- i) Identify various environmental programmes and projects that need to be implemented and engage with other stakeholders for funding;
- j) Improvement of inter-sectoral collaboration and partnership through the IGR fora;
- k) Improving corporation and partnership with other relevant stakeholders through compliance monitoring and enforcement.

### **3.2.5.5 Municipal Health Services**

The communities will have access to the following Municipal Health Services:

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

**Key issues to be addressed at local municipalities pertaining to Municipal Health Services include:**

- a) Community access to safe drinking water;
- b) Community access to safe sanitation services;
- c) Food safety with emphasis on preparation and distribution of food for sale to public;
- d) Community access to waste management services;
- e) Monitoring of medical and hazardous waste;
- f) Minimisation and control of environmental pollution and environmental health risk;

**Key strategic approach to improve Municipal Health Services delivery:**

- a) Improving regulatory services [Development & Review of By-Laws, District Health Plans]
- b) Alignment of Municipal Health Services to implement National Health Insurance;
- c) Alignment of Municipal Health Services to the National Development Plan;
- d) Improving compliance monitoring and enforcement;
- e) Extend Municipal Health Services to rural communities with Gert Sibande district;
- f) Support community and stakeholders through awareness and capacity building;
- g) Improve community participation and involvement in government issues through community and stakeholder mobilisation;
- h) Support initiatives that promote job creation and sustainable livelihoods;
- i) Improvement of Inter-sectoral collaboration and partnership through the IGR forums: and Improve surveillance and monitoring of high risk communities, environmental health.

### **3.2.6 Cemeteries and Graveyards**

The District is confronted with a challenge in terms of the unacceptable conditions of its cemeteries. Some are likely to reach the end of their lifespan, while others are in an unacceptable state due to lack of maintenance.

The District completed a comprehensive assessment of all cemetery facilities within its jurisdictional area. This forms the basis for future planning of new facilities and or upgrading

of the existing ones to acceptable standards. This assessment is also used as a basis to source funding for upgrade or planning of new facilities.

**Key Issues identified as far as cemeteries and graveyards in the GSDM are concerned:**

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

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

### **3.2.7 Gert Sibande Library Services**

Gert Sibande District Municipality Library was officially opened on the 15<sup>th</sup> of May 2014 within its head offices in order to assist the GSDM community, which has been struggling to go to the nearest libraries or even find it difficult to source library material that can assist them to do assignments, research project and for individual development.

GSDM benchmarked with other libraries in South Africa to see how best the GSDM can follow on the footsteps of other best and oldest library in the country. The benchmark was also done specifically with Msunduzi Library known as Bessie Head located in Msunduzi Municipality, in Pietermaritzburg. The GSDM library has a capacity of 70 000 books depending on the size of each book. The District Library has afforded the community of Gert Sibande the opportunity to link up with other libraries and tertiary institutions within South Africa and world-wide.

The GSDM has also entered into a Service Level agreement with the Department of Culture Sports and Recreation (DCSR) as the custodian of the Libraries in Mpumalanga. The DCSR seconded two Library staff in order to assist the Library on a contract basis. The Department also provide and support with ICT in the Library. The GSDM took an initiative to support Public Libraries in all Local Municipalities during Library awareness events.

The library struggles with internet as it is not consistently available. The internet is a crucial tool that is used to catalogue books, circulating library material, opening of membership cards and so forth in the library. The GSDM is using a system called SITA Library and Information Management System (SLIMS). Library collection is also kept on SLIMS. When the internet is down that means library administration is done manually and there is no access to the information mentioned above.

The implication is that the creation of library visibility through marketing and awareness will amount to nothing when the public cannot borrow books from the library. It will invariably become a wild goose chase, to market a product that is not available due to accessibility constraints.

### **3.2.8 Disaster Management**

The Disaster Management Act, (Act No 57 of 2002) stipulates that Disaster Management Centres must be established at National, Provincial and District levels. Furthermore, the Disaster Management Amendment Act, (Act No 16 of 2015) also provides for Local Municipalities to establish capacity for the development, coordination and implementation of the disaster management function within the municipal administration.

The Act also specifies that an integrated and coordinated Disaster Management Policy further 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, post-disaster recovery and Climate Change be put in place by all three spheres of government.

#### **Disaster Management Key Performance Areas and Enablers**

The National Disaster Management Framework of 2005 is a national policy framework for disaster risk management in South Africa. The framework provides the following Key Performance Areas (KPA) and Enablers which are also applicable to municipalities and they are as follows;

- a) **Key Performance Area 1:** Integrated Institutional Capacity for Disaster Risk Management
- b) **Key Performance Area 2:** Disaster Risk Assessment
- c) **Key Performance Area 3:** Disaster Risk Reduction
- d) **Key Performance Area 4:** Disaster Response and Recovery
- e) **Enabler 1:** Information Management & Communication
- f) **Enabler 2:** Education, Training, Public Awareness and Research
- g) **Enabler 3:** Funding Arrangement for Disaster Risk Management

#### **Hazards and challenges prevailing within the district**

There are hazards prevailing and incidents that had occurred within the district in the past, the level, severity and impact were minimal and pre-determined. The changing climate patterns (i.e. Climate change) has increased hazards levels to extreme, changed frequency and has severe impact to human lives, animal species, economy and the environment. The impact of incidents also stretches disaster relief resources and efforts to the extreme in which municipalities alone cannot cope alone using their own resources, which then requires frequent external support.

#### **The following are some of the hazards prevailing within the district;**

- a) Veld and structural fires
- b) Flash floods
- c) Motor Vehicles Accidents
- d) Hazmat incidents
- e) Lightning and storm incidents

**The following are some challenges which are existing within the district:**

- a) Non-establishment of the disaster management function by local municipalities within their administration
- b) Insufficient capacity, poor coordination and implementation of the Disaster Management Key Performance Areas and Enablers at local municipality's level.
- c) Limited funding allocation for the disaster management functions at local municipalities.

**Key Strategic approach / issues to be addressed to improve the Disaster Management function within the district:**

GSDM has and will continue to capacitate its constituent municipalities to harness their ability to cope and be ready to adequately mitigate and/or respond to incidents by providing the required resources and support. Although the LMs are not fully equipped they try to respond timeously to incidents such as veldt fires, floods and road accidents, hazmat incidents etc.

The following are key strategic and sustainable approaches that need to be addressed by the district and local municipalities respectively in order to improve the disaster management function throughout the district.

- a) Capacitating the district municipality to be able to support local municipal disaster management centres.
- b) Identify and implement capacity building programmes
- c) Establishment and capacitating local municipal disaster management centres/ function by local municipalities
- d) Develop and enter into agreements with local municipalities on specific deliverables regarding the disaster management function.

**3.2.9 Access to Services: Regional Distribution**

According to the Stats SA Community Survey, 2016 between 2011 and 2016, the Gert Sibande household numbers increased from 273 490 to 333 815. According to the 2016 Community Survey only 68.7 % of the households in Mpumalanga have access to safe drinking water.

## Refuse Removal Services Backlog

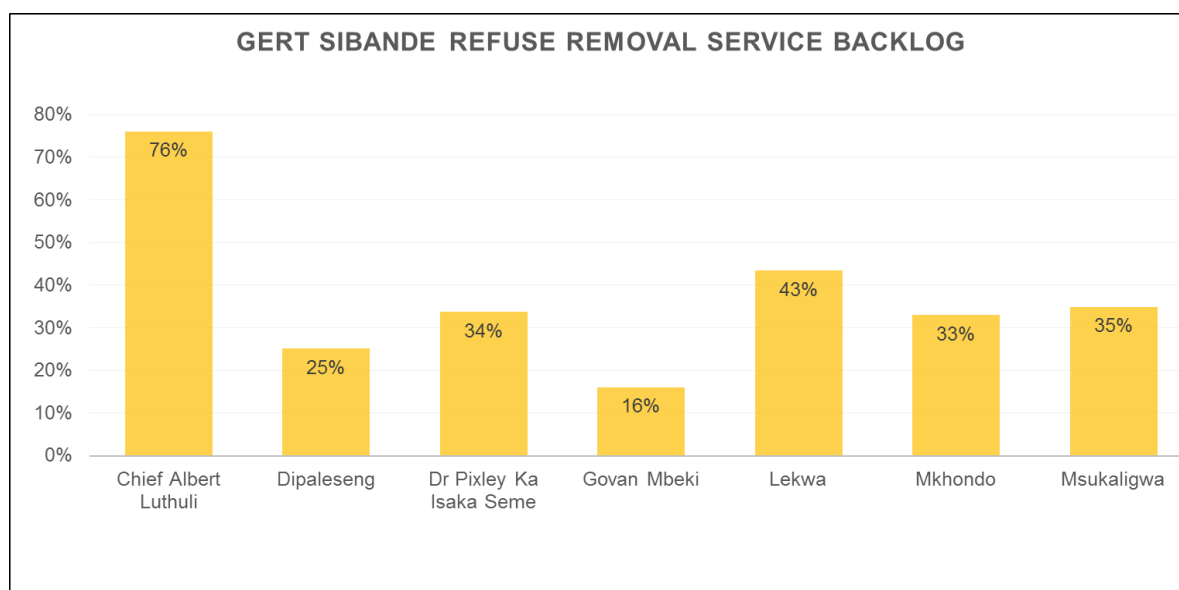


Figure 14: Refuse Removal Service Backlog

Access to refuse removal proved to be a challenge in the district. Chief Albert Luthuli had the highest refuse removal backlog standing at 76%, this was followed by Lekwa at 43%, Msukaligwa at 35%, Mkhondo at 33% and Dr Pixley Ka Isaka Seme 34%. Dipaleseng and Govan Mbeki had the least refuse removal backlogs at 25% and 16% respectively.

### 3.2.10 Climate Change Impact on Water Supply

The current climate change effects have been felt not only in GSDM and Mpumalanga Province but in the whole country. The recent severe drought has meant that the traditional sources of water i.e. dams and underground water cannot suffice. In the Sheepmoor and Warburton areas boreholes dried up and only mud was being pumped out. In future there is a need to plan for recurrence of such severe phenomenon. Budgets must be made available for water carting and other means of conveying water to communities.

### 3.2.10. Safety and Security

GSDM together with the Department of Safety, Security and Liaison are continuously working together in ensuring safe neighbourhoods. The department has contributed to community empowerment especially with the social crime prevention programme which has assisted in the decline in crime rates over the years.

Some of the projects include workshops for the farming community (paralegal), victim gender based violence and regulations on liquor trading. There have been awareness campaigns on human trafficking, forms of assaults, rape prevention strategies, stock



branding to prevent stock theft, moral regeneration. The department is closely working with communities through Tourism Safety Monitors in ensuring the safety of our tourists.

**Key Issues pertaining to Safety and Security include the following:**

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

**Safety (crime) figures**

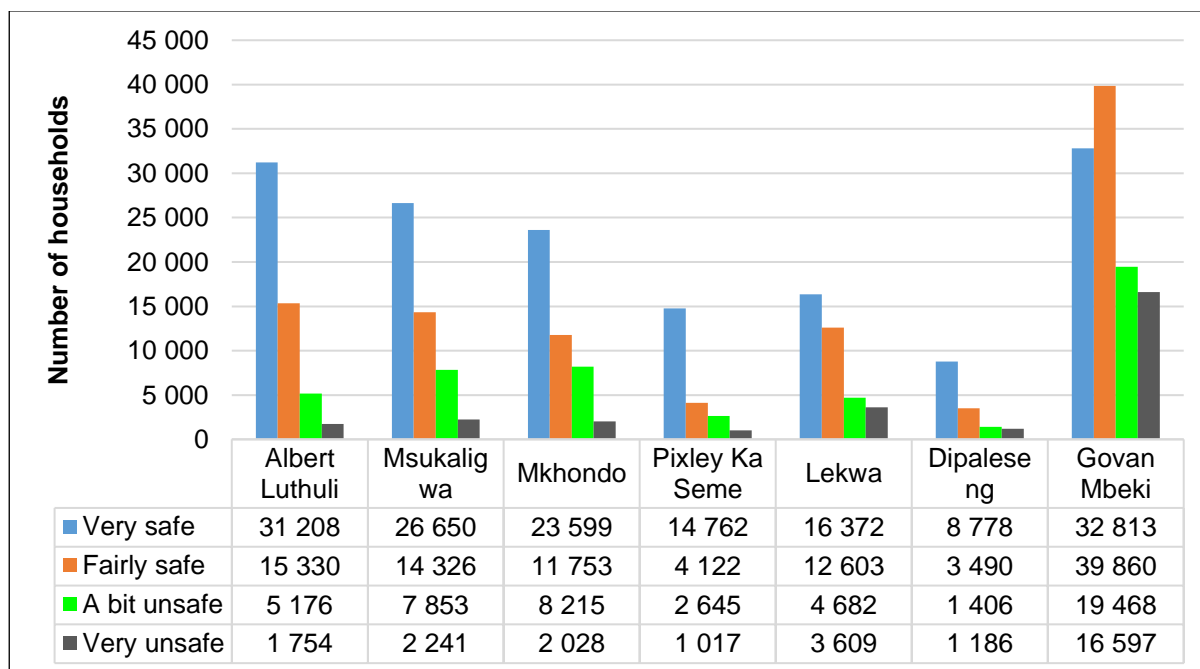


Figure 15: Safety (Crime) figures Stats SA, Community Survey, 2016

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

### 3.2.11 Access to Services: Regional Distribution

According to the Stats SA Community Survey, 2016 between 2011 and 2016, the Gert Sibande number of households increased from 273 490 to 333 815. According to the 2016 Community Survey only 68.7 % of the households in Mpumalanga had access to safe drinking water.

#### Water Services backlog

With the exception of Chief Albert Luthuli, all other local municipalities in the district had a backlog of 10% and below in the provision of water services as per the latest reports from the local municipality.

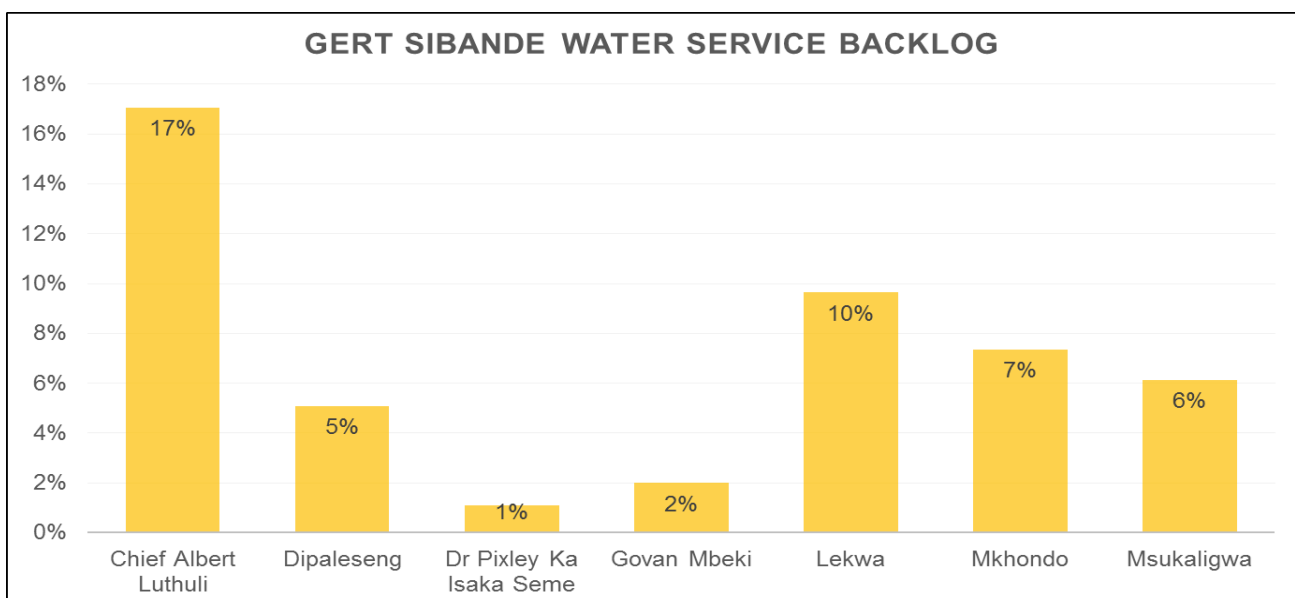


Figure 16: Water Service backlog

There has been an improvement of water service in the District looking at the figures. Chief Albert Luthuli LM had a highest percentage of 17% backlog prior to the Lusushwane BWSS project which is supplying most villages and rural areas along the N17 road.

## Sanitation Service backlog

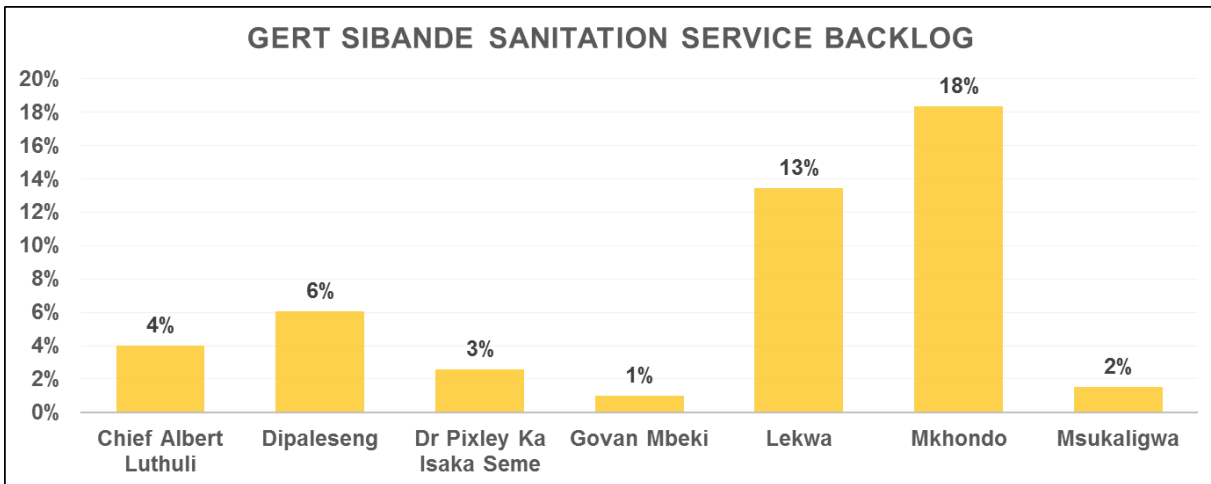


Figure 17: Sanitation Service Backlog

Govan Mbeki had the lowest backlog in the provision of sanitation standing at 1%. Lekwa and Mkhondo had the highest backlogs at 13% and 18% respectively.

## Electrical Service backlog

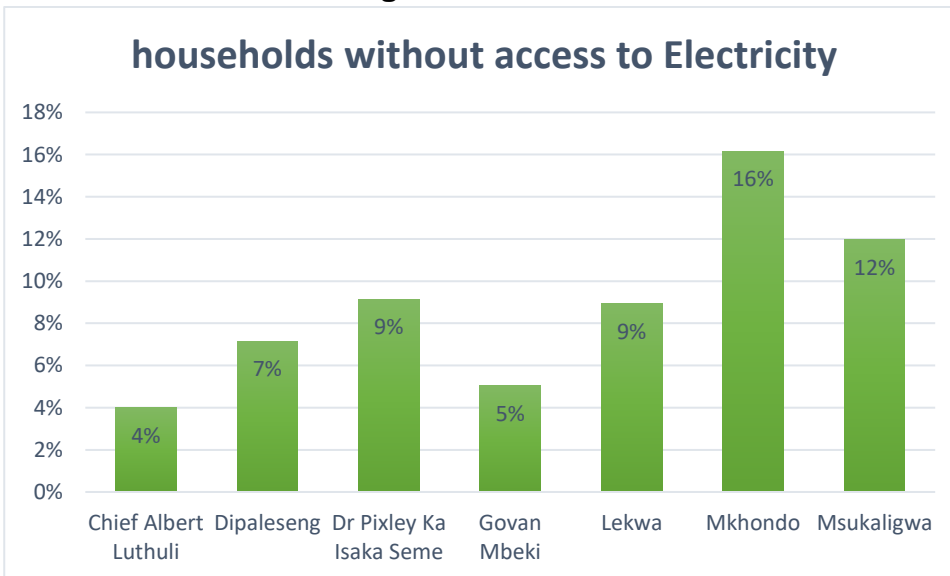


Figure 18: Electrical Service Backlog

Chief Albert Luthuli LM had the highest electricity backlog in the district at 42% followed by Mkhondo LM at 16%.

## Refuse Removal Service Backlog

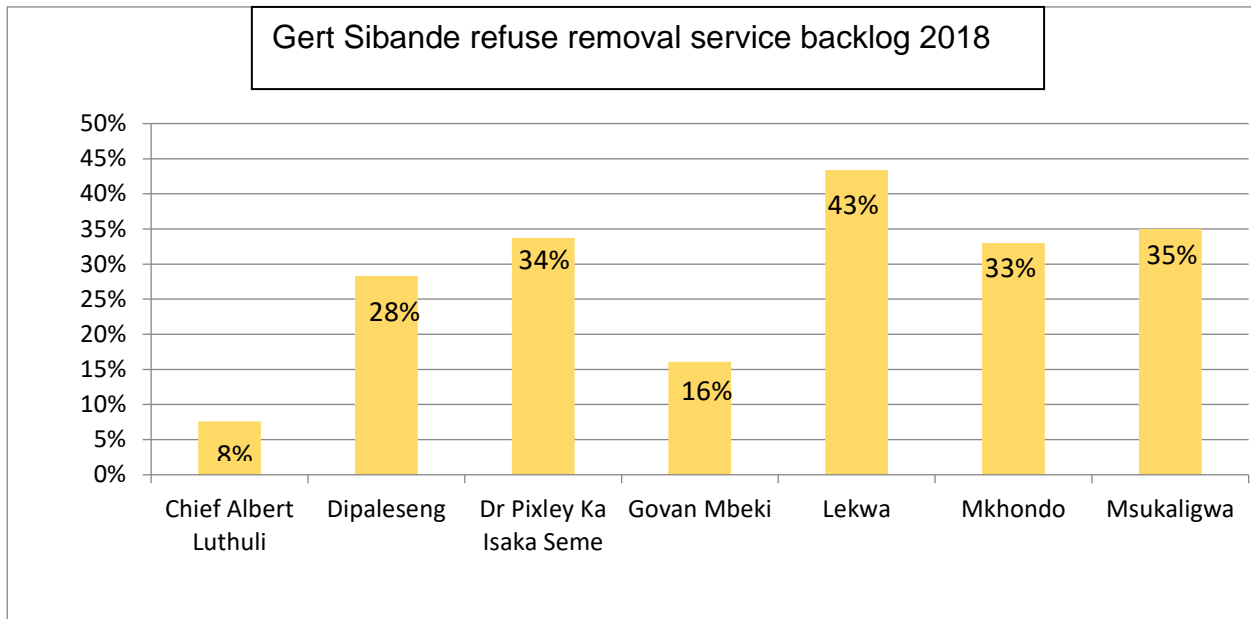


Figure 19: Refuse Removal Service Backlog

Access to refuse removal proved to be a challenge in the district. Chief Albert Luthuli had the highest refuse removal backlog standing at 76%. This was followed by Lekwa at 43%, Msukaligwa at 35%, Mkhondo at 33% and Dr Pixley Ka Isaka Seme at 34%. Dipaleseng and Govan Mbeki had the least refuse removal backlogs at 25% and 16% respectively.

### 3.2.12 Bulk Water and Sanitation Regional Provision

The District supports its local municipalities in improving water and sanitation service delivery. Significant progress had been achieved in establishing the current status of water services infrastructure, water services development planning and the reconciliation of water resources within the district area.

Figure 20 shows that a good proportion of households 91.5% have access to piped water at district level. The districts municipality is assisting local municipalities in efforts to make clean water accessible to the households which do not have access to safe water through installation and maintenance of boreholes in rural communities though there are communities that still depend on unsafe sources such as rivers and streams.

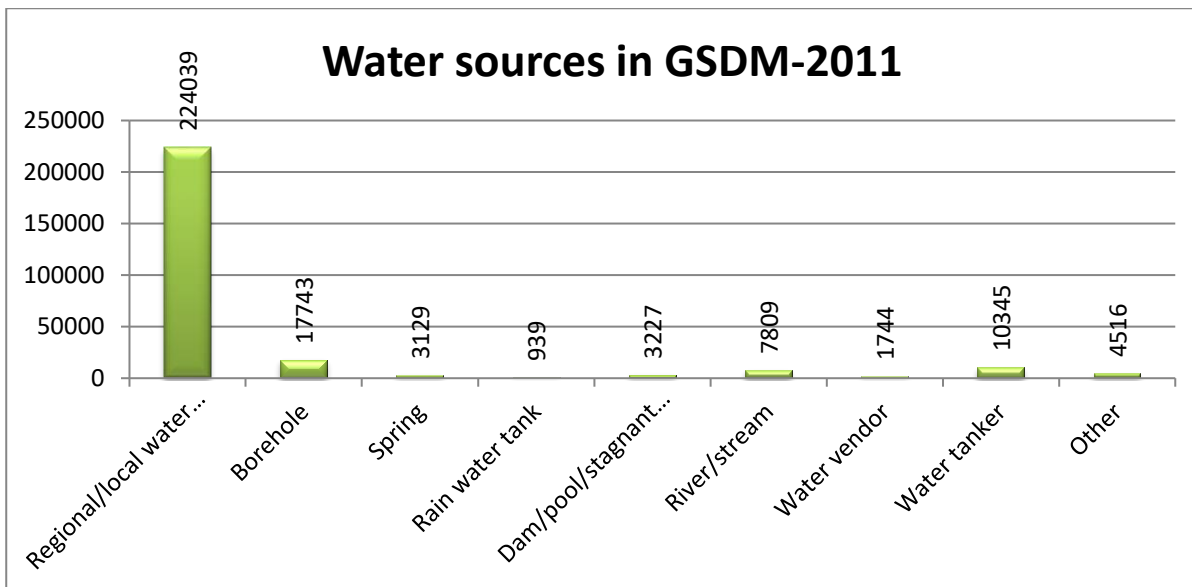


Figure 20: Water Sources in GSDM, Stats SA, 2011

### 3.2.13 Integrated Water Services

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

Table 35: Roles and Responsibilities (Water service)

Although the Local Municipalities within the GSDM are the Water Services Authorities and in terms of the Water Services Act, 1997 (Act 108 of 1997), are responsible for meeting the obligations as stated in the Water Services Act and not the GSDM, the District does support the Local Municipalities with water services activities. Emanating from the Resolutions of the GSDM Council and other forums, roles and responsibilities have been shared to encourage intergovernmental cooperation, in terms of Section 88 of the Structures Act, between municipalities and other Spheres of Government so as to harness improvements in service delivery. The shared Roles and responsibilities have been defined as provided below with the GSDM supporting its Local Municipalities where financial and human resources are available to do so. The District focus is predominantly on water services planning and capital

infrastructural development and not on the operations of services provided as this is by law the Local Municipalities prerogative.

### **Rudimentary Water Supply (Rural and Farm Areas Including Schools)**

GSDM is progressing with the implementation of rudimentary water and sanitation supply by way of planning such projects and the production of standard tender documentation for both rudimentary water and sanitation supply. These mainly consist of drilling and equipping boreholes in farming areas and at schools. In other LMs like Dr Pixley Ka Isaka Seme and Msukaligwa the District intervened by use of Water Tankers during the height of the droughts. The District has also built a water borne sanitation block at MP Magagula Secondary School in Mayflower under Chief Albert Luthuli Local Municipality.

#### **3.2.14 Climate Change Impact on water Supply**

The current climate change effects have been felt not only in GSDM and Mpumalanga Province but in the whole country. The recent severe drought has meant that the traditional sources of water i.e. dams and underground water cannot suffice. In the Sheepmoore and Warburton areas boreholes dried up and only mud was being pumped out. This means that in present and future planning in conjunction with the disaster management team there is need to plan for recurrence of such severe phenomenon and this calls for budgets to make available for water carting and other means of conveying water to communities.

#### **3.2.15 Roads and Transportation**

The District roads are in a bad state due to high volumes of coal haulage trucks that transport coal to the four power stations within and beyond its jurisdictional area; thus inflating the maintenance expenditure of all three spheres of government on roads across the District. National, provincial and municipal roads construction and maintenance is joint effort from three spheres of government, hence the significance of a joint alliance to be established towards addressing matters of common interest. The National Roads like N17, N11 and N2 have undergone reconstruction which improves the mobility of transport as this link the District with the neighbouring provinces and Swaziland.

#### **Key Issues to be addressed in terms of Road Conditions**

- Introduction of ring roads in order to link the national roads without affecting the Municipal roads.
- SANRAL to take over the National roads passing through towns since the Municipal has minimal funds on maintenance.
- Reconstruction of roads instead of pothole patching to increase the life span of road and to do road overlays to protect the existing surfacing.
- Upgrading of gravel roads to paved roads.
- Construction of foot bridging in order to connect functional areas and prevent accidents.
- Provision of drop off points for public transport to prevent traffic jam and accidents.
- To get assistance from local corporates for maintenance and reconstruction of road infrastructure.

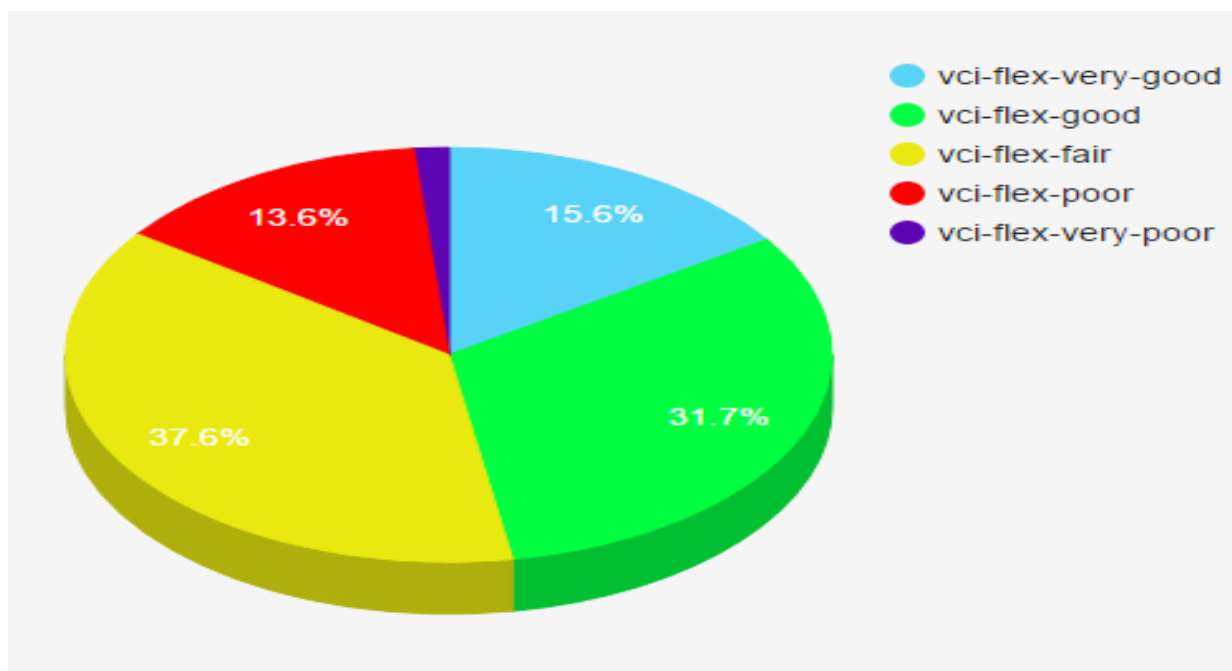


Figure 27: Visual condition index summary for municipal roads in GSDM from RRAMS

Local Municipality	Average Condition VCI (tmh22) %	Average Condition VCI (trh22) %
Chief Albert Luthuli local Municipality	52	62
Dipaleseng Local Municipality	45	65
Dr Pixley ka Seme local Municipality	56	69
Govan Mbeki Local Municipality	60	74
Lekwa Local Municipality	58	72
Mkhondo Local Municipality	41	51
Msukaligwa Local Municipality	50	67

Table 36: Visual condition summary per Local Municipality from RRAMS

## **KPA 3: LOCAL ECONOMIC DEVELOPMENT**

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Local Economic Development is an approach to sustainable economic development that encourages local communities, public and private sector to work together to stimulate local economic activities that will result in an improvement in the quality of life for all. The intended outcome from LED is to develop and coordinate a vibrant economic development system that seeks to promote employment creation; the building of economic sectors, SMME development and vibrant economic institutions; leveraging on comparative advantages to build local competitive advantages and using knowledge as an economic generator in the local economy.

Following the 2018 GSDM Economic Development Summit, the district's main focus is enhancing competitiveness, increasing sustainable growth and ensuring that economic growth is inclusive, therefore the LED unit was realigned as follows;

- i. Business Development Services**
  - Non-Financial and Financial Services
  - Grant Access, Business Planning & Venture Capital facilitation
  - SMME Capacity building, Business Incubation Support, Compliance Support
- ii. Trade Development Services**
  - Sector Support and development
  - Infrastructure development linkages
  - Strategic Project Planning
  - Facilitate bilateral trade agreements
  - Investment retention support

### **3.3.1 The LED Strategy**

The 2017 LED Strategy was aimed at establishing a coordinated LED Framework for the Gert Sibande District Municipality. The strategy also intended to inform future activities of the District Municipality relating to economic development and also to provide direction and guidance to all stakeholders in economic development in the District. The strategy developed was also not limited to economic development, but considered the relationship between economic development and other sectors, i.e. it was integrated.

The vision for the GSDM LED Strategy to promote long-term sustainable growth within the GSDM, through job creation, the eradication of poverty and unemployment, meeting the socio-economic needs of the community and diversification of the economic base.

The following strategic programmes were identified;

- i. STRATEGIC THRUST 1 – ACHIEVING INSTITUTIONAL COHERENCE-** This programme deals specifically with strengthening coordination between LED institutions as well as enhancing the capacity of institutions to undertake effective LED planning and implementation.



- ii. STRATEGIC THRUST 2 – AGRICULTURAL DEVELOPMENT AND DIVERSIFICATION- This programme is aimed at promoting support services and skills development and training within the agricultural sector to ensure that stakeholders are sufficiently prepared to take advantage of agricultural opportunities.
- iii. STRATEGIC THRUST 3 – ENHANCEMENT OF TRADE AND INDUSTRY - This strategic programme provides a response to the key issues and challenges that have been identified and impact on both general trade and industry within the district.
- iv. STRATEGIC THRUST 4 – FURTHERING TOURISM DEVELOPMENT - This programme seeks to strengthen the tourism sector through enhancing the marketing and promotion of the region as a tourism destination
- v. STRATEGIC THRUST 5 – EXPANSION OF INFRASTRUCTURAL CAPACITY - This programme suggests a number of projects aimed at enhancing infrastructure for trade and industry related activities within the GSDM
- vi. STRATEGIC THRUST 6 – REJUVENATION OF MINING ACTIVITY - There are various opportunities available within the sector which must be explored to ensure that the district can take full advantage of the potential of the mining sector. These include rehabilitation of abandoned mines as well as new mining opportunities that are presented.
- vii. STRATEGIC THRUST 7 – ENHANCING SMME AND COOPERATIVE DEVELOPMENT - This programme is designed to ensure that the relevant assistance and support for cooperatives and SMME's is made available. The programme aims to facilitate access to finance and create market linkages and capacity building.

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

The key sectors that drive the economy of the District are:

#### **Manufacturing**

The manufacturing sector is the major contributor to both the district and provincial Gross Value Added. Mining products, electricity generation; and petrochemicals manufacturing dominate the sector. There is general consensus however that the growth of the GSDM economy as a whole, the Govan Mbeki municipality in particular, is highly dependent on the development trajectory of the SASOL in Secunda.

#### **Mining**

Mining activity in the Gert Sibande District, and more specifically the Govan Mbeki (Secunda) Local Municipality, is one of the main contributors to the Province's GVA. Coal and gold are the most important mining products, with electricity generation, petrochemical and metallurgical production, and industrial and domestic applications dominating the local consumption of coal.

Due to the occurrence of the District's coal reserve within the High Veld Ridge and Coal Belt, the majority of mining operations are concentrated along the N17 highway, around and between Secunda and Ermelo. Notable collieries include Sasol's Syferfontein and Twistdraai and Anglo Coal's New Denmark. Other smaller mining operations occur near Driefontein in the Mkhondo Municipality.

### **Energy Generation and Supply**

The District has Four out of 10 operational coal-fired power stations in Mpumalanga namely, Tutuka, Camden, Majuba and Grootvlei. As such coal fired power generation is a major industry in Gert Sibande and these power stations are located in close proximity to the coal mines due to the high cost associated with the transportation of coal. Majuba Rail Network is under was commissioned ease the pressure placed on the existing road infrastructure between Ermelo and Amersfort by truck transporting coal to Majuba Power Station.

### **Agriculture**

Gert Sibande features the largest agricultural sector, with strong services centres like Standerton, Ermelo, Bethal and Piet Retief. Agricultural products produced within the District include maize, sunflower, grain, sorghum, wheat, mutton (cattle and sheep), dairy and wool. Although some irrigated commercial agriculture does occur to the south of Ermelo and to the north and east of Manzana, the majority of the aforementioned commercial crops are grown on dryland.

In total 23% of the District's land surface is under cultivation, of which approximately 80% constitutes commercial dry land under grains.

Significantly, the area between Carolina, Bethal and Ermelo produces the most sheep and wool in South Africa. The Standerton area is known for its large dairy industry and maize agriculture. Yet, although Standerton is known for its dairy, the majority of cattle farming activity occur within the Dr Pixley ka Isaka Seme and Mkhondo Local Municipalities. Other types of crops grown in the District include potatoes, sweet potatoes, groundnuts and soybeans. A small measure of bee keeping and honey harvesting also occurs within the forests. Apart from commercial agriculture, subsistence farming plays an important part in the livelihoods of many of the District's communities, especially those in the Manzana and Lochiel areas.

Due to the numerous agriculture and related activities located within the Mkhondo District, the Gert Siband Agri-Parks Business Plan identified eMkhondo (Piet Retief) as the most suitable site for the establishment of an Agri Hub within the broader GSDM

### **Forestry**

Whilst commercial agriculture dominates the central and western extents of the District, the eastern extents are characterised by a north – south running band of commercial forestry stretching all the way from Carolina and Warburton in the north, to Amsterdam and Piet Retief in the south. Forests and plantations which covers some 9.73% of the District's total land surface. The majority of the plantations found within the District are privately owned by Sappi, Mondi and CPA's. Forestry activities primarily consist of pine, eucalyptus and wattle plantations. Wood from the plantations are primarily used in the production of structural

timber for housing, and the manufacturing of joinery packaging such as pallets, boxes and cable drums. New opportunities has risen seeing the new particle board manufacturing plant developed in Msukaligwa local municipality.

## **Tourism**

Tourism, which is generally classified under the Wholesale and Retail Trade, is another growing sector within GSDM. Its potential is derived from its huge natural resources which includes wetland; historical sites and heritage and liberation routes. The Gert Sibande Liberation and Resistance route was launched in 2017 at Tourism Indaba showcasing the rich history originating from Bethal.

The district offers various tourism attractions, which includes the Nooitgedacht Dam Nature Reserve, Songimvelo Game Reserve, the historical town of Chrissiesmeer, numerous Anglo-Boer War battlefield sites, stone ruins dating back to 1500BC at places such as Legoya near Ermelo

Chrissiesmeer is the largest freshwater lake in South Africa. This lake, together with a plethora of other smaller lakes and wetlands provide a home to a wide diversity of birds especially water birds such as Flamingos

One of the most important tourism destinations within the region is the Songimvelo Game Reserve. It is being proposed that Songimvelo should link-up with the Nkomazi Wilderness to the west and the Malolotja reserve within Swaziland to the east, thereby forming a trans-frontier park

Map 2:



### 3.3.3. Economic potential/endeavours in GSDM

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

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

The District envisages coordinating the participation and support of the agricultural unions, and the establishment of commercial farmers. The Department of Rural Development and Land Reform, and Department of Labour who form part of the agricultural development cluster, have to work together and will be encouraged to form joint focus initiatives in the development of a robust Agricultural Development Strategy addressing the following key development areas:

- Training and skills transfer on management of farms

- District Agro-Value Chain industry
- Comprehensive Post-Settlement support
- Advance training on farming methods
- Partnerships and marketing
- Support more farming inputs and implements

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

### **3.3.4 Regional Fresh Produce Market**

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

The District has realised that the whole agricultural value chain and the benefits emanating from there are not benefiting communities within its jurisdictional area. In order to turn that around, it is important to devise methods to retain most of the economic benefits therein. A viability study on the Fresh Produce Market was developed in 2014/15. The study has confirmed 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.

### **3.3.5 Potential economic development corridors**

In terms of Development Principle number two (2) of the GDSM SDF 2009, the District needs “To optimally capitalise on the strategic location of the District and its five key economic strips/corridors, and to functionally link all towns and settlements to one another through establishing and maintaining a strategic road and rail network comprising internal and external linkages.”

The Gert Sibande District does not function in isolation but is part of a broader regional and sub-continental economy. It is, therefore, important that the District area be properly linked to surrounding districts and even bordering countries (like Swaziland) to ensure an efficient flow of goods and services in all directions within the economical region.

An analysis of the Gert Sibande and regional economy (as presented by the MPISDF and MPGDS) revealed five key economic/corridors traversing the District. These perform significant regional functions in terms of linking the District to prominent activity nodes and areas in adjacent areas, and comprise the following :

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

### **3.3.6 Implications/actions:**

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

The feasibility study into the development of the abovementioned Corridors will result in proper planning and implementation to harness the growth of the District economy. This will provide downstream industries for petro-chemical industry and the mines within the District including forestry beneficiation industries. The District, in partnership with potential investors and other spheres of Government and Private Sector, will be looking at undertaking feasibility studies along the corridors for the following:

1. Manufacturing Hubs-industrial zones (light and medium industrial parks)
2. Industrial Workshops
3. Cold rooms and storage facilities
4. International Conference Centre
5. Regional sport facilities
6. Medium to High density housing developments
7. Shopping centres or malls
8. Tourist Attraction centres and Leisure facilities including cultural villages

9. Agro-processing Facilities
10. Forestry downstream manufacturing hubs
11. Enhanced farming with co-ordinated market
12. Economic diversification and empowerment

The District thus has confidence in the economic potential of the corridors which will, among others, translate into improved revenues for Local Municipalities, which will assist them to provide more and improved services. It is pleasing to note that over the past few years, major roads in the District have been upgraded to high standards. National and Regional roads most notably N17, N2, N11, R33 , etc.

### **3.3.7. Climate change impact**

Climate change is one of the most important environmental issues facing the world today. The impact of climate change is a reality and it cuts across all climate-sensitive sectors including the Agriculture sector. The changes in the climate have threatened sectors such as Agriculture leading to a decrease in food production and therefore putting pressure on the existing sectors.

### **3.3.8. Economic development objectives**

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

- Partnerships towards progressively responding to the skills need by the growing Regional Economy.
- Visible promotion and support of SMMEs (Financial and Non-Financial).
- Visible promotion of the Tourism Sector.
- Increasing local beneficiation and shared Economic Growth across the District through industrial development
- Promoting and supporting sustainability of the existing businesses within the District.
- Identification and implementation of high impact LED projects/programmes like Bio-Fuel Plant as part of rural economic development in response to Land Reform Programmes.
- Providing support services, mentorship and investment towards ensuring sustainability and effective utilisation of farms attained through Land Reform Programme.
- Development and Training of Co-operatives and SMMEs and establish database thereof.

- Promotion of Trade and Investments through Regional Development Agency.
- Informal Sector development and Second economy interventions (i.e. skills development).
- Promotion of the usage of alternative sources of energy.

The above objectives are aligned to the National and Provincial economic growth plans and programmes.

### **3.3.9. Comprehensive rural development programme Land Reform and Agricultural Support Programmes**

Land Reform and Agricultural Support Programmes (which respond to outcome 7) will be completed within the next two years and the land restitution programme combined with intensive agricultural support, with resources allocated for interventions where failures are registered, launch the Agricultural Support Scheme.

The Comprehensive Agricultural Support Programme (CASP) has been expanded to improve the effectiveness of the land restitution and reform programmes, finalise and implement Black Economic Empowerment (BEE) with regard to land acquisition and skills development. The GSDM has established a land and agricultural coordination unit to streamline rural and agricultural development activities within the District. A rural and agricultural development strategy was developed and adopted by council and is under implementation. A vetting exercise to determine the existence and needs of Agricultural Co-operatives in rural / traditional areas has been successfully completed and approved by council for implementation in 2015/16.

#### **Another Land and Agriculture Support Programme that is fully supported by GSDM is the Agri-Park Programme**

The Agri-Park Programme forms part of Government's undertaking to review all land reform policies as enunciated in the 2011 Green Paper on Land Reform and the support that needs to be provided; . The move for its establishment is in line with the President's 2015 State of the Nation Address. The aim was to bring small, communal and commercial farmers into the Agri-Park net, giving them access to training, infrastructure, equipment, logistics and markets.

The concept for Agri-Parks draws from existing models here and abroad, including educational/experimental farms, collective farming, farmer-incubator projects, Agri-clusters, eco-villages, and urban-edge allotments and market gardens

The focus of the Agri-Park is primarily the processing of 'agricultural products' (and the mix of 'non-agricultural' industries may be low or non-existent). Of prime importance will be linkages between the parks and surrounding agricultural land for production;

The Agri-Park approach will include the selection and training of smallholder farmers, as well as selecting farms per province for the placement, incubation and training of unemployed agricultural graduates and other agro-entrepreneurs



The Agri-Park will comprise of **three basic units**:

- i. **The Farmer Production Support Unit (FPSU)**. The FPSU is a rural outreach unit connected with the Agri-hub. The FPSU does primary collection, some storage, some processing for the local market, and extension services including mechanisation. These units will be available in all 7 local municipalities with GSDM.
- ii. **Agri-Hub Unit (AH)**. The Agri-Hub is a production, equipment hire, processing, packaging, logistics and training (demonstration) unit. The Agri-Hub will be located in Mkhondo Local municipality.
- iii. **The Rural Urban Market Centre Unit (RUMC)**, which will be based in Ermelo, Msukaligwa local municipality. The RUMC has three main purposes;
  - Linking and contracting rural, urban and international markets through contracts.
  - Acts as a holding-facility, releasing produce to urban markets based on seasonal trends.
  - Provides market intelligence and information feedback, to the AH and FPSU, using latest Information and communication technologies.

And furthermore the district has launched an District Agri-Park Advisory Committee in support of the programme. GSDM intends to lead the programme and avail resources to support small-holder farmers through the provision of capacity building, mentorship, farm infrastructure, production inputs.

### **3.3.10. Expanded public works programme**

The EPWP is a nationwide programme covering all spheres of government and state-owned enterprises. The Programme provides an important avenue for labour absorption and income transfers to poor households in the short to medium-term. It is also a deliberate attempt by the public sector bodies to use expenditure on goods and services to create work opportunities for the unemployed. EPWP Projects employ workers on a temporary or on-going basis either by government, by contractors, or by other non-governmental organizations under the Ministerial Conditions of Employment for the EPWP or learnership employment conditions.

The Siyathuthuka programme has been established in order to provide job opportunities for the local community. GSDM aims to create sustainable job opportunities through the EPWP Enterprise Development sector to promote the development of Cooperatives enterprises. GSDM aims to create over 600 job opportunities through local economic development initiatives including capital projects, which involve Road Construction, Bulk Supply Line upgrades and Sewer reticulation projects.

### **3.3.11. COVID 19 Impact on the Economy**

South Africa's economy suffered a significant contraction during April, May and June 2020, when the country operated under widespread lockdown restrictions in response to COVID-19.

The pandemic hit the South African economy at a time that the economy was already under substantial strain. Economic growth had fallen to 1.5% in 2019 compared to 3% in 2010. Indeed, in the fourth quarter of 2019, the economy had entered a technical recession. Unemployment had soared to 27.3% the first quarter of 2019 and by the third quarter it had reached 29.1% (Statistics South Africa, 2019a). At the same time, while poverty had registered some improvement since 2015,

it remained very high at 49.2% in 2019, compared to 55.5% in 2015. Inequality, on the contrary, had not shown similar tendencies to reduce as had poverty (Sulla and Zikhali, 2018).

All industries experienced a massive drop in output in the second quarter of 2020.

Manufacturing output shrank by 74,9%. Plagued by work stoppages and lower demand for steel, factories specialising in metals and machinery were severely affected. The ban on alcohol sales had a heavy impact on the food and beverage division of manufacturing.

Air travel came to an almost complete halt, contributing to the fall in economic activity in the transport and communication industry. There was also less activity by rail and road freight operators due to restrictions on the production and movement of various goods.

The retail ban on alcohol sales and closure of tourist accommodation facilities were notable drags on trade activity. Wholesalers and motor vehicle traders also reported significant declines.

Finance and personal services, the two industries that have shown a great deal of resilience over the last decade, did not escape the maelstrom. The finance industry, which includes banking, insurance services, real estate, and business services, fell by 28,9%.

Construction industry had the biggest losses due to lockdown regulations.

Personal services recorded its first quarter of negative growth since 2009. Businesses, such as gyms and hairdressers, closed their doors and hospitals halted elective operations. The cancelation of sporting and recreation events also dragged the industry lower.

Agriculture was the only industry that seemed relatively unaffected. An increase in maize exports, as well as rising international demand for citrus fruits and pecan nuts, helped the industry expand by 15,1%. Locally, the baking craze that gripped the country during the lockdown increased the demand for home cooking products.

### **3.3.12 South African Economic Recovery Plan**

The outbreak of the Covid-19 pandemic in March, 2020, found a vulnerable South African economy. In fact, at the time pandemic reached our shores, the South African economy had experienced two consecutive quarters of a recession. As a result, the Covid-19 pandemic deepened the economic crisis. Many people lost their jobs, many have gone without income for extended periods, and many are going hungry every day. Inequality is expected to widen and poverty to deepen. Given the extent of the devastation, the economic response required should match or even surpass the scale of the disruption caused.

The South African Economic Reconstruction and Recovery Plan has three phases:

- i. Engage and Preserve - which includes a comprehensive health response to save lives and curb the spread of the pandemic,
- ii. Recovery and Reform which includes interventions to restore the economy while controlling the health risks; and lastly
- iii. Reconstruct and Transform - which entails building a sustainable, resilient and inclusive economy.

In terms of the Plan, the following priority interventions will be made;

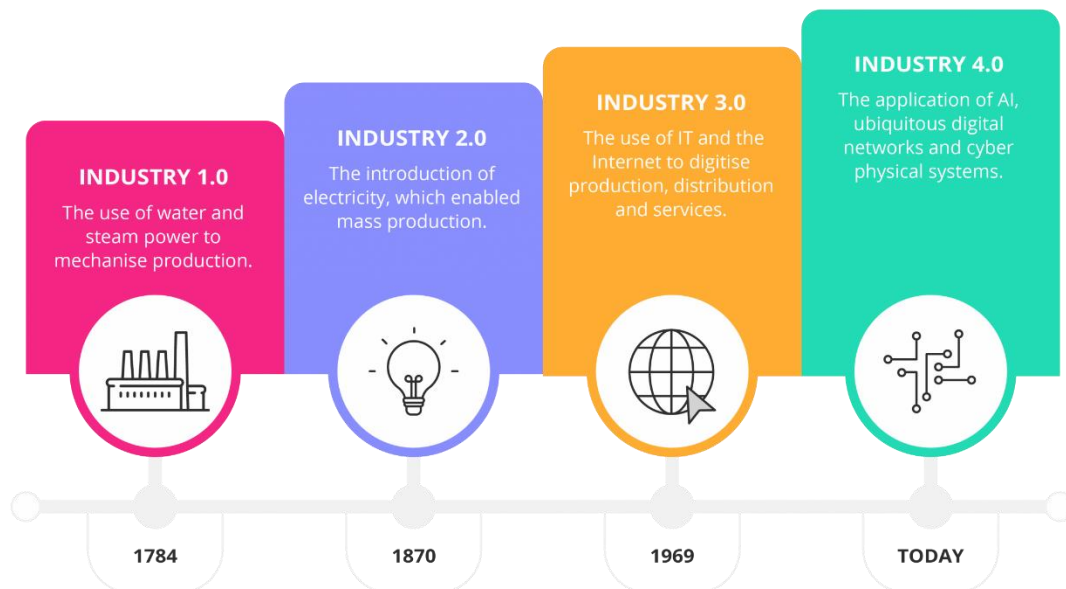
- Aggressive infrastructure investment;
- Employment orientated strategic localization, reindustrialization and export promotion;

- Energy security;
- Support for tourism recovery and growth;
- Gender equality and economic inclusion of women and youth;
- Green economy interventions;
- Mass public employment interventions;
- Strengthening food security; and
- Macro-economic interventions

In addition, specific interventions in sectors that have emerged as important areas of growth and employment will be made to strengthen the economic reconstruction and recovery. Interventions in the Plan will be underpinned by the need to protect vulnerable workers, households and firms; build consumer, investor and public confidence; deepen industrialization through localization, pursue environmental sustainability, deliver quick wins; and continue providing relief to mitigate the impact of Covid-19. Ultimately, the end goal is to pursue and infrastructure led economic reconstruction and recovery with investment in infrastructure that will stimulate the various sectors of the economy.

### 3.3.13 Fourth(4<sup>th</sup>) Industrial Revolution

The Fourth Industrial Revolution (4IR) represents a new era of innovation in technology that will enhance human-machine relationships, unlock new market opportunities, and fuel growth across the global economy.



In July 2019 the first Fourth Industrial Revolution (4IR) Digital Economy Summit was held in South Africa. President Cyril Ramaphosa positioned Industry 4.0 as an opportunity for South Africa to harness R5-trillion in value over the next decade- approximately the size of SA’s current GDP. He was reported as saying that businesses can “unlock economic potential and create a Silicon Valley” in South Africa.

To realise this a Presidential Commission on 4IR was established to provide advice to government on how government strategies and policies could support this endeavour. The commission consists of thirty members comprised of prominent individuals from various sectors with relevant knowledge and skills to advance the nation's 4IR mission. New partnerships such as the African Fourth Industrial Revolution Centre (SAFIRC) to be hosted by the Council for Scientific and Industrial Research (CSIR) will equally serve to strategize, plan, create and regulate policies towards advanced 4IR technologies in the pursuit of national and pan-African development objectives.

The majority of South Africans (mainly black) are impoverished, and the inequality gap has significantly increased since 1994. The top 1% controls 70% of the country's wealth, leaving the bottom 60% with only 7% of the wealth. Rural areas, townships and informal settlements occupied predominantly by poor black people have less or no infrastructure, meaning electricity and access to technological resources amongst other services are a challenge. Competition for resources and increasing marginalisation of the poor has resulted in cases of social unrest, which manifest in forms of violent protests and xenophobic attacks amongst other imminent issues.

The large-scale retrenchments in the banking sector serve as one of the first and major examples of 4IR's implications on human labour in South Africa. In March 2019, Standard Bank announced a closure of 91 branches nationwide and in June 2019, the number had increased to 104 branches closing and the loss of 1200 jobs. In July 2020, Nedbank announced an estimate of 1500 job redeployments or retrenchments, while Absa is in the process of restructuring its operations processes.

Another key challenge is that the country has been slow to nurture the skills needed for companies to compete and grow in an increasingly technology-driven world. That matters for the millions of young South Africans struggling to build their own futures.

### **3.3 KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

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

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

- a) Support to Local Municipalities on Institutional and Financial matters whereby an initial support Senior Manager will be assigned and be dedicated to assess the Local Municipality's position.
- b) Maintain efficient Financial Management Strategies through timeous reporting
- c) Benchmarking and introducing Best Practices
- d) Identifying Funding Mechanisms with National Treasury and Provincial Treasury
- e) Development and implementation of revenue enhancement strategy for the District municipality (Health and Laboratory income)
- f) Harnessing Accountability and Responsibility.

The GSDM is faced with a backlog in terms of providing in the basic needs of its community. Financial investments towards accelerating the provision of free basic services and other major infrastructural projects have assisted in making sure that more people are enjoying the benefits of democracy. Much has been done towards attaining the MDGs while improving the lives of all communities, but access to additional funding from the Treasury Departments is of paramount importance. Currently the District has a fairly strong balance sheet and would be able to attract capital from the respective Government Departments and Provincial depts. e.g. implementing of RBIG funding through DWS.

The Revenue replacement Grant and the equitable share, increases by approximately 2% per Annum and these increases are well below the inflationary increases and the District rely largely on these Grants to fund its operations as well as service delivery. Consequently the District has limited funding to assist the Local Municipalities. The graphic below indicate one of the challenges faced by the District based on slow increase in revenue which operational expenditure is increasing with almost 8% on a yearly basis.

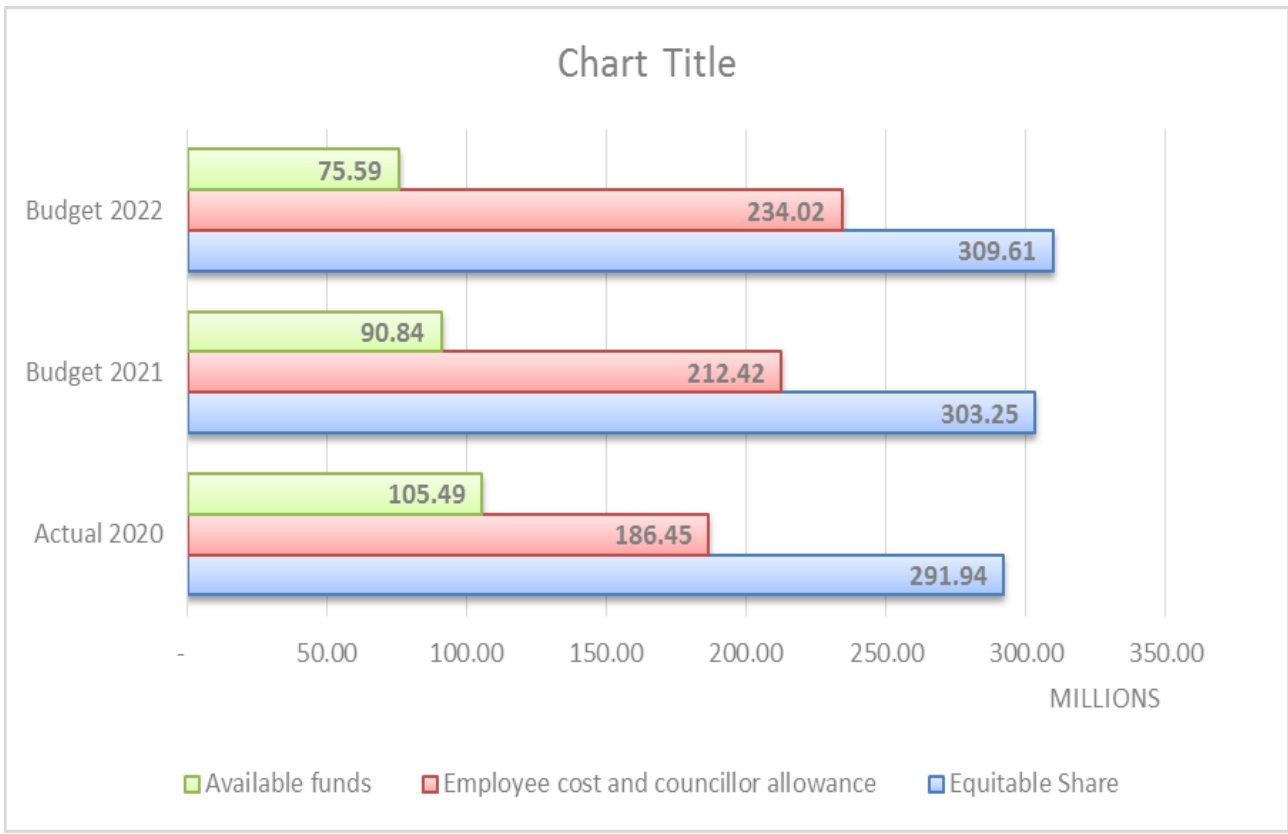


Figure 21: Increase in revenue

### 3.4.1 Revenue enhancement Strategy for Local Municipalities and the District

It must be highlighted that the debtors' book of the Local Municipalities in total exceeds approximately R3, 5 billion. This non-collection timeously of revenues has placed the Local Municipality in extremely non-viable financial problems and in some instances has resulted in increased in payables ,especially Eskom which is currently owed more than R3 billion by local municipalities. The development of Revenue Action Plan would take into consideration the Culture of payment for services and the timeous collection of outstanding debts by rate payers. This includes more accurate tariff setting modules. Further, the District has continuously embraced its GIS data cleansing Project with all Local Municipalities in its area of jurisdiction.

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

Further, the on-going compliance and implementation of the Municipal Property Rates Act No. 6 of 2004 by local municipalities into their operations including MSCOA, as well as the management and recovery of outstanding debt is of extreme importance, as it will ensure that sustainable local government at local level maybe achieved. The implementation of the

Municipal Property Rates Act No. 6 of 2004 will enable local municipalities to maximize their fixed revenue in order to finance their operational expenditure.

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

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

#### Support provided to Local Municipalities

The district has developed a municipal support strategy which was tabled to Council. In terms of the strategy the District has established a municipal support unit which will focus on overall financial management support to the all the local municipalities. The following are key focus areas in terms of the municipal support strategy:

- a) Improve audit outcomes in all municipalities within the district
- b) Improve financial viability of the local municipalities within the district
- c) Reduction in Unauthorised Irregular as well as Fruitless and wasteful expenditure

#### 3.3.1 Financial Viability

Currently the District has a positive financial viability status and it's able to fund its short, medium and long term commitments. At this stage the District Municipality need not consider a loan income funding to finance its projects and assistance given to LM's.

Outlined below are the key issues to be addressed in regard to Financial Viability include amongst others the following:

- a) Standardisation of financial aspects throughout the District and adequately supporting all municipalities in all financial matters.
- b) Obtaining sufficient financial resources to enable municipalities to be in compliance with various legislative requirements.
- c) Compliance to all the Government Legislation's Financial Management prescripts.

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



**Audit outcomes:**

In the 2015/16 financial period the municipality received qualified audit outcome from Auditor General of South Africa. To improve its audit outcomes, an action plan was developed and implemented by GSDM to address the poor audit outcomes. This led to the continuous improvement in the audit outcomes over the four financial periods.

The table below illustrates the audit outcomes for the past five financial years received by the District and its constituent local municipalities. As evidenced in the table the audit outcomes at the local municipalities have been regressing over the five year period. In 2014 – 15 financial period six of eight municipalities had unqualified audit opinion with findings which have regressed to only two municipalities receiving unqualified opinion.

Municipality	Audit opinion				
	2019-20	2018-19	2017-18	2016-17	2015-16
<b>Gert Sibande District</b>	Unqualified with findings	Unqualified with no findings	Unqualified with no findings	Unqualified with findings	Qualified with findings
<b>Chief Albert Luthuli</b>	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings	Qualified with findings
<b>Dr Pixley Ka Isaka Seme</b>	Disclaimed with findings	Disclaimed with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings
<b>Dipaleseng</b>	Disclaimed with findings	Disclaimed with findings	Qualified with findings	Unqualified with findings	Unqualified with findings
<b>Lekwa</b>	Disclaimed with findings	Disclaimed with findings	Qualified with findings	Unqualified with findings	Unqualified with findings
<b>Mkhondo</b>	Qualified with findings	Qualified with findings	Qualified with findings	Qualified with findings	Qualified with findings
<b>Msukaligwa</b>	Adverse with findings	Adverse with findings	Adverse with findings	Qualified with findings	Qualified with findings
<b>Govan Mbeki</b>	Disclaimed with findings	Disclaimed with findings	Disclaimed with findings	Unqualified with findings	Unqualified with findings

## **Financial Strategy Plan: Revenue Enhancement Plan**

It is anticipated that through the District wide Financial Forum, a standardized Revenue Plan is to be adopted that incorporates the following:

- a) To effectively manage the revenue value chain
- b) To target debt collection
- c) Improve data integrity
- d) Protect and enhance the revenue base

### **Action Plan Addressing Core Areas including:-**

- a) The Cost Curtailment measures to be introduced
- b) Stringent Cash Management Principles to be adopted
- c) The debtor book to be managed effectively ensuring that the number of days outstanding is reduced dramatically.

### **A Steering Committee to be established and be supported by a Technical Committee as follows:**

- a) Chief Financial Officer
- b) Head of Departments
- c) Relevant Managers

Areas to be addressed:

- a) Increasing the tax base of the Local Municipality through Planning and Development matters
- b) Interacting with LMs regarding their Spatial Plans and Land Use Management
- c) Infrastructure Development to include upgrading of bulk services, introducing incentives, review of tariff structures.
- d) On Finance Matter – reviewing of contracts ensuring that all investment properties are taken into consideration
- e) Improvement of Cash Collection, Billing Circles to be Shortened, Profiling of Customers, Automated meter reading.
- f) Personal to target top hundred financial institutions/businesses, Capacity of debtors Department to be increased, disconnection and reconnection to be aggressively instituted.
- g) Data Purification and Cleansing to be given priorities.
- h) Stringent Cash Management to be introduced, Daily, Weekly and Monthly cash forecasting
- i) Cost Curtailment Circular to be strictly applied and non – priority expenditure to be eradicate

### **3.5. KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

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The Municipal Systems Act is very specific on the need for community participation. Community participation – derive from Section 152 (1) (e) of the Constitution, requires municipalities to encourage the involvement of the community organizations in the matters of the Local Government. GSDM has been encouraging communities to participate on affairs of the District.

#### **3.5.1. Interface between IGR, Communication and Public Participation**

The Gert Sibande District has over the years developed a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose encourages and creates conditions for, the local community to participate in the affairs of the municipality, including:

- i. The preparation, implementation and review of its IDP;
- ii. Establishment, implementation, review of its performance management system;
- iii. The monitoring and review of its performance management system;
- iv. The preparation of its budget,
- v. And strategic decisions relating to the provision of municipal services.

There is a need for the central co-ordination of programs in order for the Public Participation strategy to yield the desired goals. Such integration will be guided by the Intergovernmental Relations Framework Policy, Act No.15 of the IGRFA, 2005. The Act gives guidance in the vertical and horizontal co-ordination of Government Structures with an aim of enhancing a cooperative system of Government.

The Key role players in the municipality with regards to public participation are the Councillors since they serve as:

- i. Facilitators of community/constituency input
- ii. Communication link between council and community
- iii. Councillors help to monitor the performance of the municipality

The central responsibility of municipalities is to work together with local communities to find sustainable ways to meet their needs and improve the quality of their lives. Public participation is outlined in:

- i. The Constitution –Chapter 7 (section 152)
- ii. Provide democratic and accountable government for local communities
- iii. Encourage the involvement of communities and community organisations in matters of local government
- iv. The White Paper on Local Government, 1998
- v. The Municipal Structures Act, 117 of 1998
- vi. The Municipal Systems Act, 32 of 2000

It is from this provisions that the municipality use the following methods to ensure consultation and community participation in its affairs:

- i. Electronic and Print Media
- ii. Ward Meetings
- iii. Sector department's consultations
- iv. IDP Representative Forum
- v. IDP and Budget Consultations
- vi. Petitions and Referendums

### 3.5.2 Community Development Workers (CDWs)

CDWs are public officials who work with municipalities where they live to bridge the gap between services provided by government and access by the communities to these services.

CDWs can attend ward committee meetings and offer advice

CDWs could offer secretarial support to the ward committees

CDW Programme

Municipality	Wards	CDW DEPLOYED	COMMENTS
Chief Albert Luthuli L M	25	28	14 & 20 Vacant
Dipaleseng L M	6	8	2 Vacant
Govan Mbeki L M	32		Late birth registrations RDP houses cracked
Lekwa LM	15	11	4 Vacant CoGTA moratorium
Mkhondo L M	19	17 Without 3	3 Vacancies
Msukaligwa LM	19	17	7 & 18 Vacant
Dr Pixley Ka Isaka Seme LM	11	7	Ward 1,3,4 & 5 vacant

Table 37: CDWS

War operational plans

Municipality	Operational Plans	No of ward submitted	Not submitted
Chief Albert Luthuli L M	25	25	0
Dipaleseng LM	6	0	None
Govan Mbeki LM	0	0	Not reflected in the report
Lekwa LM	15	15	None
Mkhondo LM	19	19	None
Msukaligwa LM	19	19	Reviewed
Dr Pixley ka Isaka Seme LM	11	11	None

Table 38: War operational plans

## War rooms

Municipality	Functional	Non Functional	Comments	Established
Chief Albert Luthuli LM	0	0		
Dipaleseng LM	2	4	2 Functional because they have office space	
Govan Mbeki LM	3	29	No improvement	
Lekwa LM	8	7	3,4,7,8,9,13 &17)	Office space
Mkhondo LM	9	19	Improvement on functionality	
Msukaligwa LM	9	9		18
Dr Pixley ka Isaka Seme LM	0	11	Not captured in the report	

Table 39: War rooms

## Presidential Hotline

The aim of the Presidential Hotline is to increase the participation of the public in their government. The Presidential Hotline is instrumental in defining a government that understands the needs of its people and responds faster to those needs. The initiative does not ask if government will or is able to provide the services. It focuses on how government should improve the service by working faster and smarter.

Municipality	Open calls	Resolved	Total Calls	Comments
Chief Albert Luthuli L M	00	00	00	No issues
Dipaleseng L M	00	00	00	No issues
Govan Mbeki L M	00	00	00	No issues
Lekwa L M	00	00	00	No issues
Mkhondo L M	00	00	00	No issues
Msukaligwa L M	01	210	211	No issues
Dr Pixley Ka Isaka Seme L M	00	00	00	No issues

Table 40: Presidential hotline

## Traditional leadership and partnerships

The involvement of Traditional leaders plays a major role in service delivery in rural areas. The severe service delivery backlogs in rural areas and the inadequate communication between the institution of Traditional Leadership and the Municipalities on development initiatives had to be addressed, thus the formation of a sustainable synergistic partnership between the Gert Sibande District Municipality and the respective Gert Sibande Local House

of Traditional Leaders. This has played a role in ensuring that both parties are in a position to guarantee full participation of the rural communities in the decision making processes for their own development.

The total number of traditional Councils in the District is Seventeen (17). A total of seven (7) Traditional Leaders participate in the Municipal Council as per the above mentioned Gazette. The District ensured that all matters relating to Traditional and Cultural Affairs are budgeted for in order to maintain and strengthen the relationship between the District Municipality and the Local House of Traditional Leaders and, has undertaken to support ummemeo and traditional council cultural events held annually hosted by Amakhosi.

Donation towards the traditional events hosted by each Traditional Council as agreed with the Gert Sibande House of Traditional Leaders. In terms of skills development purposes, the District enrolled the Traditional Leaders into Leadership and Good Governance programme facilitated by University of KwaZulu-Natal.

## Intergovernmental Relations (IGR)

There are approximately 39 IGR Structures in the GSDM. Almost all IGR Fora are scheduled to take place quarterly. GSDM developed a Calendar of Events which serves assists monitoring the effectiveness of all IGR Structures in the District.

#	NAME OF STRUCTURE	#	NAME OF STRUCTURE
1	Executive Mayors Forum	21	Moral Regeneration
2	District Coordinating Forum	22	Children's rights Forum
3	Speakers Forum	23	PED HOD's Forum
4	Municipal Managers Forum	24	HOS District Forum
5	District Audit Committee	25	Local Labour Forum
6	District Internal Audit Forum	26	District Aids Council
7	Risk Management – Anti fraud & corruption	27	People with Disability
8	District Risk Management Forum	28	Sports and culture
9	District Communicators Forum	29	Spatial working group
10	CFO Forum	30	EPWP Forum
11	District corporate services forum	31	Joint Municipal Planning Tribunal
12	District ICT Forum	32	IDP Steering Committee
13	District Skills Development Forum	33	IDP REP Forum
14	GSDM Legal Advisory Forum	34	IDP Management committee
15	Waste Forum	35	Technical Stakeholder Forum
16	Food control Forum	36	District Disaster Management Forum
17	Air Quality Authorities Forum	37	District Community safety Forum
18	GSDM Implementation Task Team Forum/Air Quality stakeholder forum	38	Local Economic Development Forum
19	Youth Forum	39	Water quality review
20	Friends of The Library Committee		

Table 41: IGR For a

### 3.5.3 Risk Management

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

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

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

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

Risk management has become part of a culture within municipality as it is incorporated into daily activities of all departments. Risk assessments are performed annually to identify potential threats that may hinder the municipality from achieving its goals. Where the identified risks are above the risk appetite level, response plans are devised and reported on continuously. Emerging risks are also identified by management or risk owner as they emerge.

#### Risk Management Policy

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

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

#### **Risk Management Strategy**

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

The risk profile (register) for the municipality has been developed by management in order to avoid unexpected occurrences whilst trying to achieve the municipal strategic objectives. Response plans clearly indicating mitigation strategies are utilized in ensuring risks are minimized to an acceptable level as per approved risk management strategy and these are



reported on a quarterly basis to the Risk Management Anti-fraud and Anti-corruption Committee (RMAFACC).

The RMAFACC was appointed by the Accounting Officer and the Risk Management Committee charter was developed and approved to ensure responsibilities of risk management are carried out as expected. This committee meets quarterly to monitor risk management activities.

High risks that may prevent the municipality from achieving its strategic goals are identified annually.

#### **3.5.4 Anti -Fraud and Anti - Corruption Policy**

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

#### **3.5.5 Fraud Prevention Plan**

The primary objective of the Fraud Prevention Plan is to encourage a culture within the municipality where all employees continuously behave ethically in their dealings with members of the public and other stakeholders. All employees and stakeholders are encouraged to strive towards the prevention and detection of fraud impacting or having the potential to impact on the municipality.

#### **3.5.6 Internal Audit**

The District has its own in-house Internal Audit unit which comprises of 3 fulltime employees. A risk based annual internal audit plan has been developed for the 2015/16 financial year. The core functions of the internal audit unit are:

- a) To advise the accounting officer and report to the audit committee on matters relating to –
- b) Internal audits
- c) Internal controls
- d) Accounting procedures and practices
- e) Risk and risk management
- f) Performance management
- g) Loss control and
- h) Compliance with legislation

The internal audit unit also engages the services of professional third parties on an ad-hoc basis to assist in specialist areas of auditing e.g. Information & Communication Technology.

The head of the internal audit unit reports functionally to the Audit Committee which oversees the internal audit activities. The internal audit unit has played a major role in the strengthening of internal controls over the following business units:

- a) Supply Chain Management
- b) Performance Management
- c) Human Resources
- d) Finance
- e) Asset Management
- f) Leave Management
- g) Fleet Management
- h) Project Management

The internal audit unit has played a major role in the District achieving two successive clean audit opinions from the Auditor-General for the 2017/18 and 2018/19 financial years respectively.

## 3.6 KPA 6 SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE

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### 3.6.1 GSDM Spatial Development Framework

The spatial development trajectory of the district is guided by the development principles outlined below:

- Actively protect, enhance and manage the natural environmental resources of the District by way of the guidelines provided in the GSDM Environmental Management Framework (EMF).
- Optimally capitalise on the strategic location of the District through strengthening of the five national/provincial economic corridors, and to functionally link all towns and settlements to one another and to surrounding regions.
- Establish a functional hierarchy of nodal points in the Gert Sibande District area to optimise the delivery of social and engineering infrastructure/services, promote local economic development, and protect valuable agricultural land.
- Provide a full range of social services at all the identified nodal points, in accordance with the nationally approved Thusong Centre concept.
- Consolidate the urban structure of the District around the highest order centres by way of residential infill development and densification in Strategic Development Areas (SDAs) identified in Municipal Spatial Development Frameworks.
- Ensure that all areas in the GSDM (urban and rural) are at least provided with the constitutionally mandated minimum levels of services as prescribed by the NDP and enshrined in the Constitution.
- Utilise the Chressiesmeer-Heyshope-Wakkerstroom precincts as Tourism Anchors around which to develop and promote the eastern parts of the District (around route R33) as a Primary Tourism Corridor.
- Promote forestry within and along the identified Primary Tourism Corridor.
- Promote intensive and extensive commercial farming activities throughout the District, and facilitate Agrarian Transformation within the CRDP priority areas.
- Facilitate and accommodate mining in the District in a sustainable manner in order to support local electricity generation and industrial development.
- Unlock the industrial development potential of existing towns through developing industry specific Special Economic Zones/Economic Clusters throughout the District, in line with the Mpumalanga SDF and the Mpumalanga Vision 2030 Strategy in accordance with the following sectors:
  - a) Agricultural Cluster
  - b) Forestry Cluster
  - c) Industrial Cluster
  - d) Enhance business activities (formal and informal) in the Central Business Districts of identified nodal points in the District, and consolidate business activities around Thusong Centres and modal transfer facilities in rural area

Each of these principles are spatially illustrated in the GSDM SDF map below:

# GSDM SDF MAP

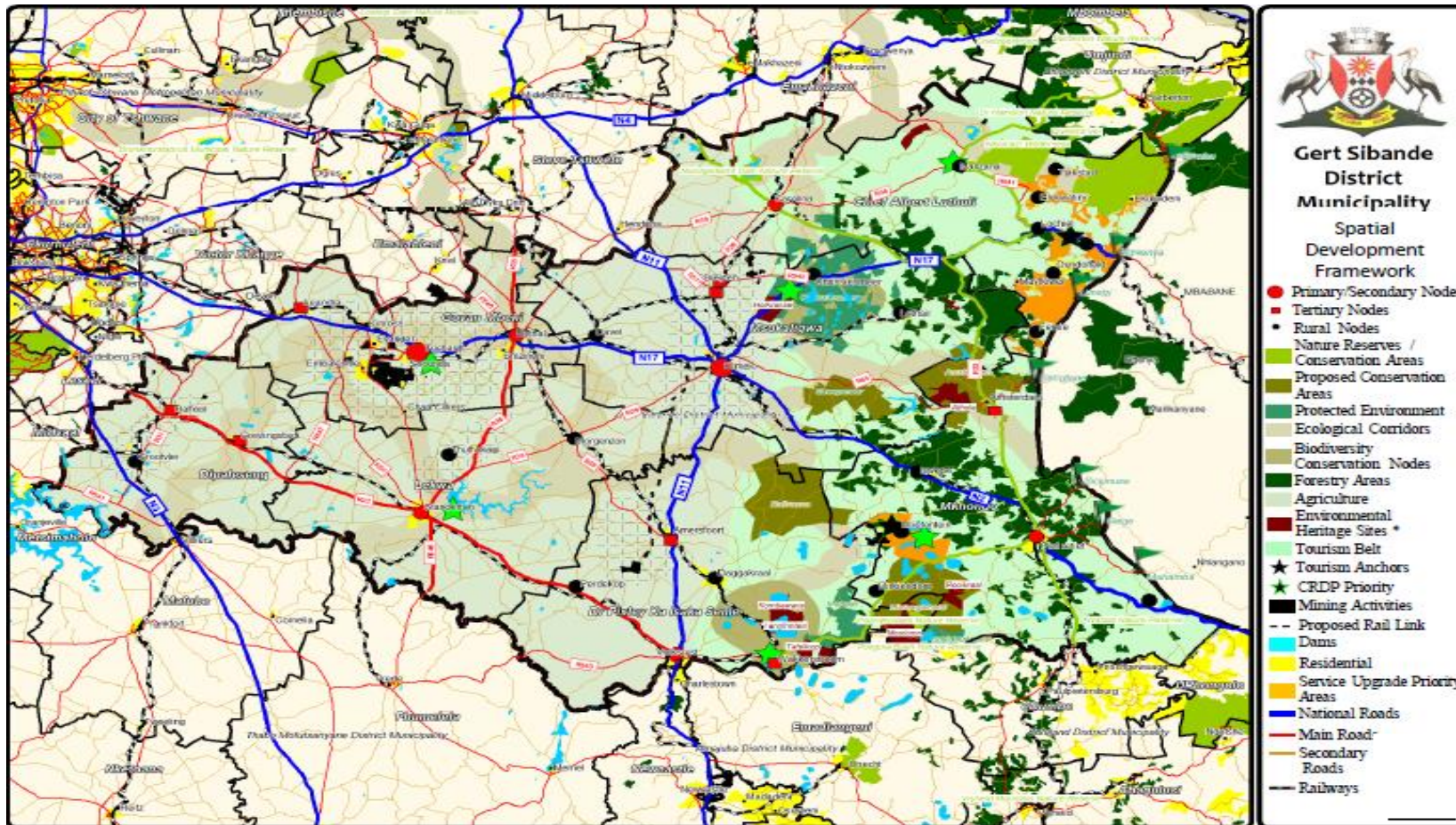


Figure 22: GSDM SDF Map

### 3.6.2 Land Use Management

Land Use Management involves legal requirements and regulations that apply to the development and use of land in order to achieve desirable and harmonious built environment. Every property has a set of regulations to control development. These regulations are determined through land use zones (or land use rights) attached to each property during the formulation of the Land Use Scheme and may be amended from time to time.

The historic legislative arrangements confined municipal planning functions to urban areas as depicted in old order Town Planning Schemes. The municipal planning capacity has in most instances been set up to manage development in these limited areas of the municipal jurisdiction. Section 24 of the Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013) (SPLUMA) requires municipalities to adopt and approve a single land use scheme for their entire area within five years from the commencement date of the Act. The compilation in general and the administration in particular of these 'wall to wall' land use schemes places a strain on the municipal resources. Local municipalities within the GSDM are gradually developing and reviewing their planning documents and allocating resources to meet the requirements of the Act.

#### **Status of Planning and Land Use Management Tools:**

SPLUMA provides for the development of spatial, land use management plans and policies by the 3 spheres of government to help municipalities in achieving the prescribed development principles in executing their spatial planning, land use management and land development functions. Some of the legal documents relating to land use management are currently under review in order to comply with the requirements of the Spatial Planning and Land Use management Act 16 (2013). The GSDM is supporting municipalities with the development of SPLUMA compliant land use management and strategic planning documents as depicted in the IDP scorecard. The following is a summary of the status of planning documents:

#### **Land use management tools**

<b>Municipality</b>	<b>SDF</b>	<b>LUS</b>	<b>SPLUM By-Law</b>	<b>No. of Planners</b>
Chief Albert Luthuli	Compliant	Compliant	Yes	1
Dipaleseng	Under review	Under review	No	1
Dr. Pixley Ka Isaka Seme	Under review	Under review	No	1
Govan Mbeki	Non-compliant	Non-compliant	No	6
Mkhondo	Non-compliant	Non-compliant	No	2
Msukaligwa	Under review	Under-review	No	3
Lekwa	Compliant	Under-review	No	1

*Table 42: Land use management tools*

Municipality	Municipal Planning Tribunal
Govan Mbeki	Govan Mbeki Municipal Planning Tribunal
Chief Albert Luthuli	Gert Sibande District Joint Municipal Planning Tribunal
Dipaleseng	
Dr. Pixley Ka Isaka Seme	
Lekwa	
Mkhondo	
Msukaligwa	

Table 43: Municipal Tribunal Status

The District Municipality is funding, co-ordinating and administrating a Joint Municipal Planning Tribunal on behalf of 6 local municipalities.

### 3.6.3 Human Settlements

The rate at which human settlements planning and development is taking place is slower than the mushrooming of informal settlements. Human settlements planning in the district is mostly reactive than proactive. The majority of established townships result from formalization of informal settlements as opposed to planned greenfield developments. This is indicative of the need to prioritize the establishment and servicing of townships to meet the housing opportunity demand thereby increasing revenue generating potential for LMs. The district is supporting municipalities with technical studies and in-house expertise to investigate the suitability and development of sites to support the NDP outcome 8 program of transforming human settlements.

#### Households in informal settlements.

Local Municipal area	Number of households in informal dwellings		Share of total households	
	2011	2016	2011	2016
Chief Albert Luthuli	2 857	5 206	6.0%	9.7%
Dipaleseng	3 985	3 832	31.5%	25.8%
Dr Pixley Ka Isaka Seme	1 448	578	7.3%	2.6%
Govan Mbeki	23	22		
Lekwa	365	212	27.9%	20.4%
Mkhondo	7 414	7 129	23.9%	19.1%
Msukaligwa	1 150	1 086	3.1%	2.4%
	5 715	4 819	14.0%	9.4%

Table 44: Households in informal settlements (Stats SA Community Survey, 2016)

In spite of the decrease in the total number of households in informal settlements in the district, there remains a high percentage of households in informal settlements in the municipalities in the Western Highveld region of the district

Spatial analysis of the settlements also indicates that a bulk of the service delivery backlogs across the district coincide with informal settlements. This happens in three main categories:

- a) Planned areas: approved general plan but development on the ground is not consistent with the general plan making it difficult to connect services.
- b) Unplanned areas: land invasions in areas not planned for residential development
- c) Rural areas where minimum land use management occurs.

### **GSDM Human Settlements Strategy**

In order to address the human settlements challenges in the GSDM, the Human Settlements strategy proposes the following priority actions/initiatives to be undertaken by the GSDM towards enhancing and promoting sustainable human settlement in the district:

1. Establish the GSDM Human Settlement Working Group and facilitate at least four coordination and alignment meetings with the seven local municipalities and Mpumalanga Department of Human Settlement representatives.
2. Expand the existing GSDM GIS System to include an informal settlement database and monitoring system and frequently report on informal settlement trends in various parts of the GSDM.
3. Allocate funding towards the compilation of Precinct Plans and Feasibility Assessments of priority Strategic Development Areas as identified/nominated by local municipalities.
4. Allocate funding towards the compilation of Upgrading Plans for priority informal settlements earmarked for in-situ upgrading (Category B1).
5. Coordinate/Fund the annual update and alignment of District and Municipal IDP Housing Chapters in GSDM area.
6. Provide consolidated human settlement related funding needs input to Mpumalanga Department of Human Settlement and GSDM annual budgeting process.
7. Continuously monitor progress and report on housing projects being implemented in the GSDM area and incrementally develop an inventory (historic record) delivery in the District for performance assessment purposes.

#### **3.6.4 Geographical Information Services**

A digital data storage and manipulation platform is necessary for administrators to administer planning and revenue functions effectively. Geographic Information Services (GIS) provides a base platform on which municipalities can integrate data from various functions like finance, planning and services in order to streamline municipal planning efforts. The provision of a GIS platform will enable municipalities to perform, amongst others the following:

- a) View the status quo of all services and other influencing factors;
- b) Model impacts of interventions and projects;
- c) Measure and analyse progress of projects/challenges visually and
- d) Integrate various datasets into the modelling process to enable scenario creation and impact assessment, to name but a few.

GIS Functionality								
	CALM	Dipal	DPKIS	GMM	LEKWA	Mkhon	Msuka	GSDM
GIS Hardware	N	N	N	Y	N	N	Y	Y
Software	GSDM	GSDM	GSDM	GSDM	GSDM	GSDM	GSDM	Y
GIS Practitioner	01	01	0	01	0	0	01	03

Table 45: GIS Functionality

There is a lack of GIS hardware, software and personnel in most local municipalities. The GSDM GIS policy promotes the shared services approach as part of supporting our local municipalities. This will allow the municipalities that do not have a functional GIS unit to utilise the GSDM GIS resources. The municipal datasets will be hosted in the GSDM server and made available to local municipality via portal services. The GSDM is currently paying for GIS licences for all 7 local municipalities as a first phase of the implementation of the shared services model.

### Municipal Support Plan

The GSDM is utilizing its employees and the national treasury funded infrastructure skills grant young professionals to close the personnel gaps in LMs. The young professionals are in the fields of Town and Regional Planning, Geographical Information Science and Land Surveying. These members are en-route to professional registration to fully perform municipal functions and close the skills gap in local government. Together with the municipal employees, this support team is providing the needed technical support to municipalities.

Field	ISDG Professionals	GSDM Employees	Total
Town and Regional Planning	5	2	7
Geographical Information Science	2	4	6
Land Surveying	3	0	3

Table 46: ISDG employees



## CHAPTER 4: PERFORMANCE MANAGEMENT

### 4.1. PERFORMANCE MANAGEMENT SYSTEM

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Performance Management is a management approach that provides strategic direction for managers and politicians to manage performance within the organisation. During this process, the municipality continuously seek to improve its functioning and accountability. The aim of performance management is to improve service delivery by clarifying institutional arrangements, roles and responsibilities and procedures to be followed in order to ensure effective application of the performance management system.

Two levels of performance management operate within the municipality:

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

#### 4.1.1. Performance Management Framework

This document represents the reviewed and approved framework for Gert Sibande District Municipality which will serve as its guiding policy for performance management. It outlines the processes of how the municipality will undertake its planning (starting of the process), development and implementation of a performance management system together with the detailed key performance indicators, the corresponding targets and timelines. The framework outlines important aspects of the municipality's performance review (development and review of the measurement framework), monitoring and assessment and reporting including the determination of the roles of different role-players. Performance management is a dynamic process and the aim of this document is to provide a framework within which the dynamics can be managed.

The framework outlines the municipality's performance management operations regarding:

- the legal requirements that the performance management system will fulfil;
- the guiding principles that should inform the reviewing, monitoring and reporting on performance of municipal officials; departments (services) and the whole organisation;
- the institutional arrangements to be followed in order to make the system work, and to facilitate effective delegation of responsibilities to the different role-players in the municipality's performance management system process;
- an approach or a model that describes what areas of performance will be managed, what mechanisms will be used to report and review performance; and
- a programme of action for the development and implementation of the performance management system.

This performance management framework is based on the document: "Performance management: A guide for Municipalities" by the Department of Provincial and Local

Government, 2001, that gives direction and includes steps to be followed in the development and implementation of the performance management system.

This performance management framework is divided into five (5) sections, namely the legislative and regulations context; the starting of the performance management system; the developing of the performance management system, the implementation of the performance management system that includes the reviewing; the monitoring and reporting on the performance management system; the individual performance management system and capacity building.

#### 4.1.2. Organizational Performance Management

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

At the core of effective strategic management lie three functions:

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

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

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

- Municipal Systems Act 32 (2000)
- Municipal Finance Management Act (MFMA) 2003.
- The Constitution of the Republic of South Africa
- Municipal Planning and Performance Management Regulations, 2001
- Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006
- Municipal Structures Act, 1998

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

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

#### 4.1.3. Individual Employee Performance Management

Senior managers performance agreements are governed by Section 57 of the Local Government: Municipal Systems Act, 2000 (Act no. 32 of 2000), and subsequently they are referred to as section 56 employees. Their performance agreements / plans are guided by the Performance Regulations 2006 which outline key aspects such as the relationship between organizational and employee performance management as well as performance agreements, performance plans, personal development plans, core competency requirements, performance bonus, performance reviews, performance evaluation system, and management of evaluation outcomes.

Section 57 of the said act states that a person to be appointed as the municipal manager of a municipality and a person to be appointed as a manager directly accountable to the municipal manager, may be appointed to that position only in terms of a written employment contract with the municipality complying with the provisions of that section and subject to a separate performance agreement concluded annually.

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

- Performance objectives and targets reflected in the annual performance plan which forms an annexure to the performance agreement that must be met,
- Time frames within which those performance objectives and targets must be met;

- Performance objectives and targets that must be practical, measurable and based on the key performance indicators set out in the municipality's integrated development plan;
- Standards and procedures for evaluating performance and intervals for evaluation; and
- The consequences of substandard performance.

The employment contract for a municipal manager must:

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

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

In order to ensure that the municipality meets its organisational performance indicators and standards, performance management system has been cascaded down to all levels of staff. Each individual is given performance objectives, targets and standards that are linked to the objectives of his/her term, her/his department and ultimately her/his municipality. Once organisational objectives and targets have been set, it is possible to cascade them down to relevant departments and individuals. In turn, the individuals and departments, by achieving their objectives and targets, contribute towards the Municipality achieving the objectives and targets in its IDP.

Performance management cycle has four key phases. These phases must be linked to the planning and reviewing phases of the organisation as a whole. Within municipalities, an annual cycle of planning and budgeting takes place. Out of that, the broad outcomes and key performance areas for a municipality are developed or re-confirmed by the political leadership. Based on the broad indicators, the various departments should develop business plans that translate the municipality's Key Performance Indicators (KPIs) into indicators for the function. The targets set out in the business plan for a function become the key performance objectives or indicators for the head of a particular function.

The performance management cycle is linked to the municipality's financial year (i.e. 1 July – June the following year). As soon as the IDP is adopted in May, managers and staff sign their annual performance plans or scorecards in July. Monitoring takes place throughout the year while reviewing and rewarding are carried out at the end of the financial year

## 4.2. IDP SCORECARD

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### KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Strategic Objective	Outcome	Programme	Owner	KPI	KPI Ref	Baseline	2020/21	Outer year Targets	
						2019/20		2021/22	2022/23
To develop and retain skilled and capacitated workforce	Developmental institution	Institutional Capacity Development	CS	% of employees from previously disadvantaged groups appointed in the three highest levels of management as per the approved EE plan (GKPI) by 30 June 2022	1.1	94.83%	85%	85%	85%
				% of allocated budget spent on implementing the Workplace Skills Plan (GKPI) by 30 June 2022	1.2	100%	90%	90%	90%

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

Strategic Objective	Outcome	Programme	Owner	KPI	KPI Ref	Baseline	2021/22	Outer year Targets	
						2019/20		2022/23	2023/24
To accelerate provision of immediate and long term bulk infrastructure development to support effective and sustainable community services	Improved capacity to maintain and develop infrastructure	Project management (energy, water & sanitation, road maintenance)	ITS	% of GSDM funded projects as identified in the IDP completed by 30 June 2022	2.1	100%	100%	100%	100%
	Integrated sector plans for the district aligned to the NDP vision 2030			% of Capital budget actually spent on capital projects identified in terms of the IDP by 30 June 2022 (GKPI)	2.2	93.65%	90%	90%	90%
To provide quality and sustainable municipal services	Improved access to quality and sustainable municipal services	Laboratory Services	ITS	Maintain Laboratory accreditation status by SANAS by 30 June 2022	2.3	100%	100%	100%	100%
		Disaster Management and Fire Services	CSS	Number of Disaster Risk reduction awareness campaigns conducted with local municipalities by 30 June 2022	2.4	6	4	4	4
		Environmental Management Services (EMS)		Percentage of landfill site audits conducted in the District compliant with Environmental Affairs (DEA) requirements by June 2022	2.5	21.47%	20%	30%	50%

Strategic Objective	Outcome	Programme	Owner	KPI	KPI Ref	Baseline		Outer year Targets	
						2019/20	2021/22	2022/23	2023/24
		Municipal Health Services	CSS	% of surveillance inspections performed on institutions under the jurisdiction of GSDM	2.6	100%	100%	100%	100%
To facilitate and coordinate provision of sustainable community and social services	Improved quality of life for communities	HIV & AIDS	CS	Number of HIV/AIDS awareness campaigns conducted by June 2022 (including HTS, MMC & GBV)	2.7	8	6	6	6
		Transversal Programmes		Number of Transversal programmes implemented in terms of mainstreaming with respect to Gender, Disabled, Women and LGBT by the 30 June 2022	2.8	7	4	4	4
		Library services	CSS	# of Library awareness campaigns held	2.9	8	5	5	5

### KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic Objective	Outcome	Programme	Owner	KPI	KPI Ref	Baseline	2021/22	Outer year Targets	
						2019/20		2022/23	2023/24
To facilitate economic growth and development	Economic Growth by 1,8%	Sector Development	PED	Number of LED identified strategic projects implemented by 30 June 2022	3.1	3	1	1	1
		Enterprise Development		Number of small enterprises enrolled in the GSDM Enterprise Development Programme	3.2	N/A – New KPI	3	3	3
		Special Initiatives		Number of job opportunities created through municipality’s Local Economic Development initiatives including capital projects (GKPI)	3.3	402	300	300	300
		Number of EPWP Full Time Job Equivalent (FTE) created through a municipality’s local economic development initiatives, including capital projects by 30 June 2022		3.4	112.55	180	180	180	
		Number of work opportunities created through municipality’s Local Economic Development initiatives excluding capital projects (Siyathuthuka)		3.5	203	200	200	200	



## KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objective	Outcome	Programme	Owner	KPI	KPI Ref	Baseline	2021/22	Outer year Targets	
						2019/20		2022/23	2023/24
To ensure financial viability and provide support to local municipalities	Clean audit outcome at the district and improved audit outcomes at local municipalities	Financial Management	BT	Annual Financial Statements (AFS) submitted on or before 31 August 2021	4.1	1	1- submit 31 August	1 - submit 31 August	1- submit 31 August
				Cost coverage ratio by the 30 June 2022 (GKPI)	4.2	149.83%	100%	100%	100%
		Asset Management		GRAP compliant asset register (measured in terms of AG Report)	4.3	100%	100%	100%	100%
		Supply Chain		% of awards above R200 000 made to service providers with BBBEE status of 4 and less	4.4	96.55%	70%	70%	70%
		Municipal Support		Submission of progress reports on the implementation of GSDM municipal support strategy to Council	4.5	N/A – New KPI	4	4	4
		Budget Management and Reporting		Submission of MTREF budget for approval to Council by 31 May 2022	4.6	1 – approved 28 May	1	1	1

### KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Objective	Outcome	Programme	Owner	KPI	KPI Ref	Baseline	2021/22	Outer year Targets	
						2019/20		2022/23	2023/24
To ensure effective governance in the administration of the institution	Well governed & functional institution	Internal Audit	OMM	Reviewed and approved Risk Based Internal Audit Coverage Plan (approved by 30 June 2022)	5.1	100%	100%	100%	100%
		Risk Management		% execution of Risk management implementation plan by the 30 June 2022	5.2	100%	100%	100%	100%
		Performance Management		Final SDBIP approved by Executive Mayor within 28 days after approval of Budget	5.3	1	1	1	1
		Information and Communication Technology (ICT)	CS	% availability of ICT network services (systems)	5.4	98.69%	98%	98%	98%
		Public Participation		Number of Public Participation meetings held by 30 June 2022	5.5	14	14	14	14
To ensure effective governance in the	Well governed & functional institution	Communication	OMM	Submission of Annual Report to Council before end of January	5.6	1-submitted 23 January	1	1	1

Strategic Objective	Outcome	Programme	Owner	KPI	KPI Ref	Baseline	2021/22	Outer year Targets	
						2019/20		2022/23	2023/24
administration of the institution		Governance and Administration		% of Auditor General matters resolved as per the approved Audit Action plan by 30 June 2022	5.7	92%	100%	100%	100%
				Obtain a Clean Audit opinion for the 2020/21 financial year	5.8	1-Unqualified Opinion	1-Clean Audit	1-Clean Audit	1-Clean Audit

## KPA 6: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE

Strategic Objective	Outcome	Programme	Owner	KPI	KPI Ref	Baseline	2021/22	Outer year Targets	
						2019/20		2022/23	2023/24
To support and coordinate spatial transformation	Efficient and effective municipal planning	Strategic Planning	PED	Final IDP tabled and approved by Council by 31 May 2022	6.1	1 - Approved 30 May	1	1	1
				Number of Land suitability studies conducted for both public and private development by 30 June 2022	6.2	6	2	2	2
				Number of SPLUMA Compliant SDFs developed by the 30 June 2022	6.3	New	1	N/A	N/A
		Development Control		Number of Joint Municipal Planning Tribunal meetings coordinated	6.4	4	4	4	4
		Intelligence and Monitoring		Number of Spatial Data support initiatives provided to Local Municipalities	6.5	New	2	2	2

## CHAPTER 5: GSDM STRATEGIES, SECTOR PLANS AND POLICIES

	POLICY NAME	POLICY NUMBER	STATUS	COUNCIL RESOLUTION	COMMENTS	DEPARTMENT
1.	Supply Chain Management Policy	C32/05/2019	Approved	C32/05/2019	To be reviewed in 2020	Finance/SCM
2.	Cash Management Policy	C32/05/2019	Approved	C32/05/2019	To be reviewed in 2020	Finance
3.	Budget Policy	C32/05/2019	Approved	C32/05/2019	To be reviewed in 2020	Finance/Budget
4.	Petty Cash Policy	C32/05/2019	Approved	C32/05/2019	To be reviewed in 2020	Finance
5.	Virement Policy	C32/05/2019	Approved	C32/05/2019	To be reviewed in 2020	Finance
6.	Impairment and Sundry Debtors Policy	C32/05/2019	Approved	C32/05/2019	To be reviewed in 2020	Finance/Creditors
7.	Assets Management Policy	C32/05/2019	Approved	C32/05/2019	To be reviewed in 2020	Finance/Assets
8.	Tariffs Policy for Municipal Health and Environmental Services/ Water quality services	C32/05/2019	Approved	C32/05/2019	To be reviewed in 2020	CSS/Municipal health and ITS/Lab
9.	Donation Policy	C32/05/2019	Approved	C32/05/2019	To be reviewed in 2020	Corporate Services/HR
10.	Credit Control and Debt Collection	C32/05/2019	Approved	C32/05/2019	To be reviewed in 2020	Finance/Creditors
11.	Cost Containment Policy	C32/06/2019	Approved	C32/06/2019	To be reviewed in 2020	Finance
12.	Anti-Fraud and Anti-Corruption Policy	C56/07/2019	Approved	C56/07/2019	To be reviewed in 2020/2021	MM/ Risk
13.	Fraud Prevention Plan	C56/07/2019	Approved	C56/07/2019	To be reviewed in 2020/2021	MM/ Risk
14.	Risk Management Policy	C56/07/2019	Approved	C56/07/2019	To be reviewed in 2020/2021	MM/ Risk
15.	Risk Management Strategy	C56/07/2019	Approved	C56/07/2019	To be reviewed in 2020/2021	MM/ Risk
16.	ICT Change Control Policy	C47/062017	Approved	C47/062017	To be reviewed in 2020/21	CS/ ICT

17.	ICT Charter Policy	C47/062017	Approved	C36/05/2017	To be reviewed in 2020/21	CS/ ICT
18.	ICT Strategy Policy 2017-2030	C47/062017	Approved	C47/06/2017	To be reviewed in 2020/21	CS/ ICT
19.	Operating System Security Policy	C47/062017	Approved	C47/062017	To be reviewed in 2020/21	CS/ ICT
20.	ICT request Procedure	C47/062017	Approved	C47/06/2017	To be reviewed in 2020/21	CS/ ICT
21.	ICT Policy	C47/062017	Approved	C47/06/2017	To be reviewed in 2020/21	CS/ ICT
22.	HR Strategy	C64/10/2014	Approved	C36/04/2018	To be reviewed in 2020/21	CS/ HR
23.	Attendance and Punctuality policy	C36/07/2013	Approved	C36/04/2018	To be reviewed in 2020/21	CS/ HR
24.	Alcohol and Drugs Abuse Policy	C36/07/2013	Approved	C36/04/2018	To be reviewed in 2020/21	CS/ HR
25.	Training and Development Policy	C36/07/2013	Approved	C36/04/2018	To be reviewed in 2020/21	CS/ HR
26.	Bereavement Policy	C36/07/2013	Approved	C36/04/2018	To be reviewed in 2020/21	CS/ HR
27.	Children Development and Empowerment	C36/07/2013	Approved	C36/04/2018	To be reviewed in 2020/21	CS/ OEM
28.	Bursary Scheme for Community Policy	C108/12/2012	Approved	C36/04/2018	To be reviewed in 2020/21	CS/ HR
29.	Code of Conduct Policy	C115/11/2015	Approved	C36/04/2018	To be reviewed in 2020/21	CS/ HR
30.	Compensation for Occupational injuries and disease policy	C108/12/2012	Approved	C36/04/2018	To be reviewed in 2020/21	CS/ HR
31.	Performance Management for staff below section 56	C64/10/2014	Approved	C36/04/2018	To be reviewed in 2020/21	CS/ HR
32.	Determination of Commencing Salary appointment Policy	C64/10/2014	Approved	C36/04/2018	To be reviewed in 2020/21	CS/ HR
33.	Recruitment and selection of appointment policy	C64/10/2014	Approved	C36/04/2018	To be reviewed in 2020/21	CS/ HR
34.	Overtime Policy	C36/07/2013	Approved	C36/04/2018	To be reviewed in 2020/21	CS/ HR
35.	Induction of New Employees Policy	C108/12/2012	Approved	C36/04/2018	To be reviewed in 2020/21	CS/ HR
36.	Leave Policy	C64/10/2014	Approved	C36/04/2018	To be reviewed in 2020/21	CS/ HR
37.	EPWP Policy	C37/04/2018	Approved	C37/04/2018	To be reviewed in 2019/20	PED
38.	Bereavement Policy	C37/04/2018	Approved	C37/04/2018	To be reviewed in 2020/21	CS/ HR
39.	Letting and Hiring of GSDM Premises and other Facilities	C115/11/2015	Approved	C77/08/2017	To be reviewed in 2019/20	CS/ HR
40.	Acting Allowance	C108/12/2012	Approved	C108/12/2017	To be reviewed in 2019/20	CS/ HR

41.	Subsistence and Travelling Allowance	C108/12/2012	Approved	C108/12/2017	To be reviewed in 2019/20	CS/ HR
42.	Delegation of powers		Approved	C99/12/2017	To be reviewed in 2019/20	CS/ Legal
43.	Audit Committee Charter	C47/06/2017	Approved	C56/06/2018	To be reviewed in 2019/20	CS/ HR
44.	Practical Training Volunteering	C108/12/2012	Approved	C56/06/2018	To be reviewed in 2020/21	CS/ HR
45.	Task Job Evaluation	C64/10/2014	Approved	C56/06/2018	To be reviewed in 2020/21	CS/ HR
46.	Smoking Policy	C108/12/2012	Approved	C56/06/2018	To be reviewed in 2020/21	CS/ HR
47.	Employees Assistance Programme Policy	C64/10/2014	Approved	C56/06/2018	To be reviewed in 2020/21	CS/ HR
48.	EAP Plan	C52/06/2018	Approved	C56/06/2018	To be reviewed in 2020/21	CS/ HR
49.	Relocation Policy	C36/07/2013	Approved	C56/06/2018	To be reviewed in 2020/21	CS/ HR
50.	Placement Policy	C108/12/2012	Approved	C56/06/2018	To be reviewed in 2020/21	CS/ HR
51.	HIV, TB and STI's Policy	C108/12/2012	Approved	C56/06/2018	To be reviewed in 2020/21	CS/OEM
52.	Youth Development Empowerment Strategy	C52/06/2018	Approved	C56/06/2018	To be reviewed in 2023/24	CS/OEM
53.	Social Media Policy	C52/06/2018	Approved	C56/06/2018	To be reviewed in 2020/21	MM/ Communi cation
54.	Succession Policy	C52/06/2018	Approved	C56/06/2018	To be reviewed in 2020/21	CS/HR
55.	Library Policy	C64/10/2014	Approved	C56/06/2018	To be reviewed in 2020/21	CSS
56.	Record Management Policy	C61/12/2013	Approved	C093/10/2018	To be reviewed in 2020/21	CS/Reco rds
57.	Procedure Manual for Record Management	C77/08/2017	Approved	C093/10/2018	To be reviewed in 2020/21	CS/Reco rds
58.	Sexual Harassment Policy	C36/07/2013	Approved	C116/12/2018	To be reviewed in 2020/21	CS/HR
59.	ICT Backup Strategy	C115/11/2015	Approved	C116/12/2018	To be reviewed in 2020/21	CS/ICT
60.	Employment Equity Policy	C116/12/2018	Approved	C116/12/2018	To be reviewed in 2020/21	CS/HR
61.	ICT Continuity Plan	C64/10/2014	Approved	C116/12/2018	To be reviewed in 2020/21	CS/ICT
62.	Tools of Trade Policy	C48/12/2016	Approved	C116/12/2018	To be reviewed in 2020/21	CS/ICT
63.	Digital Office Policy	C48/12/2016	Approved	C116/12/2018	To be reviewed in 2020/21	CS/ICT
64.	Employee Conditional Study	C36/07/2013	Approved	C116/12/2018	To be reviewed in 2020/21	CS/HR
65.	Policy on Standing Rules and Orders By-Laws	C25/03/2017	Approved	C116/12/2018	To be reviewed in 2019/20	CS/ Legal
66.	Cell phone and Data allowance Policy	C65/06/2015	Approved	C116/12/2018	To be reviewed in 2020/21	CS/ICT

67.	Waste By-Laws	C64/10/2014	Approved		To be reviewed in 2021/22	CSS/Municipal Health
68.	Local Authority: Noise by-laws for Municipal health and Environmental Services/ water Quality	C63/03/2015	Approved	C116/12/2018	To be reviewed in 2023/24	CSS/Municipal Health
69.	Local Authority: Municipal Health By-laws for Municipal Health and Environmental Services	C63/03/2015	Approved	C116/12/2018	To be reviewed in 2023/24	CSS/Municipal Health
70.	Municipal Air Quality Management By-laws for Municipal Health and Environmental Services	C63/03/2015	Approved	C116/12/2018	To be reviewed in 2023/24	CSS/Municipal Health
71.	IGR Policy		New		Waiting for approval of the Provincial IGR policy	Office of the MM IGR Manager
72.	Occupational Health and Safety Policy	C56/07/2019	Approved	C56/07/2019	To be reviewed in 2020/2021	CSS/Municipal health
74.	People with Disability Policy	C108/12/2012	Approved		Policy to be reviewed	CS/Special Programme
75.	Fleet Management Policy	C36/07/2013	Approved	C36/07/2013	Policy to be reviewed <b>2019 /2020</b>	CS/Auxiliary
76.	Telephone Policy	C64/10/2014	Approved		Policy to be reviewed 2019 /2020	CS/ICT
77.	Security and Parking Policy	C64/10/2014	Approved		Policy to be reviewed	CS/Security
78.	Bioregional Plan	C64/10/2014	Approved		To be reviewed 2015/2016	CSS/Environmental Services
79.	PAIA Information Manual	C65/06/2015	Approved		To be reviewed in 2020/2021 financial year	CS/Records
81.	ICT SLA Management Policy	C115/11/2015	Approved	C115/11/15	Policy to be reviewed 2020/21	CS/ICT
82.	Information, Security, Incident Management Policy	C115/11/2015	Approved	C115/11/15	Policy to be reviewed 2020/21	CS/ICT
83.	Firewall Management Policy	C115/11/2015	Approved	C115/11/15	Policy to be reviewed 2020/21	CS/ICT
84.	Draft Communication Strategy	C77/08/2017	Referred to Public Participation		New Policy	MM/Comm



85.	ICT Password Policy	C65/06/2015	Approved	C65/06/15	To be reviewed 2020/21	CS/ICT
86.	Disaster Management Framework		Approved	C58/07/2019	To be reviewed in 2019/2020	CSS/Dis aster

## CHAPTER 6: GSDM BUDGET

<b>FINANCING : MULTI YEAR BUDGET COMPARISON</b>			
<b>DESCRIPTION</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2022/2024</b>
<b>REVENUE</b>			
Equitable share	-14 856 000	-15 779 000	-16 039 000
Revenue Replacement grant	-294 552 000	-301 666 000	-308 279 000
Rural Roads managemrent grant	-2 365 000	-2 481 000	-2 485 000
Finance Mangement grant	-1 000 000	-1 000 000	-1 000 000
Intergrated Skills Development grant	-13 500 000	-13 300 000	-12 357 000
Expanded Public Works Programme grant	-2 752 000	-	
Tender deposits	-34 350	-35 720	-37 150
Telephone Refund	-93 450	-97 190	-101 080
Income from tariffs	-490 760	-510 390	-530 810
LG SETA	-306 740	-319 010	-331 770
Service charges	-124 800	-129 790	-134 980
RBIG Administration fee	-9 512 480	-10 340 000	-9 869 400
Interest income	-10 542 270	-10 963 960	-11 402 520
Contributions to Accumulated surplus	-34 361 722	-34 361 722	-34 361 722
<b>Total Revenue</b>	<b>-384 491 572</b>	<b>-390 983 782</b>	<b>-396 929 432</b>
<b>Expenditure</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2022/2024</b>
Employee related cost	208 770 242	220 134 360	235 543 820
Remuneration of Councillors	16 794 530	17 970 150	19 228 060
Depreciation	24 561 560	25 544 020	26 565 790
General Expenditure	75 693 635	63 792 957	54 146 327
Departmental allocation	44 560 805	54 540 805	56 252 175
Finance cost	670 800	697 630	725 540

Transfers and subsidies	8 340 000	12 190 000	10 900 000
Project management unit (New)	-	3 539 980	3 572 880
<b>Total Expenditure</b>	<b>379 391 572</b>	<b>398 409 902</b>	<b>406 934 592</b>
<b>(Surplus)/Deficit</b>	<b>379 391 572</b>	<b>398 409 902</b>	<b>406 934 592</b>
<b>CAPITAL BUDGET : MULTI YEAR BUDGET COMPARISON</b>			
<b>SegmentDesc</b>	<b>2020-2022</b>	<b>2020-2023</b>	<b>2020-2024</b>
411305096 Asset Management Lab Equipment	1 700 000	1 000 000	1 000 000
411305136 Lab Building Design and Construction	-	4 500 000	
411305040 Asset Management Furniture Equipment	200 000		
411305054- GSDM Building Split Unit Air Conditioning	200 000	300 000	400 000
411305122 CS Vehicles	1 000 000		
Water and Sanitation (software & hardware)	2 000 000	2 500 000	3 000 000
<b>Total Capital budget</b>	<b>5 100 000</b>	<b>8 300 000</b>	<b>4 400 000</b>
<b>Transfers and subsidies</b>			
	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>
111256200 Rehabililitation of Roads	5 500 000	8 000 000	8 500 000
111256116 SANITATION	500 000		
150256713 Msukaligwa Water Quality Testing	450 000	470 000	490 000
160256721 Govan Mbeki Water Quality Testing	280 000	300 000	310 000
172256734 Water Quality Testing Mkhondo	380 000	400 000	420 000
180256744 Lekwa Water Quality Testing	260 000	270 000	280 000
184256754 Dipaleseng Water Quality Testing	220 000	230 000	240 000
190256761 Pixley Ka Seme Water Quality Testing	400 000	420 000	440 000
COVID 19	150 000		
130256703 Albert Luthuli Water Quality Testing	200 000	210 000	220 000
Electrification of Boreholes within GSDM	-	5 500 000	6 000 000
<b>Total transfers and subsidies</b>	<b>8 340 000</b>	<b>15 800 000</b>	<b>16 900 000</b>

<b>DEPARTMENTAL ALLOCATION</b>			
<b>DESCRIPTION</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>
110256027 Municipal Manager Promotion of the District	1 000 000	1 770 000	1 770 000
<b>Total Office of the Municipal Manager</b>	<b>1 000 000</b>	<b>1 770 000</b>	<b>1 770 000</b>
111256112 ITS Pothole Repair Materials Aspha	-	2 500 000	3 000 000
Hiring Plant for road Rehabilitation	2 500 000	2 500 000	3 000 000
Water Conservation and demand management Support	-	6 000 000	7 000 000
<b>Total Infrastructure &amp; Technical Services</b>	<b>2 500 000</b>	<b>11 000 000</b>	<b>13 000 000</b>
112256005 SAMSRA GAMES	30 000	31 200	32 450
112256007 Corporate Services Bursaries	1 575 000	1 638 000	1 703 520
112256097 Corporate Services ISDG	13 500 000	13 300 000	12 357 000
<b>Total Corporate Services</b>	<b>15 105 000</b>	<b>14 969 200</b>	<b>14 092 970</b>
116255818 Executive Mayor Committee Donations	300 000	416 000	432 640
116256004 Culture Sport and Recreation	100 000	104 000	108 160
116256008 Exec Mayor Comm Coordination of HIVAIDS	400 000	416 000	432 640
116256011 Exec Mayor Comm Youth Development	730 000	759 200	789 570
116256013 Exec Mayor Comm Womens Dev Capacity	200 000	208 000	216 320
116256014 Exec Mayor Comm Religious Affairs	100 000	104 000	108 160
116256016 Exec Mayor Comm Office Rights of the Child	400 000	416 000	432 640
116256018 Exec Mayor Comm People with Disability	250 000	260 000	270 400
116256094 Exec Mayor Comm Mayoral Imbizo's	100 000	104 000	108 160
116256119 Executive Mayor Committee Donations Traditional Co	615 000	795 600	827 420
<b>Total Office of the Executive Mayor</b>	<b>3 195 000</b>	<b>3 582 800</b>	<b>3 726 110</b>

118256026 Off of the Speaker Capacity Building	350 000	600 000	600 000
118256093 Office of the Speaker Public Participation	1 100 000	1 000 000	1 200 000
<b>Total Office of the Speaker</b>	<b>1 450 000</b>	<b>1 600 000</b>	<b>1 800 000</b>
119256118 Office of the Chief Whip Community Projects	500 000	500 000	600 000
<b>Total Office of the Chief Whip</b>	<b>500 000</b>	<b>500 000</b>	<b>600 000</b>
113256012 Community Soc Serv Disaster Management	360 000	374 400	389 380
113256017 Community Social Serv Municipal Health	1 230 000	1 279 200	1 330 370
113256091 Community Soc Serv Reg Lib IS	210 000	218 400	227 140
113256108 Community Soc Serv Enviromental Services	400 000	416 000	432 640
<b>Total Community and Social Services</b>	<b>2 200 000</b>	<b>2 288 000</b>	<b>2 379 530</b>
114256541 Financial Services Operation Clean Audit	200 000	500 000	500 000
<b>Total Financial Services</b>	<b>200 000</b>	<b>500 000</b>	<b>500 000</b>
115256009 Planning Rev CollData Cleanse	2 200 000	2 200 000	2 200 000
115256015 Planning Traditional Affairs	50 000	55 000	60 000
115256022 Planning LED Tourism Agriculture	500 000	750 000	750 000
115256023 Planning IDP New Update	50 000	55 000	55 000
115256081 Planning Regional Airport Planning	3 000 000	3 000 000	3 000 000
115256084 Planning Siyathuthuka Albert Luthuli	1 250 000	1 250 000	1 250 000
115256085 Planning Siyathuthuka Msukaligwa	955 196	955 196	955 196
115256086 Planning Siyathuthuka Govan Mbeki	1 075 347	1 075 347	1 075 347
115256087 Planning Siyathuthuka Mkhondo	1 250 000	1 250 000	1 250 000
115256088 Planning Siyathuthuka Lekwa	1 059 440	1 059 440	1 059 440
115256089 Planning Siyathuthuka Dipaleseng	798 557	798 557	798 557
115256090 Planning Siyathuthuka Dr Pixley Ka Seme	1 007 265	1 007 265	1 007 265

115256095 Planning RR Asset Manage System	2 365 000	2 481 000	2 485 000
115256106 Planning CoOperatives	750 000	750 000	750 000
115256107 Planning Munic Plan Sector Plan	500 000	500 000	500 000
115256108 Planning Rural Agric Development	500 000	750 000	750 000
115256 Development studies (was removed to fund covid)	500 000	550 000	600 000
<b>Total Planning and Economic Development</b>	<b>17 810 805</b>	<b>18 486 805</b>	<b>18 545 805</b>

## CHAPTER 7: UNFUNDED PROJECTS

### 7.1. SDF Projects

Project No.	Project Description	Budget
1.	Priority upgrading of N11, and R35 coal haulage corridors (underway).	Continuous Annual Budget Allocations
2.	Maintenance of N17/N2, R23, R33 corridors.	Continuous Annual Budget Allocations
3.	Upgrading of the Carolina-Barberton road link along roads R38/541 to create direct link with Ehlanzeni District (underway).	Unknown
4.	Conduct a district wide Community Facility Audit and compile a Thusong Centre/MPCC Precinct Plan and Implementation Strategy/Programme for each of the Tertiary/Rural Nodes per local municipality	R1 200 000
5.	Feasibility Studies/Precinct Plans for Priority Strategic Development Areas, starting with larger towns.	Undetermined
6.	Allocate dedicated funding for water, sanitation and electricity infrastructure to the Service Upgrading Priority Areas to achieve minimum levels of service	Annual Allocations
7.	Implement farming support programmes for all successful land claims in the GSDM.	Annual Allocation
8.	Launch farming capacity building programmes in Rural Development Programme areas (Agrarian Transformation).	Continuous Annual Budget Allocations
9.	Establish District-Provincial forum to assess mining license applications (and comment on these) in line with the requirements of the proposed Environmental Management Plan (EMP) – also see Development Principle 1.	In-house
10.	Conduct audit to determine infrastructure needs/requirements to promote economic development in the following defined clusters: Agricultural, Forestry and Industrial	R200 000
11.	Compile CBD/Small Town Revitalisation Strategies in areas of urban decay	R200 000 per Nodal Plan
12.	Investigate possible (minor) arterial roads (class 3) providing access to the following areas: Mkhondo, Standerton, Bethal, Msukaligwa	To be determined

13.	Investigation of the implementation of the N17/N2 rail corridor passenger services.	To be determined
14.	Implement the Lothair Swaziland railway line linkage	To be determined
15.	Improve safety on roads adjacent to schools	To be determined
16.	Establishment of a regional airport,	To be determined
17.	Establishment of regional fresh produce market	To be determined
18.	Development of precinct plans for the identified nodal points in the GSDM, Provision of Infrastructure for TSCs	To be determined
19.	Compile detailed feasibility studies for the SDA identified by LMs	To be determined
20.	Establish a comprehensive GIS based system of informal settlements and housing demand monitoring to inform planning processes	To be determined
21.	Annually update GSDM and local municipalities' IDP housing chapters.	To be determined
22.	Development of Urban management frameworks for CBDs in economic nodes across the District	To be determined



## CHAPTER 8: SECTOR DEPARTMENT PROJECTS

### 8.1 Department of Economic Development and Tourism

Medium Term 3 years - MTEF						
Areas of intervention (examples)	Project Description	Budget allocation	District Municipality	Location: PS Coordinates	Project Leader	Social Partners
Economic Infrastructure	Petrochemical industrial Technology Park	R560 000 00	Govan Mbeki Local Municipality	Secunda	DEDT	Planning Phase

### 8.2 Department of Agriculture, Rural Development and Environmental affairs

	Project name	Outputs	Project description	Total Estimated cost
<b>Chief Albert Luthuli Municipality</b>				
1	Mkholo Lonsundvu Trust	<b>Milking Parlour Revamp</b> - EIA, boreholes registered/ borehole yield results	<b>Refurbishment</b> of milking parlour and Cultivated pastures	500,000
2	Styndorp	<b>Packhouse</b> - Replacement of 600m riblock pipeline and sprinkler irrigation	<b>Establishment</b> of packhouse and refurbishment of ribblock pipeline (2nd phase) and infilled irrigation	14,259,020
3	Ezamadolwane	<b>Poultry and Vegetable</b> - Planning level - EIA, boreholes registered/ borehole yield results	<b>Planning</b> for Vegetable and broiler production	1,540,000
4	MT Farming	<b>Poultry Layer House</b> - 1 X 15 000 layer house completed	<b>Completion</b> the Construction of 1 X 15 000 layer house	3,000,000
5	Arnhemburg AHC and Dundonald Animal health clinics	<b>Vet Clinic</b> - (Painting, plumbing, electrical works, air conditioning maintenance, Ceiling and flooring maintenance)	<b>Refurbishment</b> of an animal health clinic	1,500,000
6	Stynsburg, Izindonga and Dundonald Dipping Tanks	<b>Vet Dipping Tank</b> - Dipping tanks repaired	<b>Refurbishment</b> of 3 dipping tanks in CALM	1,068,000
<b>Lekwa Municipality</b>				

	<b>Project name</b>	<b>Outputs</b>	<b>Project description</b>	<b>Total Estimated cost</b>
7	Mahlangu Piggery	<b>Piggery Unit</b> - EIA, boreholes registered/ borehole yield results	<b>Feasibility Study</b> (Phase 1) for establishment of piggery unit	1,550,000
<b>Mkhondo Municipality</b>				
8	Nkhondo Agri-Hub	<b>Agri-Hub</b> - Operational Abattoir	<b>Completion</b> and operationalization of the Mkhondo Agri-hub	5,000,000
9	One stop Centre	<b>One Stop Center</b> - Offices building	<b>Construction – phase 3</b> of a one stop center	15,000,000
10	Athole Research Centre	<b>Research Center</b> - Complete the refurbishment and upgrading of the research center Buildings refurbished and Sheep and Cattle handling facilities refurbished	<b>Refurbishment</b> of research facility	777,135
<b>Msukaligwa Municipality</b>				
11	Buthelezi Dairy Project	<b>Milking Parlour Revamp</b> - EIA, boreholes registered/ borehole yield results	<b>Planning</b> for Milking Parlour Revamp- and Cultivated pastures	500,000
12	Tholulwazi Vegetable	<b>Vegetable</b> - Boreholes registered/ borehole yield results	<b>Planning</b> for Construction of environmentally controlled vegetable tunnels	890,000
13	Nooitgedacht Vet Lab	<b>Vet Laboratory</b> - Post mortem room upgraded and incinerator	<b>Completion</b> of Upgrading of Nooitgedacht Vet Lab	4,956,376
<b>Provincial</b>				
14	Increase in Agricultural Production	Phezukomkhono Mlimi	Provision of Mechanization Support – provide the ploughing and planting support to farmers	68,000,000
15	Increase in Agricultural Production	Masibuyele Esibayeni	Provision of livestock to qualifying farmers	9,000,000
<b>Chief Albert Luthuli Municipality &amp; Provincial</b>				
16	Zonda Insila Programme (ZIP)	Waste Recycling Centers	Waste Recycling Center provided with comprehensive support – collection, sorting, and recycling	8,000,000
17	Zonda Indlala Programme (ZIP)	Fruit and Nuts trees planted in households	Fruit and Nuts trees planted in households	

### 8.3 Department of Health

No	Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2021/22 Target	2021/22 Budget Allocation (Annual) R'000	Total project cost R'000
1.	Govan Mbeki	Bethal Hospital: Major Upgrade of hospital, including rehabilitation of existing facilities and stet	Bethal	100% - Completion of upgrading.	20,000	629 901
2.	Msukaligwa	Ermelo Hospital - Refurbishment, Repairs and Rehabilitation of Ermelo Hospital Mental Ward.	Ermelo	100% - Completion of renovation of Mental ward.	7 780	7 780

### 8.4 Department of Social Development

Priority 4			Consolidating the social wage through reliable and quality basic services											
Impact Statement			Quality life for the poor and vulnerable											
No	Outcomes	Baseline	2024 outcome Target	MTSF Outputs(multi-year)	Output Indicator	2021/22 Target	Activities	Q1	Q2	Q3	Q4	Location (DDM)	Budget '000	Lead/ Contributing Institution
1.	Menstrual health and hygiene management for all women and	177 000	180 900	Increase the delivery of sanitary towels in every District with a particular	Number of beneficiaries receiving sanitary dignity support	61948	Identification of illegible recipients, Distribution and conduct	61 948	61 948	61 948	-	Through out the 3 districts		DSD, DOE

Priority 4			Consolidating the social wage through reliable and quality basic services											
Impact Statement			Quality life for the poor and vulnerable											
No	Outcomes	Baseline	2024 outcome Target	MTSF Outputs(multi-year)	Output Indicator	2021/22 Target	Activities	Q1	Q2	Q3	Q4	Location (DDM)	Budget '000	Lead/ Contributing Institution
	girls achieved			focus on rural areas			Monitoring							
2.	Increased access to development opportunities for children, youth and parents/guardians		<b>15 370</b>	Children placed in alternative care	Number of children placed in alternative care (Foster Care, Child Youth Care Centres and Adoption)	1752	Receive, assess and register children in need of care and protection through intakes and referrals; Investigation of home circumstances; Interviews with significant others, including schools; Acquiring of	1151	1181	1151	1166	Throughout the 3 district	Operational budget	DSD, DOCJD,

Priority 4			Consolidating the social wage through reliable and quality basic services											
Impact Statement			Quality life for the poor and vulnerable											
No	Outcomes	Baseline	2024 outcome Target	MTSF Outputs(multi-year)	Output Indicator	2021/22 Target	Activities	Q1	Q2	Q3	Q4	Location (DDM)	Budget '000	Lead/ Contributing Institution
							all relevant documentation; Preparing the report and submitting it via the Canalization Unit to Court, Attend Court hearing,  Receive and process the bi-weekly claims							
3.		Draft Drug Master Plan	Coordinate implementation of interventi	10% reduction in substance abuse	Number of awareness campaigns conducted on substance	300	awareness campaigns, radio and social media platforms,	100	90	75	35	Throughout the 3 district	Operational budget	DSD

Priority 4			Consolidating the social wage through reliable and quality basic services											
Impact Statement			Quality life for the poor and vulnerable											
No	Outcomes	Baseline	2024 outcome Target	MTSF Outputs(multi-year)	Output Indicator	2021/22 Target	Activities	Q1	Q2	Q3	Q4	Location (DDM)	Budget '000	Lead/ Contributing Institution
			ons aimed at combating crime		abuse programmes		presentations							
4.	Sustainable community development interventions	90 (Youth Development centers)	90	Support for 90 Youth Development centers (YDCs) across the Province.	Number of Youth centers supported	90	<p>Identification of vulnerable and displaced youth</p> <p>Development of life skill programmes</p> <p>Facilitate Life skills workshops for youth</p> <p>Link youth to empowerment and life skills opportunities</p>	110	110	110	110	Through out the 3 district	Operational budget	DSD, DOE

Priority 4			Consolidating the social wage through reliable and quality basic services											
Impact Statement			Quality life for the poor and vulnerable											
No	Outcomes	Baseline	2024 outcome Target	MTSF Outputs(multi-year)	Output Indicator	2021/22 Target	Activities	Q1	Q2	Q3	Q4	Location (DDM)	Budget '000	Lead/ Contributing Institution
5.		115 973 (substance Use Disorder(SUD) treatment service)	703 600	Number of service users accessing substance abuse Disorder Treatment Centre services	Number of service users accessing substance Use Disorder(SUD) treatment services	1110	Intake, assessment, referrals, counselling ,after care services, transportation	288	285	277	260	Through out the 3 district	Operational budget	DSD
6.		37 000 (Victims of crime and violence supported )	375	Victims of crime and violence supported	Number of awareness campaigns conducted on gender based violence based violence)	100	awareness campaigns, radio presentations, commemoration of international days	22	22	39	17	Through out the 3 district	Operational budget	DSD, Justice, SAPS

The table below outlines the detailed programmes or projects per priority or outcomes.

Priority 4			Consolidating the social wage through reliable and quality basic services											
Impact Statement			Quality life for the poor and vulnerable											
No	Outcomes	Baseline	2024 outcome Target	MTSF Outputs(multi-year)	Output Indicator	2021/22 Target	Activities	Q1	Q2	Q3	Q4	Location (DDM)	Budget '000	Lead/ Contributing Institution
7.	Menstrual health and hygiene management for all women and girls achieved	177 000	180 900	Increase the delivery of sanitary towels in every District with a particular focus on rural areas	Number of beneficiaries receiving sanitary dignity support	61948	Identification of illegible recipients,  Distribution and conduct  Monitoring	61 948	61 948	61 948	-	Throughout the 3 districts		DSD, DOE
8.	Increased access to development opportunities for children, youth and parents/guardians		<b>15 370</b>	Children placed in alternative care	Number of children placed in alternative care (Foster Care, Child Youth Care Centres)	1752	Receive, assess and register children in need of care and protection through intakes and referrals; Investigation	1151	1181	1151	1166	Throughout the 3 district	Operational budget	DSD, DOCJD,



Priority 4			Consolidating the social wage through reliable and quality basic services											
Impact Statement			Quality life for the poor and vulnerable											
No	Outcomes	Baseline	2024 outcome Target	MTSF Outputs(multi-year)	Output Indicator	2021/22 Target	Activities	Q1	Q2	Q3	Q4	Location (DDM)	Budget '000	Lead/Contributing Institution
					and Adoption)		of home circumstances; Interviews with significant others, including schools; Acquiring of all relevant documentation; Preparing the report and submitting it via the Canalization Unit to Court, Attend Court hearing,  Receive and process the							

Priority 4			Consolidating the social wage through reliable and quality basic services											
Impact Statement			Quality life for the poor and vulnerable											
No	Outcomes	Baseline	2024 outcome Target	MTSF Outputs(multi-year)	Output Indicator	2021/22 Target	Activities	Q1	Q2	Q3	Q4	Location (DDM)	Budget '000	Lead/ Contributing Institution
							bi-weekly claims							
9.		Draft Drug Master Plan	Coordinate implementation of interventions aimed at combating crime	10% reduction in substance abuse	Number of awareness campaigns conducted on substance abuse programmes	300	awareness campaigns, radio and social media platforms, presentations	100	90	75	35	Throughout the 3 district	Operational budget	DSD

Priority 4			Consolidating the social wage through reliable and quality basic services											
Impact Statement			Quality life for the poor and vulnerable											
No	Outcomes	Baseline	2024 outcome Target	MTSF Outputs(multi-year)	Output Indicator	2021/22 Target	Activities	Q1	Q2	Q3	Q4	Location (DDM)	Budget '000	Lead/Contributing Institution
	Sustainable community development interventions	90 (Youth Development centers)	90	Support for 90 Youth Development centers (YDCs) across the Province.	Number of Youth centers supported	90	Identification of vulnerable and displaced youth  Development of life skill programmes  Facilitate Life skills workshops for youth  Link youth to empowerment and life skills opportunities	110	110	110	110	Throughout the 3 district	Operational budget	DSD, DOE
10.		115 973 (substance Use Disorder(SUD))	703 600	Number of service users accessing substance abuse Disorder	Number of service users accessing substance	1110	Intake, assessment, referrals, counselling ,after care	288	285	277	260	Throughout the 3 district	Operational budget	DSD

Priority 4			Consolidating the social wage through reliable and quality basic services											
Impact Statement			Quality life for the poor and vulnerable											
No	Outcomes	Baseline	2024 outcome Target	MTSF Outputs(multi-year)	Output Indicator	2021/22 Target	Activities	Q1	Q2	Q3	Q4	Location (DDM)	Budget '000	Lead/Contributing Institution
		treatment service)		Treatment Centre services	Use Disorder(SUD) treatment services		services, transportation							
11.		37 000 (Victims of crime and violence supported )	375	Victims of crime and violence supported	Number of awareness campaigns conducted on gender based violence based violence)	100	awareness campaigns, radio presentations, commemoration of international days	22	22	39	17	Throughout the 3 district	Operational budget	DSD, Justice, SAPS

## 8.5 Department of Culture, Sports and Recreation

No	Municipality	Project/Programme Name/Description	2021/22 Target	2021/22 Budget Allocation (Annual) R'000	Total project cost R'000
1.	All Districts	Social cohesion dialogue to foster respect, reconcile and tolerate each other so that we can be united as a nation in diversity	3 community conversation / dialogue conducted	600	600
2.	All Districts	Project that seeks to foster Constitutional values , raise awareness and promote social cohesion	9 campaigns on promotion of national symbols and orders	350	350
3.	All Districts (on rotation basis)	Promote the celebration of national days on an intercultural basis, fully inclusive of all South Africans	5 national and historical days celebrated per annum (Freedom Day, Africa Day, Youth Day, Women's Day ,Heritage Day )	7,500	7,500
4.	All Districts	Development of reading materials in designated languages of the province through terminology development and literature projects	3 reading materials in indigenous languages produced	600	600

No	Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2021/22 Target	2021/22 Budget Allocation (Annual) R'000	Total project cost R'000
1.	Msukaligwa	Formal declaration and protection of heritage resources	Msukaligwa	3 heritage resources proclaimed	500	500
2.	Govan Mbeki	Maintenance of the of the Museum	Govan Mbeki	5 museums and Cultural Village provided maintenance with	3,430	3,680

No	Municipality	Project/Programme Name/Description	2021/22 Target	2021/22 Budget Allocation (Annual) R'000	Total project cost R'000
1.	All District Municipalities	Transformation of the geographical land scape through name change programme	5 standardized geographic names features reviewed	500	500
2.	All Districts	Cooperatives supported to increase marketing platforms for exposure of arts and craft products	15 arts and crafts cooperatives supported	600	600
3.	All Districts	Structure supported to promote moral values, restoration of humanity and fights GBV through Religion and Culture	11 cultural community based structures supported to advance culture and heritage	4,550	4,550

No	Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2021/22 Target	2021/22 Budget Allocation (Annual) R'000	Total project cost R'000
1.	Mkhondo	Cultural projects to develop, promote and preserve living culture programmes in partnership with amaKhosi	Mkhondo	1 cultural projects supported	400	400
2.	Mkhondo	New library Construction and Retention	Mkhondo	1 new libraries initiated for completion in two years Ethandukukhanya	14,000	39,000
3.	Govan Mbeki	Maintenance of the existing public libraries	Govan Mbeki	1 existing facility maintained Lebogang	10,000	15,803

No	Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2021/22 Target	2021/22 Budget Allocation (Annual) R'000	Total project cost R'000
1.	All Districts	Mini library project implemented to increase access to library for people living with disabilities	All Districts	28 libraries offering service to the blind	1,500	1,500
2.	All Districts	Library Reading material provided to empower learners and communities with knowledge through supply of new library materials to public libraries	All Districts	3 000 electronic books purchased and made available to public libraries	1,721	1,721

3.	All Municipalities	System that will be used to track items owned, orders made, bills paid, and patrons who have borrowed library materials	All Municipalities	Implementation of the Library Information Management System	18,000	18,000
4.	Provincial, Districts and Municipalities	Projects undertaken to promote all the functions of the repository through oral history, records management seminars or archives conferences in response to new developments in the profession	Provincial, Districts and Municipalities	13 government bodies that comply with proper records management in the province	500	500
5.	Mkhondo Gert Sibande		Mkhondo Gert Sibande	1 oral history project undertaken	500	500

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2021/22 Target	2021/22 Budget Allocation (Annual) R'000	Total project cost R'000
All Districts	Structures supported to organize cycling tour and assist sport federations in the Province	All Districts	4 Community based structures supported to advance sport programmes and enhance tourism	1,750	1,750
All Municipalities	people actively participating in organised sport and active recreation events	All Municipalities	70312 People actively participating in organized sport and active recreation events	3,427	3,427
All Districts	Empowered athletes in schools, municipal hubs and clubs with sport equipment and/ or attire to excel in sport	All Districts	187 schools, hubs and clubs provided with sport equipment and attire	5,043	5,043



Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2021/22 Target	2021/22 Budget Allocation (Annual) R'000	Total project cost R'000
All Districts	Developed and nurture talent of learners in sport by providing them with opportunities to excel school sport seasons hosted	All Districts	10 800 learners participating in school sport tournaments	13,851	13,851
All Districts	Athletes that are supported through a sports academy programme. Support includes the holistic support documented in the Academy Framework Support can vary from scientific support	All Districts	250 athletes supported by sports academies to access scientific support programme	1,938	1,938

## 8.6 Department of Human Settlements

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2021/22 Target	2021/22 Budget Allocation (Annual)	Total project cost
Chief Albert Luthuli	Incremental - 2.2c Integrated Residential Development Programme: Phase 2: Top Structure Construction	Silobela/Fernie/Chief Albert Luthuli (200) - Phase 1	50 Units	R 5 949 996,00	R 8 539 818,71
	Incremental - 2.3a Peoples Housing Process	Various Areas/Albert Luthuli Mu (500) - Phase 1	100 Units	R 13 006 000,00	R 35 406 454,30
	Incremental - 2.2c Integrated Residential Development Programme: Phase 2: Top Structure Construction	Silobela/Chief Albert Luthuli (44) - Phase 1	44 Units	R 4 837 992,00	R 5 038 571,56
Dipaleseng	Incremental - 2.2c Integrated Residential Development Programme: Phase 2: Top Structure Construction	Balfour(ridge View)/Dipaliseng (1500) - 300 Units 2017/18 Fy	50 Units	R 6 373 000,00	R 40 948 539,00

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2021/22 Target	2021/22 Budget Allocation (Annual)	Total project cost
	Financial - 1.6 Social And Economic Facilities	Grootvlei & Balfour/Dipaleseng - Phase 1	Child Care & Com Hall	R 20 000 000,00	R 20 620 622,40
Govan Mbeki	Incremental - 2.2c Integrated Residential Development Programme: Phase 2: Top Structure Construction	Embalenhle & Various Areas/Govan Mbeki (1500) - 109 Units 2017/18	50 Units	R 6 282 000,00	R 15 391 536,00
	Incremental - 2.2c Integrated Residential Development Programme: Phase 2: Top Structure Construction	Emzinoni & Various Areas/Govan Mbeki (1500) - Phase 1	50 Units	R 6 044 000,00	R 140 009 970,00
	Incremental - 2.2c Integrated Residential Development Programme: Phase 2: Top Structure Construction	Embalenhle Ext 25/Govan Mbeki (807) - Phase 1	50 Units	R 5 726 000,00	R 89 388 137,00

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2021/22 Target	2021/22 Budget Allocation (Annual)	Total project cost
Govan Mbeki	Social_rental - 3.3b Community Residential Units Constructed	Emzinoni/Bethal/Govan Mbeki (48) - Phase 1	48 Units	R 18 000 000,00	R 14 400 000,00
	Incremental - 2.2a Integrated Residential Development Programme: Phase 1: Planning And Services	Langverwacht/Govan Mbeki - Phase 1	Planning	R 0,00	R 5 000 000,00
	Financial - 1.11a Land Parcels Procured	Brendan Village Cc/Zandfontein 130is/Govan Mbeki - Phase 1	1 Piece of Land	R 40 000 000,00	R 90 000 000,00
Lekwa	Social_rental - 3.3b Community Residential Units Constructed	Standerton Ext 8/Lekwa Mun (250) - Phase 1	24 Units	R 9 999 996,00	R 23 356 309,80

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2021/22 Target	2021/22 Budget Allocation (Annual)	Total project cost
	Incremental - 2.2c Integrated Residential Development Programme: Phase 2: Top Structure Construction	Standerton Ext 8/Lekwa Mun (500) - Phase 1	50 Units	R 6 308 000,00	R 65 363 448,00
	Financial - 1.6 Social And Economic Facilities	Standerton X8/Lekwa - Phase 1	1 Child Care & 1 Community Hall	R 10 000 000,00	R 19 599 364,90
	Incremental - 2.2c Integrated Residential Development Programme: Phase 2: Top Structure Construction	Sakhile/Lekwa Mun (200) - Phase 1	78 Units	R 6 402 000,00	R 25 609 440,00
Mkhondo	Rural - 4.2 Rural Subsidy Communal Land Rights	Entombe/Mkhondo Mun (100to84) - Phase 1	34 Units	R 3 267 000,00	R 9 241 128,71

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2021/22 Target	2021/22 Budget Allocation (Annual)	Total project cost
	Incremental - 2.2c Integrated Residential Development Programme: Phase 2: Top Structure Construction	Piet Retief/Townlands/Mkhondo (315) - 315 Units	50 Units	R 6 352 000,00	R 40 721 586,65
	Incremental - 2.2c Integrated Residential Development Programme: Phase 2: Top Structure Construction	Retiefville/Mkhondo (262) - Phase 1	50 Units	R 6 440 000,00	R 32 392 995,84
	Incremental - 2.2a Integrated Residential Development Programme: Phase 1: Planning And Services	Piet Retief/Townland/Amsterdam/Mkhondo - Phase 1	Planning	R 376 692,00	R 12 172 259,95
	Rural - 4.2 Rural Subsidy Communal Land Rights	Various Areas/Mkhondo Mun (400) - Phase 1	30 Units	R 3 510 000,00	R 44 967 274,80

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2021/22 Target	2021/22 Budget Allocation (Annual)	Total project cost
	Incremental - 2.2c Integrated Residential Development Programme: Phase 2: Top Structure Construction	Kwathandeka/Mkhondo Mun (100) - Phase 1	8 Units	R 768 000,00	R 13 079 199,00
	Incremental - 2.2c Integrated Residential Development Programme: Phase 2: Top Structure Construction	Various Areas/Mkhondo Mun (100) - Phase 1	20 Units	R 2 290 000,00	R 10 994 700,00
	Incremental - 2.2a Integrated Residential Development Programme: Phase 1: Planning And Services	Irdp Ph1/Tssn Carriers/Implementing Agent/Amsterdam Ext/Mkhondo (1009) - Township Establishment	300 Sites	R 13 140 900,00	R 2 972 029,68
Msukaligwa	Incremental - Integrated Residential Development Programme: Phase 2: Top Structure Construction	Ph2 Informal Settlements /Wesselton Ext 6/Msukaligwa Mun - Phase 1	50 Units	R 5 400 000,00	R 36 577 080,50

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2021/22 Target	2021/22 Budget Allocation (Annual)	Total project cost
	Incremental - Integrated Residential Development Programme: Phase 2: Top Structure Construction	Ph2 Informal Settlements Constr/Various Areas/Msukaligwa Mun (500to250) - Phase 1	50 Units	R 6 409 000,00	R 33 583 880,00
	Incremental - 2.2a Integrated Residential Development Programme: Phase 1: Planning And Services	IRDP Phase 1 Ermelo X44	500 Sites	R 8 402 803,00	R 17 440 423,92
	Integrated Residential Development Programme: Phase 2: Top Structure Construction	Ph2 Informal Settlements Various Areas/Msukaligwa Municipality Phase 1	50 Units	R 6 453 996,00	R 32 271 875,00



## 8.7 Department of Water and Sanitation

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2021/22 Target	2021/22 Budget Allocation (Annual) R'000	Total project cost R'000
Lekwa	Lekwa Water Services	Standerton	Water and sanitation master plan/feasibility study	10 000	10 000
Govan Mbeki	Embalenhle Bulk Sewer and WWTW's refurbishment & upgrading	Mbalenhle	Upgrade bulk sewer pipeline and pumpstations	40 000	200 000
Chief Albert Luthuli	Empul/Methu/Amster Bulk Water Supply	Maylfower/Redhill cluster	Upgrade WTW	70 000	296 000
Chief Albert Luthuli	Eerstehoek/Ekulindeni Bulk Water Supply	Eerstehoek/Elukwatini	Upgrade Eerstehoek WTW and bulk pipelines	75 000	313 000
Mkhondo	Amsterdam and Sheepmore Bulk Water Scheme	Amsterdam/ Sheepmoor	Water storage dam in Amsterdam	30 000	250 000
Msukaligwa	Msukaligwa regional water supply scheme (Phase1)	Davel/Chrissiesmeer/War barton/Lothair	Upgrade WTW and bulk pipelines	86 080	390 000

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2021/22 Target	2021/22 Budget Allocation (Annual) R'000	Total project cost R'000
Dipaleseng	Balf/Siyat/Greyl/Willem/Nthor Bulk Water Supply	Balfour/Siyathemba/Ntorwane	Upgrade Fortuna WTW and bulk pipeline	102 000	590 000

### Water Services Infrastructure Grant (WSIG) 2021/22

Municipality	Allocation (R 000)
Chief Albert Luthuli	R64 000
Dr Pixley ka Isaka Seme	R85 000
Govan Mbeki	R16 000
Mkhondo	R70 000
Msukaligwa	R50 000

### 8.8 Department of Public Works, Roads and Transport

Municipality	Project/Programme Name/Description	Location/ coordinate	GPS	2021/22 Target	2021/22 Budget Allocation (Annual) R'000	Total project cost R'000
Albert Luthuli	Design: Rehabilitation: Coal Haul Road P26/5	26.14198, 30.05016		Detail design	3 510	3 510

Municipality	Project/Programme Name/Description	Location/ coordinate	GPS	2021/22 Target	2021/22 Allocation R'000	Budget (Annual)	Total project cost R'000
	(R36) Carolina - Breyten (Part A)						
Albert Luthuli	Design: Rehabilitation: Coal Haul Road P26/5 (R36) Carolina - Breyten (Part B)	26.24479, 29.99134		Detail design	2 100		2 100
Various Municipalities	IRMA projects for 2021/22 - 2023-24	Various Municipalities		Detail design	12 000		12 000
Albert Luthuli	Paving: Road D2962, Glenmore towards N17 (km 13.76 to km 17.64) Phase 2 (3.9 km) (PSP)	40 690		100% Completion	40 690		42 608
Albert Luthuli	Upgrade: Road D481 Ebhuhleni to Maanaar between Mooiplaas and Ekulindeni (7.2 km)	26.09818, 30.957		10% Complete	15 091		103 500
Mkhondo	Light Rehabilitation: D2486 from N2 to Klipwal (to KZN Boundary - part of	27.23505, 31.12181		100% Completion	36 463		117 448

Municipality	Project/Programme Name/Description	Location/ coordinate	GPS	2021/22 Target	2021/22 Allocation R'000	Budget (Annual)	Total project cost R'000
	Provincial joint plans) Phase 1 (9 km)						

#### 8.9 8.9Department of Mineral & Energy (INEP Municipal Programme)

Municipality	Project Names	Type of project	Allocation	Connections
Chief Albert Luthuli	Electrification of various Households in Goodehoop Farm	Household Project	R 75 000,00	3
Chief Albert Luthuli	Electrification of various LV Extensions Onbekend,ka Mazibuko ,Ext 3&4	Household Project	R 429 000,00	33
Chief Albert Luthuli	Electrification of 100 Infills within Albert Luthuli Municipality	Household Project	R 1 364 000,00	177
Chief Albert Luthuli	Upgrade of Silobela Substation Phase 5	Bulk infrastructure project	R 6 600 000,00	0
Msukaligwa	Kwazanele Extension 6	Household Project	R5 950 000,00	350
Msukaligwa	3,6MVA,Bulk ,Kwazanele Sub	Bulk infrastructure project	R4 050 000,00	0
Mkhondo	Poswa	Households	R18 360 000,00	1 080
Mkhondo	Upgrade of Philip Greyling S/S	Infrastructure	R18 000 000,00	0
Lekwa	Farm Workers Houses	Households	R429 000,00	30
Lekwa	Commissioning of 11kV Switching station ,Standerton Extension 8	Infrastructure	R6 070 000,00	0

Lekwa	Standerton bulk infrastructure farm for 30 farm dweller houses.	Infrastructure	R3 501 000,00	0
Dipaleseng	Electrification of Ridge view Extension 3	Households	R18 797 000,00	1 100
Dipaleseng	Construction of 88/22KV, New Balfour Substation	Infrastructure	R13 000 000,00	0
Govan Mbeki	Embalenhle Extension 22	Households	R7 650 000,00	450

#### 8.10 8.10. Department of Community ,safety security and liaison

##### 2021/22 Projects: Msukaligwa

Project/Programme Name	Ward/ Location	Project Beneficiary/ Ward/Location	2021/21 Budget R'000
Support Functionality of Police Stations	<ul style="list-style-type: none"> <li>• Sheepmoor Police Station</li> <li>• Breyten Police Station</li> </ul>	Sheepmoor and Breyten Policing precincts	Operational
Support the implementation of the Domestic Violence Act	<ul style="list-style-type: none"> <li>• Sheepmoor Police Station</li> <li>• Lothair Police Station</li> </ul>	Sheepmoor and Lothair Policing precincts	Operational

##### 2021/22 Projects: Chief Albert Luthuli

Project/Programme Name	Ward/ Location	Project Beneficiary/ Ward/Location	2021/21 Budget R'000
<b>Support Functionality of Police Stations</b>	<ul style="list-style-type: none"> <li>• Elukwatini</li> <li>• Ekulindeni</li> </ul>	<ul style="list-style-type: none"> <li>• Elukwatini and Ekulindeni Policing precincts</li> </ul>	Operational

Support the implementation of the Domestic Violence Act	<ul style="list-style-type: none"> <li>• Mayflower</li> </ul>	<ul style="list-style-type: none"> <li>• Mayflower Policing precincts</li> </ul>	Operational
Gender based Violence Awareness Campaign	<ul style="list-style-type: none"> <li>• Badplaas</li> </ul>	<ul style="list-style-type: none"> <li>• Manzana adjacent wards</li> </ul>	Operational
Border Security	<ul style="list-style-type: none"> <li>• Oshoek</li> </ul>	<ul style="list-style-type: none"> <li>• Oshoek area</li> </ul>	Operational
Implement Transport Regulations Projects: Safety engineering, law enforcement, road safety education, transport administration and licensing and overload control	<ul style="list-style-type: none"> <li>• Entire Chief Albert Luthuli Local Municipality</li> </ul>	<ul style="list-style-type: none"> <li>• Entire Chief Albert Luthuli Local Municipality</li> </ul>	Operational

**2021/22 Projects: Dr. Pixley Ka Isaka Seme**

<b>Project/Programme Name</b>	<b>Ward/ Location</b>	<b>Project Beneficiary/ Ward/Location</b>	<b>2021/21 Budget R'000</b>
Support Functionality of Police Stations	<ul style="list-style-type: none"> <li>• Wakkerstroom Police Station</li> <li>• Volksrust Police Station</li> </ul>	Wakkerstroom and Volksrust Policing precincts	Operational
Support the implementation of the Domestic Violence Act	<ul style="list-style-type: none"> <li>• Amersfoort Police Station</li> <li>• Perdekop Police Stations</li> </ul>	Amersfoort and Perdekop Policing precincts	Operational
Liquor Traders Workshop	<ul style="list-style-type: none"> <li>• Volkrust</li> </ul>	Liquor traders in the Dr Pixley Ka Isaka Seme Local Municipality	Operational
Human Trafficking	<ul style="list-style-type: none"> <li>• Amersfoort</li> </ul>		Operational

Implement Transport Regulations Projects: Safety engineering, law enforcement, road safety education, transport administration and licensing and overload control	<ul style="list-style-type: none"> <li>Entire Dr. Pixley Ka Isaka Seme Local Municipality</li> </ul>	Entire Dr. Pixley Ka Isaka Seme Local Municipality	Operational
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#### 2021/22 Projects: Lekwa

Project/Programme Name	Ward/ Location	Project Beneficiary/ Ward/Location	2021/21 Budget R'000
Support Functionality of Police Stations	<ul style="list-style-type: none"> <li>Standerton</li> </ul>	Standerton Policing Precinct	Operational
Support the implementation of the Domestic Violence Act	<ul style="list-style-type: none"> <li>Standerton</li> </ul>	Standerton Policing Precinct	Operational
Gender Based Violence Awareness campaign	<ul style="list-style-type: none"> <li>Sakhile</li> </ul>	Wards in Sakhile	Operational
Implement Transport Regulations Projects: Safety engineering, law enforcement, road safety education, transport administration and licensing and overload control	<ul style="list-style-type: none"> <li>Entire Lekwa Local Municipality</li> </ul>	Entire Lekwa Local Municipality	Operational

**2021/22 Projects: Dipaleseng**

Project/Programme Name	Ward/ Location	Project Beneficiary/ Ward/Location	2021/21 Budget R'000
Support the implementation of the Domestic Violence Act	<ul style="list-style-type: none"> <li>Val Police Station</li> </ul>	Val Policing Precinct	Operational
Liquor traders workshop	<ul style="list-style-type: none"> <li>Balfour</li> </ul>	All liquor traders in Dipaliseng Local Municipality	Operational
Implement Transport Regulations Projects: Safety engineering, law enforcement, road safety education, transport administration and licensing and overload control	<ul style="list-style-type: none"> <li>Entire Dipaliseng Local Municipality</li> </ul>	Entire Dipaliseng Local Municipality	Operational

**2021/22 Projects: Govan Mbeki**

Project/Programme Name	Ward/ Location	Project Beneficiary/ Ward/Location	2021/21 Budget R'000
Support Functionality of Police Stations	<ul style="list-style-type: none"> <li>Leslie</li> </ul>	Leslie Policing Precinct	Operational
Support the implementation of the Domestic Violence Act	<ul style="list-style-type: none"> <li>Trichardt</li> <li>Embalenhle</li> </ul>	Trichard and Emblenhle Policing Precincts	Operational
Sports against crime	<ul style="list-style-type: none"> <li>Mzinoni</li> </ul>	Entire Govan Mbeki Municipality	Operational



Moral Regeneration	<ul style="list-style-type: none"> <li>Char Cilliers</li> </ul>	Entire Govan Mbeki Municipality	Operational
Liquor traders' workshop	<ul style="list-style-type: none"> <li>Embalenhle</li> </ul>	All liquor traders in Govan Mbeki Local Municipality	Operational
Implement Transport Regulations Projects: Safety engineering, law enforcement, road safety education, transport administration and licensing and overload control	<ul style="list-style-type: none"> <li>Entire Govan Mbeki Local Municipality</li> </ul>	Entire Govan Mbeki Local Municipality	Operational

#### 2021/22 Projects: Mkhondo

Project/Programme Name	Ward/ Location	Project Beneficiary/ Ward/Location	2021/21 Budget R'000
Support Functionality of Police Stations	<ul style="list-style-type: none"> <li>Dirkiesdorp</li> </ul>	Dirkiesdorp Policing Precinct	Operational
Support the implementation of the Domestic Violence Act	<ul style="list-style-type: none"> <li>Piet Retief</li> </ul>	Piet Retief Policing Precinct	Operational
Human Trafficking	<ul style="list-style-type: none"> <li>Thandukukhanya</li> </ul>	Thandukukhanya wards	Operational
Implement Transport Regulations Projects: Safety engineering, law enforcement, road safety education, transport administration and licensing and overload control	<ul style="list-style-type: none"> <li>Entire Mkhondo Local Municipality</li> </ul>	Entire Mkhondo Local Municipality	Operational

**8.11 Department of Education**

Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
New Ermelo Primary School	Phase 2: Construct 24 Classrooms, Grade R Centre, Administration block, library, computer centre, School Hall, 30 Toilets, Fence, Kitchen, ramps + rails, 3 Sports Grounds and Car Park.	New School	Msukaligwa	Msukaligwa	2020/10/01	2022/04/01	2022/07/01	51 477 000
New Shapeve Primary School	Phase 1: Planning and design Phase 2: Provision of fence, guardhouse and basic services Phase 2: Construction of 30 classrooms, Admin block, 2 x Grade R classrooms, kitchen, library, computer centre, car parks, ramps and rails, sports fields.	New School	Highveld Ridge West	Govan Mbeki	2021/08/01	2022/05/01	2022/08/01	52 660 000
Osizweni Primary School	Phase 1: Planning and design and provision of fencing and basic services Phase 2: Construction of 30 classrooms, Admin block, kitchen, 2 x Grade R classrooms, library, computer	Replacement	Highveld Ridge East	Govan Mbeki	2022/05/15	2024/01/15	2024/04/15	47 975 311

Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
	centre, sports fields, car parks, ramps and rails.							
Osizweni Secondary School	Phase 1: Planning and design and provision of fencing and basic services Phase 2: Construction of 32 classrooms, admin block, school hall, 2 x laboratories, technical workshop, library, computer centre/media centre, kitchen, sports fields, car parks, ramps and rails.	Replacement	Highveld Ridge East	Govan Mbeki	2023/05/15	2025/01/15	2025/04/15	55 894 226
Trichardtsfontein Primary School	Phase 1: Planning and design and provision of basic services) Phase 2: Construction of 8 Classroom, 1 x Grade R Centre, guardhouse, admin block, kitchen	Replacement	Highveld Ridge West	Govan Mbeki	2020/06/01	2021/12/31	2022/03/30	17 460 785
Volkstrust Primary School	Planning and design for provision of permanent brick and mortar structures (toilets, admin block, library, computer centre, kitchen, guardhouse,	Replacement	Volkstrust	Dr Pixley Ka Isaka Seme	2020/05/15	2021/02/15	2021/05/15	17 729 475

Project Name	Project Description	Sub-Sub-Program me(Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
	car carports, ramps and rails, sport fields)							
Badplaas Circuit Office	Construction of new circuit offices	New Circuit Office	Badplaas	Chief Albert Luthuli	2018/10/30	2019/07/29	2019/08/29	9 606 398
Jeugrag Primary School	Demolition of existing and installation of temporary staircases	Other Corrective Maintenance	Stan East	Lekwa	2020/05/15	2021/04/15	2021/07/15	5 485 338
Highveld Park Secondary School	Engineering intervention on unsafe pedestrian walkways	Other Corrective Maintenance	Highveld Ridge East	Govan Mbeki				2 181 176
Setsheng Secondary School	Phase 1: Provide engineering intervention on unsafe staircases and demolition of burnt structures, provision of fence and maintenance of 42 waterborne toilets.  Phase 2: Construction of school hall, library, laboratory and additional staff offices	Other Corrective Maintenance	Balfour	Lekwa				1 862 176

Project Name	Project Description	Sub-Sub-Programme(Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
Chief Jerry Secondary School	Replace roof coverings with trusses, gutters and down pipes, fascia and badge boards, replace ceilings, floor tiles and skirting, window panes, paint walls, chalk and pin boards and install electricity in four classrooms. Replace roof coverings and purlins, ceilings and paint in two blocks of classrooms and Library.	Maintenance	Mooiplaas	Mashishila			-	4 424 551
Engelsdraai Primary School	Replace roof structure, ceilings floor tiles, window panes and re-treat termites in the Admin block, Computer Centre and Library. Replace the roof structures affected by termites in Grade 4,5 and 6. Replace Pit toilets.	Maintenance	Ebukhosisini	Badplaas			-	3 533 505
Ngilandi Secondary School	Replace Roof structure, ceilings floor tiles, window panes and re-treat termites.	Maintenance	Steynsdorp	Mashishila			-	4 262 975
Mpumelelo Primary School	Repair 6 classrooms damaged by storm	Maintenance	Lebohang	Highveld Ridge West		3	-	1 126 864

Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
Ndawonye Primary School	Renovation of 16 storm damaged classrooms, 1 kitchen and 1 administration office. (6 consist of asbestos roof coverings). Replacement of roof covering complete with trusses, purlins brandaring etc., replacement of ceilings including re-wiring, light fittings switches and plugs. Paint work to 16 classrooms, 1 Kitchen and 1 administration block. Engineered to investigate visible structural cracks. Treat for termite.	Maintenance	Ethandakuhanya	Piet Retief		3	-	4 911 623
Gert Sibande District Offices	Phase 1: Maintenance of basic services network (water, electricity, sewer) and functional maintenance	Maintenance (Planned)	Msukaligwa 1	Msukaligwa	2019/09/15	2020/03/15	2019/09/15	4 523 785
Nederland	Renovation of 16 storm damaged classrooms, 1 kitchen and 1 administration office. (6 consist of asbestos roof coverings). Replacement of roof covering complete with trusses, purlins brandaring etc., replacement of ceilings including re-wiring, light fittings	Maintenance	Comondale	Piet Retief		3	-	5 032 623

Project Name	Project Description	Sub-Sub-Programme(Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
	switches and plugs. Paint work to 16 classrooms, 1 Kitchen and 1 administration block. Engineered to investigate visible structural cracks. Treat for termite.							
Nqobangolwazi Secondary School	Investigate, analyse, and attend to the staircases that are not in safe condition and maintain the classrooms.	Maintenance	Morgenzon	Lekwa 2			-	5 032 623
Setseng Secondary School	Refurbishment of classrooms, electricity and Toilets in the entire school including the sewer reticulation, refurbish the burnt classrooms	Maintenance	Siyathemba	Balfour			-	1 219 758
Highveld Park Secondary School	Investigate, analyse, and attend to the staircases that are not in safe condition	Maintenance	Secunda	Highveld Ridge West			-	2 181 176
Breyten	Investigate, analyse, and attend to the staircases that are not in safe condition	Maintenance	Breyten	Breyten			-	2 082 176
Lekwa/Circuit Offices	Unblock the sewer system and toilets.	Maintenance	Standerton	Likwa			-	121 443

Project Name	Project Description	Sub-Sub-Programme(Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
Wakkerstroom Circuit Office	Seal and paint roof coverings, replace ceilings, repair electricity including external lighting.	Maintenance	Wakkerstroom	Wakkerstroom			-	243 475
Ithemba EDC	Seal and paint roof coverings, replace ceilings, repair electricity including external lighting. Attend to sliding gate condition and fix and toilets.	Maintenance	Wesselton Extension	Ermelo			-	120 000
Breyten Circuit	Investigate, analyse, and attend to the staircases that are not in safe condition	Maintenance	Breyten	Msukaligwa			-	2 082 176
Setsheng Secondary School	Renovate 28 classrooms, library and workshops, Admin block and 30 toilets	Maintenance (Planned)	Siyathemba	Balfour	-		-	3 738 497
Ithemba EDC	Seal and paint roof coverings, replace ceilings, repair electricity including external lighting. Attend to sliding gate condition and fix and toilets.	Maintenance	Wesselton Extension	Ermelo			-	120 653
Holmdene Secondary School	Replace sewer line, replace septic tank and French Drain and seal the leaks, replace	Maintenance	Holmdene	Lekwa East			-	356 753



Project Name	Project Description	Sub-Sub-Programme(Infrastucture)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
	ceilings paint walls and replace the doors							
Azalea	Refurbish 4 Toilet blocks and replacement of roof structure, rewiring, ceilings paint walls, replace doors and paint and fencing.	Maintenance	Azalea	Lekwa East			-	232 653
Ithemba EDC	Seal and paint roof coverings, replace ceilings, repair electricity including external lighting. Attend to sliding gate condition and fix and toilets.	Maintenance	Wesselton Extension	Ermelo			-	231 334
Bergplaas	Renovation of 5 classrooms and 1 office (3 classrooms have structural cracks engineer to investigate) Replace roof and floor coverings including skirting of 5 classrooms and office, Replace all doors and locks on 5 classrooms and paint work to 7 classrooms, Connect electricity to two classrooms, Replace ceiling to the grade R facilities, Replaced corrugated water pipe and Treat for termites	Maintenance	Bergplaas Farm	Piet Retief		3	-	544 385

Project Name	Project Description	Sub-Sub-Programme(Infrastucture)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
Carolina Academy	Renovate 18 classrooms, library, Admin and 18 toilets	Maintenance	Carolina	Carolina		3	-	2 808 532
Imizamoyethu	Replacement of perimeter fence Urgently, making good floor screed (potholes) to 5 classrooms, Treat for termites.	Maintenance	Thandakukhanya	Piet Retief		3	-	158 850
Lindile Secondary School	Renovate 18 classrooms,5 centres and workshop ,Admin block, 15 toilets and rewire electricity.	Maintenance	Wesselton	Ermelo 1		3	-	5 646 552
Qondulwazi	Renovate 9 classrooms, office and 7 toilets	Maintenance	Platorand	Stan East		3	-	783 683
Sakhisizwe	Renovate 20 classrooms,admin block and 10 toilets	Maintenance	Driefontein	Wakkerstroom		3	-	3 408 497
Siyeta Primary School	Phase 1: Demolition of 14 Pit toilets, construction of toilets. Renovation of 16 classrooms and offices. Replacement of damaged roof coverings for 8 classrooms complete with steel trusses(Termites) and ceiling. Electrical wiring, Replace damaged window panes, replace damaged floors,	Maintenance	Nhlazatshe	Badplaas		3	-	4 663 387

Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
	replace damaged doors and paint works.							
Thandeka	Replace roof coverings and structure, replace ceilings rewiring, screeds, floor coverings in 26 classrooms, renovate 16 Toilets and fencing.	Maintenance	Sakhile	Stan West		3	-	5 323 387
Thobelani	Renovate 24 classrooms ,Admin block and 20 toilets	Maintenance	Sakhile	Stan West		3	-	5 213 387
Tsembekani	Replace roof coverings and purlins, ceilings, Floor Tiles, screeds, chalk and pin boards, gutters and down pipes, paint internal walls and paint 17 classrooms Toilets and Admin block, Rescucitate a borehole.	Maintenance	Glenmore	Dundonald		3	-	3 249 743
Siphokuhle Primary School	Renovate 12 classrooms, admin block, and 8 toilets	Maintenance	Msukaligwa 1	Mkhondo	2020/09/01	2020/12/31	2020/02/31	3 942 485

Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
Ekulindeni Secondary School	Repair a hall and library damaged by storm	Storm Damage	Mashishila	Chief Albert Luthuli	2021/05/01	2021/08/01	2021/09/01	1 347 566
Buyani Primary School	Storm damaged -The roof of three classrooms, 1 block was blown off during a storm the walls have been exposed to rain and constant moisture. The roof be removed and replaced, along with the ceilings and electrical connections.	Storm damage	Highveld Ridge East	Govan Mbeki	2020/05/01	2020/08/30	2020/11/30	1 697 654
Ezakheni Combined Boarding School	Phase 1: Maintenance of the boarding	Maintenance	Wakkerstrom	Mkhondo	2021/05/01	2021/08/01	2021/09/01	11 487 538
Kl Thwala	Repair 4 classrooms and science laboratory damaged by storm	Maintenance	Highveld Ridge East	Govan Mbeki	2021/05/01	2021/08/01	2021/09/01	1 347 566
Badplaas Laerskool	Demolition and replacement of asbestos classrooms, removal and replacement of Grade R timber classrooms.	Upgrades & additions	Badplaas	Chief Albert Luthuli	2020/06/15	2021/03/15	2020/11/15	4 051 810

Project Name	Project Description	Sub-Sub-Programme(Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
Tholukwazi Primary School	Demolition of admin block, 2 X asbestos classrooms, 3 x asbestos Grade R classrooms and construction of administration block, 2 X Classrooms, 2 X Grade R Centre and 18 additional classrooms.	Additional facilities	Highveld Ridge East	Govan Mbeki	2019/09/01	2020/02/28	2020/06/01	6 278 780
The Gem Combined School	Replacement of 10 unsafe and dilapidated classrooms and Fence, Construction of Admin, Grade R Centre, library, laboratory and kitchen, sports field and parking.	Substitution of Unsafe Structures	Breyten	Msukaligwa	2021/02/28	2022/04/15	2022/07/15	14 832 969
Zamokuhle Primary School	Demolishing and construction of 12 classrooms and Grade R Centre, library kitchen, sports field and parking.	Substitution of Unsafe Structures	Highveld Ridge East	Govan Mbeki	2021/02/28	2022/04/15	2022/07/15	10 623 039
Thandeka Primary School	Phase 1 : Construction of 16 toilets and 2 X Grade R Centre  Future phase : Construction of Admin, Library ,kitchen, hall, sports field and parking	Sanitation	Lekwa West	Lekwa	2020/12/30	2020/02/28	2020/06/01	2 775 270

Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
Masakhane Primary School	Phase 1: Demolition of 12 pit toilets and Construction of 19 toilets, provision of fence and construction Grade R Centre.  Phase 2: Construction of Admin, Library, kitchen, hall, sports field and parking.	Additional facilities	Mashishila	Chief Albert Luthuli	2021/01/01			5 484 614
Sithuthukile Secondary School	Phase 1: Demolishing of 12 pit toilets and Construction of 15 toilets, provision of fence, and construction Grade R Centre.  Phase 2: Construction of Admin, Library, kitchen, school hall, sports field and parking.	Additional facilities	Mashishila	Chief Albert Luthuli	2021/01/01			5 001 958
Khuzulwandle Secondary School	Phase 1: Demolition of 12 pit toilets and Construction of 15 toilets and construction Grade R Centre.  Future phase: Construction of admin, library, kitchen, school hall, sports field and parking.	Additional facilities	Badplaas	Chief Albert Luthuli	2021/01/01			3 321 958

Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
Mkhomazane Primary School	Phase 1: Demolition of 14 pit toilets and Construction of 30 toilets and fence and Construction Grade R Centre.  Phase 2: Construction of Library, kitchen, sports field and parking.	Additional Facilities	Badplaas	Chief Albert Luthuli	2022/01/31			5 131 917
Bethamoya Primary School	Phase 1 : Provision of water, fence, construction of Grade R Centre.  Future phase: Construction of admin block, library, kitchen, sports field and parking.	Additional Facilities	Wakkerstrom	Msukaligwa				1 568 000
Emoyeni Primary School	Phase 2: Demolition of 2 dilapidated classrooms and Construction of 2 X classrooms, Admin, library, kitchen, sports field and parking	Additional facilities	Amsterdam	Mkhondo				843 196
Isu Elihle Primary School	Demolition of 10 Storm Damaged Classrooms and Construction of 10 New Classrooms	Upgrades & additions	VOLKSRU ST	Pixley Ka Seme	2020/01/15	2020/04/15	2020/07/15	10 156 325

Project Name	Project Description	Sub-Sub-Programme(Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
Bashele Primary School	Demolition of existing 25 ablution units, construction of 25 new ablution units, provision of water tank and upgrading of water and sewer reticulation system	Sanitation	Msukaligwa 1	Msukaligwa	2019/07/16	2020/01/15	2020/04/14	4 608 999
Bee Maseko Secondary School	Demolition of existing Pit toilets and Construction of 18 Enviroloo toilet seats, 7 urinals, 2 x 5000l water storage tanks, 2 x tank stands, 2x drinking Fountains, Borehole equipping, Water Reticulation and Electricity	Sanitation	Msukaligwa 2	Msukaligwa	2020/02/15	2020/09/15	2020/12/14	3 510 328
Berbice Primary School	Demolition of 11 existing pit toilets. Construction of 11 Enviroloo toilets + 5 Urinals +11 Basins, Rehabilitate existing borehole Provide 1x water tank on steel tank stand with fence around, including drinking fountains + water distribution from borehole to tank and from tank to site Empty existing septic tank + new soakaway New school electrical grid	Sanitation	Mkhondo	Mkhondo	2019/09/15	2020/04/15	2020/07/14	4 556 039



Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
	installation + School Connection + distribution + installation to classrooms and admin and Grade R							
Chief K J Malaza Primary School	Demolition of 10 pit toilets and Construction of 15 Enviro loo WC, 5 Urinals & 11 Basins. Construction of a French drain. Refurbish existing borehole and existing water reticulation system. Add 1 water drinking fountain	Sanitation	Badplaas	Chief Albert Luthuli	2019/09/15	2020/04/15	2020/07/14	3 255 709
Derby Primary School	(i) Provision of a Clearview fence to secure the site (ii) Demolition of existing structures on site (iii) Construction of 9 enviroloo toilets and provision of enviroloo units behind toilets (iv) Provision of water (borehole, pressure pump, water reticulation, 2 x drinking	Sanitation	Amsterdam	Mkhondo	2019/09/15	2020/04/15	2020/07/14	7 296 757

Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
	fountains, 2 x 5000L of jojo tanks on steel stands and palisade fence around tanks) (v) Bulk connection of electricity and electrical installations to toilets							
Ebuhleni Primary School	<ul style="list-style-type: none"> <li>• Demolition of 4 pit toilets.</li> <li>• Construction of 5 Enviro loo WC, 6 Basins &amp; 3 Water borne Urinals to existing boys' ablution.</li> <li>• Provision of 2 x 5000L water tank, including water reticulation and support structure.</li> <li>• Construction of a French drain.</li> <li>• Construct a borehole</li> <li>• Refurbish existing water reticulation system.</li> <li>• Refurbish 15 x Existing Waterborne Toilets, 2 x Urinals &amp; 8 x Basins</li> <li>• Refurbish existing septic tank reticulation.</li> </ul>	Sanitation	Mashishila	Chief Albert Luthuli	2019/09/15	2020/04/15	2020/07/14	2 277 278

Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
	<ul style="list-style-type: none"> <li>• Add 1 water drinking fountains.</li> </ul>							
Engelsdraai Primary School	<p>Demolition of 10 pit toilets and Construction of 11 Enviro loo WC, 3 Urinals &amp; 7 Basins. Provision of 1 x 5000L water tank, including water reticulation and support structure. Construction of a French drain. Refurbish existing borehole and existing water reticulation system. Refurbish 6 x Existing Waterborne Toilets, 2 x Urinals &amp; 4 x Basins. Refurbish existing septic tank reticulation.</p> <ul style="list-style-type: none"> <li>• Add 1 water drinking fountains.</li> </ul>	Sanitation	Badplaas	Chief Albert Luthuli	2019/09/15	2020/04/15	2020/07/14	3 483 785
Ethembeni Primary School	<p>Demolition of existing 49 pit toilets. Construction of 29 toilets, 21 basins and 8 urinals. Provide 4 X 5000 L jojo tanks upgrade water services, and drinking fountains. Install new</p>	Sanitation	Wakkerstrom	Dr Pixley Ka Isaka Seme	2019/09/15	2020/04/15	2020/07/14	4 568 738

Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
	sewer system, septic tanks and French drains.							
Evulingqondo Primary School	Demolition of existing 4 pit toilets and Construction of 15 Enviroloo toilets + 14 Basins + 5 Urinals, Equip New borehole New water lines from borehole to tanks and site distribution Provide 2 x 5000litres tank and drinking fountains.	Sanitation	Msukaligwa 1	Msukaligwa	2020/02/15	2020/09/15	2020/12/14	3 411 049
Hlabangemehlo Primary School	Demolition of 10 pit toilets and Construction of 16 Enviroloo WC, 6 Urinals & 13 Basins. Provision of 3 x 5000L water tank, including water reticulation and support structure. Construction of a French drain. Install a borehole. Refurbish 2 x Existing Waterborne Toilets, 1 x Urinal & 2 x Basins. Refurbish existing septic tank reticulation. • Add 2 water drinking fountains.	Sanitation	Badplaas	Chief Albert Luthuli	2020/02/15	2020/09/15	2020/12/14	3 579 909

Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
Inkaba Primary School (farm school)	Demolition of existing Pit toilets and Construction of 9 Enviroloo toilet seats, 4 urinals, 1 x 5000L water storage tanks, 1 x tank stands, 2x drinking Fountains, Borehole equipping, Water Reticulation and Electricity	Sanitation	Mashishila	Chief Albert Luthuli	2020/02/15	2020/09/15	2020/12/14	2 343 814
Isifisoethu Primary School	Refurbishment of Existing 9 Waterborne Toilets, Construction of 20 Waterborne Toilets	Sanitation	Lekwa West	Lekwa	2019/10/01	2020/04/30	2020/07/29	2 526 408
Kwashuku S School	Demolish existing 17 pit toilets Renovation of 8 existing toilets, Construction of 14 new toilets + 17 Basins + 8 Urinals, supply Provide 4 x 5000L Jojo tanks + rehabilitate borehole Upgrade water services, and drinking fountains. Upgrade existing sewer system, new septic tanks + French drains	Sanitation	Mkhondo	Mkhondo	2019/09/01	2020/02/28	2020/05/28	3 677 576
Lamagadlela Primary School	Demolition of 29 pit toilet, Construction of 23 enviro-loo toilets, 8 Urinals, 18 Basins, 2 Disabled Enviro-loo and	Sanitation	Badplaas	Chief Albert Luthuli	2020/02/15	2020/09/15	2020/12/14	3 906 235

Project Name	Project Description	Sub-Sub-Programme(Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
	Equipping of the new borehole including water storage							
Letsakuthula Primary School	Demolition of 10 pit toilet, Renovations of 7 enviroloo toilets, Construction of 19 enviro-loo toilets, 5 Urinals, 14 Basins, 1 Disabled Enviro-loo and Equipping of the new borehole including water storage	Sanitation	Badplaas	Chief Albert Luthuli	2020/02/15	2020/09/15	2020/12/14	2 365 595
Madzanga Primary School	Demolition of pit toilets and construction of 17 toilets	Sanitation	Mashishila	Chief Albert Luthuli	2020/02/15	2020/09/15	2020/12/14	2 051 286
Maqhawuzela Primary School	Demolition of existing Pit toilets and Construction of 16 Enviroloo toilet seats, 5 urinals, 2 x 5000l water storage tanks, 2 x tank stands, 2x drinking Fountains, Borehole equipping, Water Reticulation and Electricity	Sanitation	Badplaas	Chief Albert Luthuli	2020/02/15	2020/09/15	2020/12/14	3 319 957
Mp Magagula Primary School	Demolition of existing Pit toilets and Construction of 18 Enviroloo toilet seats, 7 urinals, 2 x 5000L water storage tanks, 2 x tank stands,	Sanitation	Mpuluzi	Chief Albert Luthuli	2020/02/15	2020/09/15	2020/12/14	2 533 942

Project Name	Project Description	Sub-Sub-Programme(Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
	2x drinking Fountains, Borehole equipping, Water Reticulation and Electricity							
Ngonini Primary School (farm school)	Demolition of 10 pit toilet, Construction of 8 enviro-loo toilets, 2 Urinals, 7 Basins, 1 Disabled Toilet and Equipping of the new borehole including water storage	Sanitation	Mashishila	Chief Albert Luthuli	2020/02/15	2020/09/15	2020/12/14	1 643 918
Redhill Secondary School	Demolition of existing Pit toilets and Construction of 20 Enviroloo toilet seats, 5 urinals, 1 x 5000l water storage tanks, 1 x tank stands, 2x drinking Fountains, Borehole equipping, Water Reticulation and Electricity	Sanitation	Dundonald	Chief Albert Luthuli	2020/02/15	2020/09/15	2020/12/14	3 867 163
Siyabonga Primary School	Demolition of 41 pit toilets and Construction of 20 Enviro loo WC, 6 Urinals & 15 Basins. Provision of 3 x 5000L water tank, including water reticulation and support structure. Construction of a French drain. Construct a borehole. Refurbish existing water tanks and reticulation	Sanitation	Dundonald	Chief Albert Luthuli	2020/02/15	2020/09/15	2020/12/14	4 493 070

Project Name	Project Description	Sub-Sub-Programme(Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
	system. Refurbish 2 x Existing Waterborne Toilets, 2 x Urinals & 2 x Basins. Refurbish existing septic tank reticulation. • Add 1 water drinking fountains.							
Siphumelele Secondary School	Demolition of existing Pit toilets and Construction of 20 Enviroloo toilet seats, 5 urinals, 2 x 5000l water storage tanks, 2 x tank stands, 2x drinking Fountains, Borehole equipping, Water Reticulation and Electricity	Sanitation	Mpuluzi	Chief Albert Luthuli	2019/10/21	2020/04/18	2020/07/17	3 884 951
Soko Primary School	Demolition of 16 pit toilet, Renovations of 2 waterborne toilets, Construction of 14 enviro-loo toilets, 5 Urinals, 11 Basins, 1Disabled Enviro-loo and Equipping of the new borehole including water storage	Sanitation	Mpuluzi	Chief Albert Luthuli	2020/02/15	2020/09/15	2020/12/14	2 457 136
Sohlazane Primary School	Demolition of 12 pit toilet, Construction of 23 enviro-loo toilets, 8 Urinals, 18 Basins, 2 Disabled Enviro-loo and	Sanitation	Badplaas	Chief Albert Luthuli	2020/02/15	2020/09/15	2020/12/14	3 888 580



Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
	Equipping of the new borehole including water storage							
Thwahlele Primary School	Demolition of existing toilets and Construction of 25 Enviroloo toilets, Upgrade existing borehole, provide 4 x 5000L tank and drinking fountains. Sewer soakaway + waste pipes	Sanitation	Msukaligwa 2	Msukaligwa	2020/02/15	2020/09/15	2020/12/14	4 356 814
Torbanite Primary School	Construction of 9 enviro-loo toilets, provide 1 X 5000L jojo tanks on brick tank stand and drinking fountains and water distribution.  Phase 2: Construction of fence	Sanitation	Msukaligwa 2	Msukaligwa	2019/09/15	2020/04/15	2020/07/14	2 024 662
Tsatselani Primary School	Demolition of 4 pit toilets and Construction of 5 Enviro loo WC, 1 Urinals & 7 Basins. Provision of 2 x 5000L water tank, including water reticulation and support structure. Construction of a French drain. Construct a borehole. Refurbish existing water reticulation system. Refurbish 15 x Existing	Sanitation	Dundonald	Chief Albert Luthuli	2020/02/15	2020/09/15	2020/12/14	3 016 597

Project Name	Project Description	Sub-Sub-Programme(Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
	Waterborne Toilets, 3 x Urinals & 6 x Basins Refurbish existing septic tank reticulation. • Add 1 water drinking fountains.							
Vuka Primary School	Construction of 15 Enviroloo Toilet Block with 4 x 5000l steel stand tanks, Equipping a borehole, Renovations of existing waterborne toilets and Demolition of 9 pit toilets.	Sanitation	Mashishila	Chief Albert Luthuli	2020/02/15	2020/09/15	2020/12/14	2 416 512
Warburton Primary School	Demolition of 28 pit toilet, Renovation to 8 Toilets, Construction of 26 waterborne toilets, 8 Urinals, 18 Basins, 2 Disabled Toilets and Equipping of the new borehole including water storage	Sanitation	Breyten	Msukaligwa	2020/02/15	2020/09/15	2020/12/14	3 987 637
Zendelingspost Combined School	Demolition of 36 existing pit toilets. Construction of 29 New Enviroloo toilets + 21 Basins + 8 Urinals Provide 4 x 5000Liter Jojo Tanks fenced around including drinking fountains + rehabilitate	Sanitation	Mkhondo	Mkhondo	2020/02/15	2020/09/15	2020/12/14	5 748 388

Project Name	Project Description	Sub-Sub-Programme(Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
	borehole Drain existing septic tank + new soakaway + sewer pipes + fittings							
Cangasa Primary School	Demolition of pit toilets and construction of 11 toilets	Sanitation	Amsterdam	Mkhondo	2019/09/15	2020/04/15	2020/07/14	1 327 303
Makhosonke Primary School	Demolishing of existing pit toilets and construction of 10 new ablution units	Sanitation	Badplaas	Chief Albert Luthuli	2019/01/15	2019/06/15	2019/09/13	2 230 200
Ziwelile Primary School (farm school)	Construction of 9 Enviroloo toilets, 1 Urinal, 7 Basins, Demolition of 3 existing pit toilets, provision of fully equipped borehole, 1x 5000l Jojo tank and tank stand and provision of drinking fountain	Sanitation	Mkhondo	Mkhondo	2020/04/01	2020/10/01	2020/12/30	1 541 616
Nokuthula Primary School	Construction of 20 Enviro-loo toilets, 5 Urinals, 14 Basins, Demolition of 10 existing pit toilets, equipping of borehole, 1x 5000l Jojo tank and tank stand and provision of drinking fountain	Sanitation	Amsterdam	Mkhondo	2020/04/01	2020/10/01	2020/12/30	3 404 138

Project Name	Project Description	Sub-Sub-Programme(Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
Tegwans Nest Primary School	Renovation of 12 waterborne toilets, construction of 3 Enviro-loo toilets, 1 Urinal, 3 Basin, equipping of borehole, 1x 5000l Jojo tank and tank stand and provision of drinking fountain	Sanitation	Lekwa east	Lekwa	2020/04/01	2020/10/01	2020/12/30	1 247 224
Emoyeni Primary School	Construction of 15 Enviro-loo toilets, 5 Urinals, 11 Basins, Demolition of 14 existing waterborne toilets, equipping of borehole, 1 x 5000l Jojo tank and tank stand and provision of drinking fountain	Sanitation	Amsterdam	Mkhondo	2020/04/01	2020/10/01	2020/12/30	2 599 300
Ekuphileni Primary School	Construction of 16 Enviroloo toilets, 4 Urinals, 11 Basins, demolition of 12 existing pit toilets and provision of drinking fountain	Sanitation	Mkhondo	Mkhondo	2020/04/01	2020/10/01	2020/12/30	2 516 955
Cothoza Primary School	Construct 9 enviro loo toilets, 2 urinals, 7 wash hand basins, installation of 1 x 5 000L water tanks, borehole and 1 drinking fountains. Demolition of 8 existing pit toilets.	Sanitation	Lekwa West	Lekwa	2019/01/15	2019/06/15	2019/09/15	1 857 123

Project Name	Project Description	Sub-Sub-Program me(Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
Enon Primary School	Demolition of 08 existing pit toilets and construction of 15 enviro-loo seats and 5 urinals, 2 x 5000 L water tanks with stands.	Sanitation	Volksrust	Dr Pixley Ka-Seme	2019/01/15	2019/06/15	2019/09/15	2 432 709
Esibusisweni Combined School	Demolition of 06 existing pit toilets and construction of 23 enviro-loo seats and 8 urinals, 2 x 5000 L water tanks with stands. Renovation of 06 waterborne toilets	Sanitation	Amsterdam	Mkhondo	2019/01/15	2019/06/15	2019/09/15	3 891 282
Glen Eland Combined school	Construction of 23 enviro-loo seats and 8 urinals, 2 x 5000 L water tanks with stands. Renovation of 06 waterborne toilets	Sanitation	Amsterdam	Mkhondo	2019/01/15	2019/06/15	2019/09/15	3 877 340
Gunwana Primary School	Demolition of 19 existing pit toilets and construction of 29 enviro-loo seats, 2 urinals, install water tanks refurbish and equipping of borehole.	Sanitation	Volksrust	Dr Pixley Ka Isaka Seme	2019/01/15	2019/06/15	2019/09/15	1 954 720
Inkululeko Primary School	Demolition of 12 existing pit toilets and construction of 15 enviro-loo seats	Sanitation	Mkhondo	Mkhondo	2019/01/15	2019/06/15	2019/09/15	2 511 223

Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
Joubertsvlei Primary School	Construction of 15 enviroloo toilet seats, 5 urinals, 11 wash hand basins. Demolish the existing 6 pit toilets, equip a new borehole complete with storage tanks.	Sanitation	Bethal	Lekwa	2019/01/15	2019/06/15	2019/09/15	3 082 787
Lake Chrissie Secondary School	Demolition of 14 existing pit toilets and construction of 16 enviro-loo seats and 5 urinals, 4 x 5000 L water tanks with stands.	Sanitation	Breyten	Msukaligwa	2019/01/15	2019/06/15	2019/09/15	3 362 180
Ncikinyane Primary School	Demolition of 02 existing pit toilets and construction of 5 Waterborne seats and 2 x 5000 L water tanks with stands.	Sanitation	Breyten	Msukaligwa	2019/01/15	2019/06/15	2019/09/15	1 145 449
Nkukhunda Primary School	Construction of 20 enviro-loo seats and 5 urinals, renovation of 05 waterborne toilets and 2 x 5000 L water tanks with stands.	Sanitation	Wakkerstrom	Dr Pixley Ka Isaka Seme	2019/01/15	2019/06/15	2019/09/15	3 215 546
Rondavel Primary School	Construction of 15 enviroloo toilet seats, 5 urinals, 11 wash hand basins. Demolish the existing 6 pit toilets, equip a	Sanitation	Lekwa East	Lekwa	2019/01/15	2019/06/15	2019/09/15	3 034 000

Project Name	Project Description	Sub-Sub-Programme(Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
	new borehole complete with storage tanks.							
Steynsdorp Primary School	Demolition of 10 existing pit toilets and construction of 15 enviro-loo seats and 5 urinals, 2 x 5000 L water tanks with stands.	Sanitation	Mashishila	Chief Albert Luthuli	2019/01/15	2019/06/15	2019/09/15	2 711 410
Syde Primary School (No Ablution Facilities)	Demolition of existing pit toilets and construction of 21 new toilets	Sanitation	Mpuluzi	Chief Albert Luthuli	2019/01/15	2019/06/15	2019/09/15	2 916 278
Vukekuseni Primary School	Construction of 15 enviroloo toilet seats, 5 urinals, 11 wash hand basins. Demolish the existing 6 pit toilets, equip a new borehole complete with storage tanks.	Sanitation	Lekwa East	Lekwa	2019/01/15	2019/06/15	2019/09/15	3 028 710
Welgervond Primary School	Demolition of 13 existing pit toilets and construction of 15 enviro-loo seats and 5 urinals, 2 x 5000 L water tanks with stands.	Sanitation	Wakkerstrom	Mkhondo	2019/01/15	2019/06/15	2019/09/15	2 868 207

Project Name	Project Description	Sub-Sub-Programme(Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
Yellowstone Primary School	Demolition of 10 existing pit toilets and construction of 15 enviro-loo seats .	Sanitation	Amsterdam	Mkhondo	2019/01/15	2019/06/15	2019/09/15	2 512 765
Bongumkhwanazi Primary School	Demolition of 2 pit toilets. Provision of 1 x 5000L water tank, including water reticulation and support structure. Add new Borehole. Refurbish 10 x Existing Waterborne Toilets, 2 x Urinals, 6 x Basins. Add 1 x Urinal. Add new septic tank system and 1 water drinking fountain.	Sanitation	Mashishila	Chief Albert Luthuli	2019/09/15	2020/04/15	2020/07/14	1 108 237
Qalani Primary School	Demolitions and construction of 4x6 enviroloo toilets	Sanitation & Water	Wakkerstrom	Dr Pixley Ka-Seme	2019/07/31	2020/01/31	2020/03/30	5 276 324
Ekutfokoteni Primary School	Demolition of pit toilets and construction of 21 toilets	Sanitation	Mashishila	Chief Albert Luthuli	2020/02/15	2020/09/15	2020/12/14	2 533 942
Kempsiding Primary School	Construction of 15 New Enviroloo toilets, Renovation of 7 teacher waterbone and 4 Grade R waterborne, Supply of 1 x 5000Litre tank and drinking	Sanitation	Mkhondo	Mkhondo	2020/02/15	2020/09/15	2020/12/14	4 227 680



Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
	fountains. Demolition of 20 existing pit toilets.							
Roodebank Combined School	Construct 12 enviroloo toilets, 16 wash hand basins, and 5 urinals. Demolition of 6 pit toilets. Construct new borehole. Install 1 x(5 000L) elevated water tank	Sanitation	Highveld Ridge East	Govan Mbeki	2019/07/29	2020/01/15	2020/04/14	2 192 082
Sibusiso Secondary School	Construction of 12 Enviroloo Toilet Block with 3 x 5000l steel stand tanks, Equipping a borehole, Renovations of existing waterborne toilets and Demolition of 10 pit toilets.	Sanitation	Badplaas	Chief Albert Luthuli	2020/02/15	2020/09/15	2020/12/14	3 619 917
Tsatsimfundvo Primary School	Renovations to existing Toilet Blocks, Demolish pit Toilets and Erection of 3 x 5000L tanks on an Elevated Stand Equipping a borehole.	Sanitation	Badplaas	Chief Albert Luthuli	2020/02/15	2020/09/15	2020/12/14	2 924 293
Enkhanini Secondary School	Phase 1: Demolishing of 8 pit toilets and Construction of 15 toilets.  Future Phase: Construction	Sanitation	Mpuluzi	Chief Albert Luthuli	2023/08/15	2024/02/15	2024/05/15	1 734 600

Project Name	Project Description	Sub-Sub-Programme(Infrastucture)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
	Grade R Centre and Admin block, library, kitchen, sports field and parking.							
Mfulamudze Primary School	Phase 1: Demolishing of 13 pit toilets and Construction of 15 toilets.  Future Phase: Construction Grade R Centre, library kitchen, sports field and parking.	Sanitation	Dundonald	Chief Albert Luthuli	2023/08/15	2024/02/15	2024/05/15	1 734 600
Mhola Primary School	Phase 1: Demolishing of 16 pit toilets and Construction of 15 toilets.  Future Phase: Construction Grade R Centre and Admin block, library kitchen, sports field and parking.	Sanitation	Badplaas	Chief Albert Luthuli	2023/08/15	2024/02/15	2024/05/15	1 734 600
Delfkom Primary School	Demolition of 02 plain pit toilets and construction of 20 additional toilets	Sanitation	Mkhondo	Msukaligwa				2 456 372

Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
Diposi Primary School	Phase 1: Demolition of 6 pit toilets and construction of 7 toilets.  Future Phase: Construction Grade R Centre, library, kitchen, sports field and parking.	Sanitation	Mkhondo	Msukaligwa				1 719 460
Emdibini Combined School	Demolition of 05 plain pit toilets and construction of 14 additional toilets	Sanitation	Highveld Ridge West	Govan Mbeki				2 087 916
Emoneni Primary School	Demolition of 06 plain pit toilets to clear site for environmental health and safety	Sanitation	Mkhondo	Mkhondo				54 720
Funduqhube ka Primary School	Demolition of 04 plain pit toilets and construction of 20 additional toilets	Sanitation	Lekwa East	Lekwa				2 456 372
Grootboom Primary School	Demolition of 04 plain pit toilets and construction of 11 additional toilets	Sanitation	Mashishila	Chief Albert Luthuli				1 351 005
Inkosinatsi Primary School	Demolition of 04 plain pit toilets and construction of 20 additional toilets	Sanitation	Dundonald	Chief Albert Luthuli				2 456 372

Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
Inqaba Primary School	Demolition of 01 plain pit toilets and construction of 06 additional toilets	Sanitation	Volksrust	Pixley Ka Seme				736 912
Lobhengula Primary School	Demolition of 08 plain pit toilets and construction of 26 additional toilets	Sanitation	Mpuluzi	Chief Albert Luthuli				3 193 284
Lubhaqa Primary School	Demolition of 01 plain pit toilets and construction of 06 additional toilets	Sanitation	Mashishila	Chief Albert Luthuli				736 912
Overvaal Primary School	Demolition of 03 plain pit toilets and construction of 03 additional toilets	Sanitation	Msukaligwa 2	Msukaligwa				368 456
Sibahle Primary School	Demolition of 06 plain pit toilets and construction of 10 additional toilets	Sanitation	Mkhondo	Mkhondo				1 228 186
Sibongangwane Primary School	Demolition of 04 plain pit toilets and construction of 07 additional toilets	Sanitation	Mpuluzi	Chief Albert Luthuli				859 730
Siyeta Primary School	Phase 1: Demolition of 18 pit toilets and Construction of 19 toilets provision of fence and construction Grade R Centre.  Future phase: Construction of	Sanitation	Badplaas	Chief Albert Luthuli				2 824 828

Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
	Library, kitchen, sports field and parking.							
Weeber Primary School	Demolition of 04 plain pit toilets and construction of 10 additional toilets	Sanitation	Mkhondo	Mkhondo				1 228 186
Wetterau Primary School	Demolition of 01 plain pit toilets and construction of 19 additional toilets	Sanitation	Mkhondo	Mkhondo				2 333 554
Phumulani Primary School	Planning and Design for all and implementation in phases.  Phase 1 :Demolishing of 12 pit toilets and Construction of 15 toilets Future phase: Provision of fence and Grade R Centre. Construction of Library, kitchen, sports field and parking.	Sanitation	Dundonald	Chief Albert Luthuli	2019/09/01	2020/02/28	2020/06/01	3 086 034
Umlambo Combined School	Phase 1: Demolishing of 5 pit toilets and Construction of 30 toilets.  Phase 2: Provision of fence. Future phase: Construction Admin ,Library and	Sanitation	Amsterdam	Mkhondo	2019/09/01	2020/02/28	2020/06/01	4 937 655

Project Name	Project Description	Sub-Sub-Programme(Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
	kitchen,hall,sports field and parking.							
Engabezweni Secondary School	Phase 1: Demolition of 10 pit toilets and Construction 25 toilets.  Phase 2: Provision of fence, Construction of Laboratory, kitchen, school hall, sports field and parking.	Sanitation	Badplaas	Chief Albert Luthuli	2019/09/01	2020/02/28	2020/06/01	3 016 597
Sinethemba Secondary School	Phase 1: Demolishing of 11 pit toilets, construction of 13 enviroloo toilets, and provision of fence.  Future phase: Construction of Library and kitchen, sports field and parking.	Sanitation	Wakkerstrom	Mkhondo				3 306 642
Ntababomvu Primary School	Phase 1: Demolishing of 20 pit toilets and Construction of 13 toilets and fence. Phase 2: Construction Grade R Centre. Future phase: Construction of Library kitchen,hall,sports field and parking.	Sanitation	Dundonald	Chief Albert Luthuli				1 568 631

Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
Moolman Primary School	Phase 1: Demolishing of 14 pit toilets and Construction of 15 toilets and fence. Phase 2: Construction Grade R Centre. Future phase: Construction of Library kitchen, hall, sports field and parking.	Sanitation	Mkhondo	Mkhondo				3 489 958
Azalia Combined School	Phase 1: Construction of 16 water borne toilets. Phase 2: Construction of Grade R Centre. Future phase Construction of Library kitchen, hall, sports field and parking.	Sanitation	Lekwa West	Lekwa				1 218 560
Stanwest Combined School	Phase 1: Construction of 12 toilets. Phase 2: Construction of a kitchen. Future phase : Hall, sports field and parking.	Sanitation	Lekwa West	Lekwa				1 447 967
Sanqotho Primary School	Phase 1: Demolishing of 10 pit toilets, construction of 15 enviroloo toilets. Phase 2: Provision of fence. Future phase: Construction of Library and kitchen, sports field and parking.	Sanitation	Volksrust	Pixley Ka Seme				1 809 958

Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
Umfudlana Combined School	Phase 1: Demolishing of 13 pit toilets and construction of 15 toilets and Construction Grade R Centre  Phase 2: Construction of Admin, library, kitchen, sports field and parking.	Sanitation	Msukaligwa 2	Msukaligwa				3 381 279
Vulandlela Primary School	Phase 1: Provision of water pump for the borehole Construction of 4 toilets and construction Grade R Centre.  Future phase: Construction of Admin Library kitchen, hall, sports field and parking.	Sanitation	Amsterdam	Mkhondo				2 030 274
Dumisani Primary School	Phase 1 :Provision of water and repair of the borehole..	Sanitation	Mkhondo	Mkhondo				491 274
Camden Combined School	Planning for all phases: school affected by re-alignment process  Phase 1: Construction of additional 18 waterborne toilets and 06 classrooms ad Grade R	Sanitation	Msukaligwa 2	Mkhondo	2019/09/01	2020/02/28	2020/06/01	1 800 000



Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
	Centre.  Future phase: Construction of Library, school hall, sports field and parking.							
Ezenzeleni Primary School	Construction of additional 22 toilets inclusive of Grade R toilets	Sanitation	Carolina	Chief Albert Luthuli	2019/09/01	2020/02/28	2020/06/01	2 200 000
Goebram Primary School	Construction of additional 15 toilets inclusive of 4 Grade R toilets	Sanitation	Msukaligwa 2	Msukaligwa	2019/09/01	2020/02/28	2020/06/01	1 500 000
Hambani Primary School	Construction of additional toilets inclusive of Grade R	Sanitation	Wakkerstrom	Msukaligwa	2019/09/01	2020/02/28	2020/06/01	2 600 000
Hlelimfundo Secondary School	Construction of additional 19 toilets	Sanitation	Volksrust	Pixley Kaseme	2019/09/01	2020/02/28	2020/06/01	1 900 000
Ithafa Comprehensive School	Construction of additional 33 toilets	Sanitation	Msukaligwa 1	Msukaligwa	2019/09/01	2020/02/28	2020/06/01	3 300 000
Ki Thwala Secondary School	Construction of additional 22 toilets	Sanitation	Highveld Ridge East	Govan Mbeki	2019/09/01	2020/02/28	2020/06/01	2 200 000

Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
Kinross Primary School	Construction of additional 16 toilets inclusive of 8 Grade R toilets	Sanitation	Highveld Ridge East	Govan Mbeki	2019/09/01	2020/02/28	2020/06/01	1 600 000
Langelihle Primary School	Construction of additional 22 toilets inclusive of 8 Grade R toilets	Sanitation	Bethal	Govan Mbeki	2019/09/01	2020/02/28	2020/06/01	2 200 000
Madola Primary School	Construction of additional 15 toilets inclusive of 8 Grade R toilets	Sanitation	Mkhondo	Mkhondo	2019/09/01	2020/02/28	2020/06/01	1 500 000
Mlambongwane Primary School	Construction of additional 15 toilets inclusive of 8 Grade R toilets	Sanitation	Dundonald	Chief Albert Luthuli	2019/09/01	2020/02/28	2020/06/01	1 500 000
Nalithuba Secondary School	Construction of additional 24 toilets	Sanitation	Wakkerstrom	Pixley Ka Seme	2019/09/01	2020/02/28	2020/06/01	2 400 000
Phembindlela Primary School	Construction of additional 22 toilets including 12 Grade R toilets	Sanitation	Volksrust	Dr Pixley Ka-Seme	2019/09/01	2020/02/28	2020/06/01	2 200 000
Qambekile Primary School	Construction of additional 24 toilets	Sanitation	Msukaligwa 1	Msukaligwa	2019/09/01	2020/02/28	2020/06/01	2 400 000
Qedela Secondary School	Construction of additional 19 toilets	Sanitation	Wakkerstrom	Msukaligwa	2019/09/01	2020/02/28	2020/06/01	1 900 000

Project Name	Project Description	Sub-Sub-Programme(Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
Seme Primary School	Construction of additional 19 toilets	Sanitation	Wakkerstrom	Pixley Ka Seme	2019/09/01	2020/02/28	2020/06/01	1 900 000
Thomas Nhlabathi Secondary School	Construction of additional 29 toilets	Sanitation	Highveld Ridge West	Govan Mbeki	2019/09/01	2020/02/28	2020/06/01	2 900 000
Uthaka Secondary School	Construction of additional 17 toilets	Sanitation	Wakkerstrom	Msukaligwa	2019/09/01	2020/02/28	2020/06/01	1 700 000
Vukuzithathe Primary School	Construction of additional 16 toilets	Sanitation	Highveld Ridge East	Govan Mbeki	2019/09/01	2020/02/28	2020/06/01	1 600 000
Vulingcondvo Primary School	Construction of additional 19 toilets inclusive of 8 Grade R toilets	Sanitation	Dundonald	Chief Albert Luthuli	2019/09/01	2020/02/28	2020/06/01	1 900 000
Wakkerstrom Primary School 1	Construction of additional 20 toilets	Sanitation	Wakkerstrom	Pixley Ka Seme	2019/09/01	2020/02/28	2020/06/01	2 000 000
Wesselton Primary School	Construction of additional 24 toilets inclusive of 20 Grade R toilets	Sanitation	Msukaligwa 1	Msukaligwa	2019/09/01	2020/02/28	2020/06/01	2 400 000

Project Name	Project Description	Sub-Sub-Programme (Infrastructure)	Timeframes		Budget (2019/20-2024/25)			
			Circuit	Local Municipality	Date: Start	Date: Finish	Final Account	TPC
Zithobe Primary School	Construction of additional 16 toilets inclusive of 8 Grade R toilets	Sanitation	Mpuluzi	Chief Albert Luthuli	2019/09/01	2020/02/28	2020/06/01	1 600 000
Buhlebuyeza Primary School	Construction of additional 23 toilets inclusive of Grade R toilets	Sanitation	Amsterdam	Mkhondo	2020/05/15	2020/11/15	2020/02/15	1 766 829
Imizamoyethu Primary School	Construction of additional 20 toilets inclusive of 8 Grade R toilets	Sanitation	Mkhondo	Mkhondo	2020/05/15	2020/11/15	2020/02/15	1 859 820
Lusushwana Secondary School	Construction of additional 15 toilets	Sanitation	Dundonald	Chief Albert Luthuli	2020/05/15	2020/11/15	2020/02/15	1 394 865

8.12 Department of Agriculture , Rural Development and Land Reform

Project/Programme Name/Description	Local Municipality	Progress	2021-22 Budget	Expenditure
<b>STRATEGIC LAND ACQUISITION BRANCH</b>				
Portion 1 of farm Buhrmans Plaats 332 IT	Pixley Ka Seme	Planning	38 000	0.00
R/E of portion1 of the farm Liliefontein n0 136, R/E of portion 2 and 4 of the farm Goedehoop 106 and Portion 14 of the farm Goedehoop 106 JT	Msukaligwa	Planning	35 000	0.00
Portion 5 of the farm Bothwell 90 IT and Portion 1 and 2 of the farm Simonsdal 88 IT	Msukaligwa	Planning	38 000	0.00
Portion 8 of farm Welgevonden 412 JT	Chief Albert Luthuli	Planning	19 000	0.00
<b>TENURE REFORM SYSTEM BRANCH</b>				
<b>Land Acquisitions</b>				
Ptn 6( a pt of ptn 2) of the Farm Beinder-lyn 474 IS	Pixie Ka Seme	Planning	R1 060 000	0.00
Portion 12 of De-Vereeniging farm 448 IS	Msukaligwa	Planning	R1 495 000	0.00
R/E of Ptn 7 of the farm Rietspruit 437 IS	Msukaligwa	Planning	R2 934 000	0.00
Portion 22 of the farm Geelhoutboom 342	Mkhondo	Planning	donation	0.00
<b>CPA regularisation</b>				
Emalandeni CPA	Mkhondo	CPA Regularisation	Not yet determined	0.00

Project/Programme Name/Description	Local Municipality	Progress	2021-22 Budget	Expenditure
Buhlebungeza CPA	Albert Luthuli	CPA Regularisation	Not yet determined	0.00
Ligwa CPA	Ligwa	CPA Regularisation	Not yet determined	0.00
Tsotetsi CPA	Diphaliseng	CPA Regularisation	Not yet determined	0.00
Sukuma Balimi CPA	Govan Mbeki	CPA Regularisation	Not yet determined	0.00
Thuthukani CPA	Mkhondo	CPA Regularisation	Not yet determined	0.00
Jabulani Agri-CPA	Mkhondo	CPA Regularisation	Not yet determined	0.00
Zamakuhle CPA	Mkhondo	CPA Regularisation	Not yet determined	0.00
Emaqamaneni CPA	Mkhondo	CPA Regularisation	Not yet determined	0.00
Simakadze CPA	Mkhondo	CPA Regularisation	Not yet determined	0.00
Amakhaya CPA	Msukaligwa	CPA Regularisation	Not yet determined	0.00
Zakheni CPA	Govan Mbeki	CPA Regularisation	Not yet determined	0.00
Hlanganani CPA	Mkhondo	CPA Regularisation	Not yet determined	0.00
Ekaluka CPA	Mkhondo	CPA Regularisation	Not yet determined	0.00
Embalehle CPA	Govan Mbeki	CPA Regularisation	Not yet determined	0.00
Welgelegen CPA	Govan Mbeki	CPA Regularisation	Not yet determined	0.00
Zama Zama CPA	Govan Mbeki	CPA Regularisation	Not yet determined	0.00
Ivusa Eyivusayo CPA	Msukaligwa	CPA Regularisation	Not yet determined	0.00
Ekukhanyeni CPA	Msukaligwa	CPA Regularisation	Not yet determined	0.00
Ilanga CPA	Msukaligwa	CPA Regularisation	Not yet determined	0.00
Mcebo CPA	Msukaligwa	CPA Regularisation	Not yet determined	0.00
Hlanganani Suikerhoek CPA	Mkhondo	CPA Regularisation	Not yet determined	0.00
Emahlubini CPA	Msukaligwa	CPA Regularisation	Not yet determined	0.00
Mninwa CPA	Msukaligwa	CPA Regularisation	Not yet determined	0.00
Ethemba lethu CPA	Pixley ka seme	CPA Regularisation	Not yet determined	0.00
<b>Labour tenants cases</b>				
Ptn 6 (a pt of ptn 2) of the Farm Begin der-lyn 474 IS	Pixley ka seme	Planning	Refer to Acquisition	0.00
Ptn1 of the Farm Taaiboschspruit 343 IT	Mkhondo	Planning	R1 230 000	0.00
Ptn 6 Witpunt 267 IT	Mkhondo	Planning	R1 990 000	0.00
R/E of farm Driehoek 346 IT	Mkhondo	Planning	R3 060 000	0.00
Komatidraai 417 JT	Chief Albert Luthuli	Planning	R3 728 409	0.00
Portion 2 of the farm Mooiplaats 112HT	Pixley ka seme	Planning	R260 000	0.00
Farm Rusthoek 127 HS	Pixley ka seme	Planning	R4 060 000	0.00
R/E of Ptn 3 of Farm Derdehoek 82 HT	Pixley ka seme	Planning	R1 570 000	0.00

Project/Programme Name/Description	Local Municipality	Progress	2021-22 Budget	Expenditure
Portion 3&4 of the farm Zonderhout 532 IS	Pixley ka seme	Planning	R1 760 000	0.00
Portion 4 of Farm Bakenkop 157 HT, Portion of the Remainder of Farm Bakenkop 157 HT (Thembaletu Vryheid CPA)	Pixley Ka Seme	Planning	Certification	0.00
Ptn 19 of the Farm Botterfontein 101	Pixley Ka Seme	Planning	R200 000	0.00
Portion 10 of the farm Kafferskraal 513 IS	Pixley Ka Seme	Planning	R200 000	0.00
Portion 0 (RE) OF Hartebeestfontein 524 IS	Pixley ka seme	Planning	R200 000	0.00
Portion 3 of Graspan 222 IS	Msukaligwa	Planning	R200 000	0.00
Portion 5 of Graspan 222 IS	Msukaligwa	Planning	R200 000	0.00
Nederland	Chief Albert Luthuli	Planning	R200 000	0.00
Palmietfontein	Pixley ka Seme	Planning	R176 000	0.00
Rietpoort	Pixley ka seme	Planning	R200 000	0.00
Ishelo Farm	Mkhondo	Planning	R200 000	0.00
Hartbeesfontein Farm	Mkhondo	Planning	R200 000	0.00
Potgietershoop Farm	Mkhondo	Planning	R200 000	0.00
Sluis Farm	Mkhondo	Planning	R200 000	0.00
portion 22 of the farm Geelhoutboom 342	Mkhondo	Planning	R200 000	0.00
Portion 9 (R/E) of the farm Remhoogte 28 IS	Msukaligwa	Planning	To be determined by the Court	0.00
Portion 0 (R/E) of the farm Welgelegen 364 IT	Pixley ka seme	Planning	To be determined by the Court	0.00
Portion 3 (RE) of Schuilplaats 511 IS	Pixley ka seme	Planning	To be determined by the Court	0.00
Portion 16 of the farm Klipplaatdrift no 43 HS	Pixley ka seme	Planning	To be determined by the Court	0.00
Portion 5(re) of the farm Naudesbank no 172 IS	Msukaligwa	Planning	To be determined by the Court	0.00
Sterkfontein 54 HT	Pixley ka seme	Planning	To be determined by the Court	0.00
Portion 0(R.E) & 2 of Poortjie farm 32 HT	Mkhondo	Planning	To be determined by the Court	0.00
Portion 0(R.E) of Leiden farm 340 IT	Mkhondo	Planning	To be determined by the Court	0.00

Project/Programme Name/Description	Local Municipality	Progress	2021-22 Budget	Expenditure
Kleinfontein 3 HT	Pixley ka seme	Planning	To be determined by the Court	0.00
Ptn 1 of the Farm Zwartwater 236 HT	Mkhondo	Planning	To be determined by the Court	0.00
Portion 4 of the farm Eensgevoden 373 IS	Lekwa	Planning	4 899 275	0.00
Portion of Portion 3 of the Farm Holfontein No. 80 Registration Division HS in extent of 288.4874	Pixley Ka Seme	Planning	4 899 275	0.00
Portion 17 of the farm Potgietershoop 151 HT	Mkhondo	Planning	4 899 275	0.00
Portion 28 (A Portion of Portion 3) of Vlakfontein 484 IS, Portion 27 ( A Portion of Portion 4) of Protest 485 IS and R/E of Portion 12 of Kafferskraal 513 IS, Remaining Extent of Portion 12 of Kafferskraal 513 IS	Lekwa	Planning	4 899 275	0.00
The farm Kalkoenkrans 366 IT	Pixley Ka Seme	Planning	4 899 275	0.00
Remaining Extent of Portion 0 of the farm Welmoed 35 HS	Goven Mbeki	Planning	4 899 275	0.00
<b>LAND DEVELOPMENT SUPPORT BRANCH</b>				
Portion 19 of the farm Tweefontein 97HS, Portion 5 and 22 of Dassiesklip 109HS and Portion 12 of Driepoort 98HS.	Pixley Ka Seme	Execution	115 883	0.00
Portion 10 (a portion of portion 2) of the farm Graspan	Msukaligwa	Execution	114 761	0.00
Palmietfontein No. 64 HS and Portion 7 and 8 of the farm Schuvepoort No. 63 HS	Pixley Ka Seme	Execution	111 299	0.00
Remaining Extent of portion 1, Portion 3( of 1), Portion 10 (of 7) of the farm Sterkspruit 508 IS and Remaining Extent of portion 6, Portion 18, Portion 12, Remaining Extent of portion 1, Remaining Extent of portion 11, Remaining Extent of portion 13, Portion 15 of the farm Rietspruit 507 IS.	Pixley Ka Seme	Execution	7 843 221	0.00



Project/Programme Name/Description	Local Municipality	Progress	2021-22 Budget	Expenditure
Remaining Extent of Portion 3 of the farm Smutsoog and Portion 12 of the farm Smutsoog 214 IS	Msukalikwa	Execution	112 982	0.00
Portion 6 of the farm Sterkfontein, Portion 26 of the farm Sterkfontein 419 IT and Portion 4 of the farm Kranskop 422 IT	Mkhondo	Execution	89 312	0.00
Portion 1, 2 3 and 4 of farm Bossie Alleen 72 HT, Remaining Extent of Portion 0 of farm Vergelegen 69 HT.	Mkhondo	Execution	150 062	0.00
Remaining Extent of Portion 6, Remaining Extent of the farm Driehoek 273 IS and Portion 57 of the farm Spitskop 276 IS	Msukaligwa	Execution	189 782	0.00
Vuma Ngiphile	Albert Luthuli	Execution	R1 624 208,32	0.00
Siphila Ngomhlabathi	Albert Luthuli	Execution	R5 938 190,55	0.00
Sizama Impilo	Albert Luthuli	Execution	R5 938 190,55	0.00
Ezwelethu	Pixley ka Seme	Execution	R1 132 882,12	0.00
<b>RURAL INFRASTRUCTURE DEVELOPMENT BRANCH</b>				
Remaining Extent of Portion 10, Portion 11 of the farm Zilverkop 25 IT and Remaining Extent of the farm Iwula 29 IT	Chief Albert Luthuli	Planning	R38 000 000,00	0.00
Portion 1 of the farm Vriesland 620 IT, Cater ridge 615 JT, Portion 2, 3 and 4 of the farm Doornhooek 607 JT, Portion 1 and 2 of the farm Onverwacht 544 JT, Portion 0 of the farm Belmont 606 JT	Chief Albert Luthuli	Planning	R40 000 000,00	0.00
Remaining Extent of the farm Theeboom 729 JT	Chief Albert Luthuli	Planning	R10 000 000,00	0.00
Portion 24 , 26 of the farm Grootvlei 293 IS	Chief Albert Luthuli	Planning	R10 000 000,00	0.00
Dundonald FPSU	Mkhondo	Execution	900 000	0.00
Dundonald FPSU	Mkhondo	Execution	800 000	0.00
Dundonald FPSU	Mkhondo	Execution	700 000	0.00
Mkhondo FPSU	Mkhondo	Execution	1 000 000	0.00
Mkhondo FPSU	Mkhondo	Execution	1 142 000	0.00
Construction of tractor shed and installation of milling equipment in Dundonald	Mkhondo	Planning	R3 000 000	0.00
Construction of waste treatment plant and additional infrastructure for Mkhondo AGRIHUB	Mkhondo	Planning	R2 000 000	0.00

<b>Project/Programme Name/Description</b>	<b>Local Municipality</b>	<b>Progress</b>	<b>2021-22 Budget</b>	<b>Expenditure</b>
Request for approval to appoint a panel of expert service providers to provide strategic commodities for a period of 36 months in Mpumalanga province	All	Planning	R 3 500 000	0.00
Request for approval to appoint a panel of expert service providers to provide strategic commodities for a period of 36 months in Mpumalanga province (supply, drilling and equipping of boreholes across the 3 districts in Mpumalanga province.	All	Planning	R2 500 000	0.00
Provision for engineering firm to establish a technical support unit which will provide designs and specifications, planning and project management with built environment professional services for a period of 3 years in Mpumalanga province	All	Planning	R5 000 000	0.00