

GERT SIBANDE DISTRICT MUNICIPALITY



Gert Sibande District Municipality

2022 – 2027 INTEGRATED DEVELOPMENT PLAN (IDP) FOR 2023 / 2024 FINANCIAL YEAR

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ACRONYMS

4IR	: 4 TH Industrial Revolution
AG	: Auditor General
AQMP	: Air Quality Management Plan
BBBEE	: Broad-Based Black Economic Empowerment
CALLM	: Chief Albert Luthuli Local Municipality
CBD	: Central Business District
CCVAARP	: Climate Change Vulnerability Assessment and Response Plan
CDW's	: Community Development Workers
CFO	: Chief Financial Officer
CHH	: Child Headed Households
Cllr	: Councillor
COGTA	: Cooperative Governance and Traditional Affairs
CPA	: Communal Property Association
CPF	: Community Policing Forum
CRDP	: Comprehensive Rural Development Plan
CS	: Community survey
CSI	: Corporate Social Investment
CSIR	: Council for Scientific and Industrial Commission
DBSA	: Development OF Southern Africa
DCSR	: Department of Culture Sports and Recreation
DDM	: District Development model
DEA	: Department of Environmental Affairs
DEDT	: Department of Economic Development and Tourism
DMC	: Disaster Management Centre
DoE	: Department of education
DoSSL	: Department of Safety, Security and Liaison
DPKIS	: Dr Pixley Ka Isaka Seme
DWS	: Department of Water and Sanitation
EMS	: Environmtal Management Services
EPWP	: Expanded Public Works Programme
ERRP	: Economic Reconstruction and Recovery Plan

ESKOM	: Electricity supply commission
GDP	: Gross Domestic Product
GIS	: Geographical Information System
GIS	: Geographical Information System
GIZ	Deutsche Gesellschaft für Internationale
GRAP	: Generally Recognised Accounting Practice
GSDM	: Gert Sibande District Municipality
GVA	: Gross value added
HDI	: Human Development Index
HOD	: Head of Department
HRD	: Human Resource Development
IA	: Implementing agent
ICT	: Information and Communication Technology
IDP	: Integrated Development Plan
IGR	: Inter-Governmental Relations
INEP	: Integrated National Electrification Programme
IUDF	: Integrated Urban Development Framework
IWSDP	: Integrated Water Service Development Plan
JMPT	: Joint Municipal Planning Tribunal
KPA	: Key Performance Area
LED	: Local Economic Development
LGCCS	: Local Government Climate Change Support
LUMS	: Land Use Management Scheme
MDG	: Millennium Development Goals
MEGDP	: Mpumalanga Economic Growth Development path
MFMA	: Municipal Finance Management Act
MIG	: Municipal Infrastructure Grant
MIS	: Management Information System (MIS)
MMC	: Male Medical Circumcision
MMC	: Member of the Mayoral Committee
MPAC	: Municipal Public Accounts Committee
MSA	: Municipal Systems Act
MSCOA	: Municipal Standards Chart of Accounts
MSP	: Mater Systems Plan

MTSF	: Medium - Term Strategic Framework
NDP	: National Development Plan
NDP	: National Development Plan
NEM: AQUA	: National Environmental management Air quality Acts
NSDP	: National Spatial Development Perspective
PEDI	: Planning Economic Development and Innovation
PEGDP	: Provincial Economic Growth Development Path
PESTEL	: Political, Economic, Social, Technological, Economic and Legal
PMS	: Performance Management System
PPP's	: Public Private Partnerships
RBIG	: Regional Bulk Infrastructure Grant
RDP	: Reconstruction Development Programme
RMAFACC	: Risk Management Anti-Fraud and Corruption Committee
RRAMS	: Rural Roads Assets Management System
SADC	: Southern African Development Community
SALGA	: South African Local Government Association
SAMSRA	: South African Municipal sports and Recreation Association
SANRAL	: South African National Roads Agency
SANS	: South African National Standards
SASOL	: South African Synthetic Oil Limited
SCM	: Supply Chain Management
SDBIP	: Service Delivery Budget Implementation Plan
SDF	: Spatial Development Framework
SDG	: Sustainable Development Goals
SLA	: Service Level Agreement
SLIMS	: SITA Library and Information Management System
SLP	: Social Labour Plan
SMME's	: Small, Medium and Micro Enterprises
SOP	: Standard Operating Procedures
SPLUMA	: Spatial Planning and Land Use Management Act
STATS SA	: Statistics South Africa
STI	: Sexually transmitted diseases
SWOT	: Strengths, Weaknesses, Opportunities, Threats
TB	: Tuberculosis

TEKS	: Trichardt-Evander-Kinross-Secunda
UIFW	: Unauthorised, Irregular Fruitless Wasteful Expenditure
WSA	: Water Service Authority
WSDP	: Water Service Development Plan
WSIG	: Water Service Infrastructure Grant
WWTW	: Waste Water Treatment Works

INTRODUCTION

EXECUTIVE MAYOR'S FOREWORD

Integrated Development Plan 2022-2027

We embark on the second leg of the IDP review consultation for the current term of Council fifth term of local government, following the November 2021 local government elections. This means that the 2022-2027 Integrated Development Plan (IDP) for Gert Sibande District municipality (GSDM) is the strategic document to guide the development agenda over the term. It is setting a binding contract between the council and the communities of the district, committing how the municipality will be able to render services to its constituency. As the term continues the district municipality embarked on the processes for the development of the Integrated Development Plan in line with the Municipal Systems Act (Act no.32 of 2000) and the Municipal Finance Management (Act 56 of 2003). This is done through a consultative approach with the stakeholders to appreciate and understand the socio-economic challenges of the district as well as emerging trends. It further inculcates participation of the communities to consolidate their views as required by the policies and prescripts guiding the genesis of Local Governance in the country.

The 2022- 2027 IDP serves as a beacon of hope to the communities of the district, directing the municipality in its collective endeavour of building a better life for all. It further serves as a building block for Vision 2030, the District Development Plan (DDP) as well as the District Development Model “**One Plan**” introduced by the cabinet in 2019.

The district with its stakeholders such as civil society, labour, business, and political parties; identified and recognised the challenges that undermine democracy which are: -

- Unemployment,
- Poverty
- Inequality.

Emerging from these consultations the leadership and stakeholders committed in striving towards ensuring “**A community driven district of excellence and development**”. Embracing the broader municipal Vision, the document presents programmes and projects aimed at: Providing support to all seven local municipalities and promoting radical economic transformation and creating vibrant communities, instilling good governance and achieving clean administration and building stable institution to deliver services.

The IDP then is the building-block towards achieving the District Development Plan Vision 2030, embracing the District Development Model (DDM) approach. Whilst it realises the policy principles, commitments, and people's aspiration in driving the district developments, The IDP appreciates the realignment and review of the organisational structure.

We continue to perform our oversight responsibility as Council to provide direction into the budget and IDP process and their priorities as mandated by the communities. We continue with full steam with reconstruction and development of new infrastructure geared towards reliable and sustainable services to all. We have recently experienced heavy rains that battered our roads infrastructure and more resources district. Water and sanitation bulk infrastructure projects are underway.

Our commitment to get all the basics right remains critical to the key developmental concerns including continuous improvement of internal capacity in relation to productivity and control systems.

To us, public participation is not a favour, but the cornerstone of entrenching democracy through accountability and transparency. We have consulted stakeholders in different forums and platforms to ensure the second review of the current term has a positive position of the people of Gert Sibande District It is in this spirit that I call upon all the citizens of Gert Sibande District Municipality and all of our

social partners to fully participate in the IDP review opportunities to assist us to correct and better service delivery patterns so that Gert Sibande continues in its path to become a better place to call home. We appreciate participation by all stakeholders during various planning stages to ensure that this IDP's vision and objectives are realised and that Gert Sibande continues to be the backbone of the Mpumalanga.

I call upon all the people of Gert Sibande District to join hands with us as we continue in our journey to build a better and smarter district.

.....
COUNCILLOR WALTER MNGOMEZULU
EXECUTIVE MAYOR
GERT SIBANDE DISTRICT MUNICIPALITY

MUNICIPAL MANAGER'S OVERVIEW

Integrated Development Plan Review 2022/2023 to 2026/2027

The year 2022/23 has brought about new challenges for our country looking at the state of the electricity crisis that is impacting negatively on the socio-economy of our country. We have also witnessed the devastating effect of climate change; a lot of areas were devastated with extreme-heavy rains which is not a norm. This led to flooding which in turn led to the damage of the infrastructure, houses, crops, and loss of life. These challenges as stated means that as municipalities embark on the first review of the 2022/23 – 2026/27 Integrated Development Plan (IDP) in terms of Section 25 (2) which states that - An integrated development plan adopted by a municipal council in terms of subsection (1) may be amended in terms of section 34 and remains in force until an integrated development plan is adopted by the next elected council and Section 34 which states that, the annual review and amendment of integrated development plan (a) and (b) of the Municipal Systems Act 32 of 2000, municipalities must look into aligning their plans to cater for these challenges. Communities need services, Municipalities will need to quickly adapt to this situation and respond effectively and efficiently under these trying circumstances.

The development of our 2022-2027 IDP is aligned with Government 7 priorities which are:

The Medium Term Strategic Framework is in its second 5 year term of the implementation of the NDP which started in 2014 – 2019, the second term started in 2019 – 2024. The framework is aimed at addressing the challenges of unemployment, poverty, and inequality through the 3 pillars:

- Achieving a more capable state,
- Driving a strong and inclusive economy,
- And building and strengthening the capabilities of South African.

These 3 pillars give life to the seven priorities of the MTSF, which will be achieved through a joint effort by Government, Private Sector and Civil Society. Medium Term Strategic Framework (MTSF)

The Medium Term Strategic Framework is in its second 5 year term of the implementation of the NDP which started in 2014 – 2019, the second term started in 2019 – 2024. The framework is aimed at addressing the challenges of unemployment, poverty, and inequality through the 3 pillars:

- Achieving a more capable state,
- Driving a strong and inclusive economy,
- And building and strengthening the capabilities of South African.

These 3 pillars give life to the seven priorities of the MTSF, which will be achieved through a joint effort by Government, Private Sector and Civil Society.

The Seven priorities are as outlined in the MTSF:

- Priority 1: A capable, ethical, and developmental state.
- Priority 2: Economic transformation and job creation.
- Priority 3: Education, skills, and health.
- Priority 4: Consolidating the social wage through reliable and quality basic services.
- Priority 5: Spatial integration, human settlements, and local government
- Priority 6: Social cohesion and safe communities.
- Priority 7: A better Africa and world.

The implementation of this plan requires Government to work together in a coherent manner, thus the introduction of the District Development Model (DDM) at local level which will coordinate all the 3 spheres of Government. This will allow for integration, implementation and will bridge the gap between the 3 spheres of Government and will bring Government closer to the people. Gert Sibande District Municipality adopted on the 21 July 2021 the DDM One Plan and is currently reviewing not only the IDP but also the One Plan to make sure that planning as well as implementation is aligned and has been adopted by the Municipal Council. This approach should allow Government to bring services in a more inclusive manner and should completely eradicate 'Silo' planning. The lessons learned from the first One Plan should be a benchmark in making sure that the mistakes made should not be repeated going forward.

It is important to note that the adopted IDP framework plan was adopted by Council in August 2022 and has been a guide in the implementation of the IDP programs. Even

though the framework plan was adopted and was also consulted to local municipalities through the established IDP Forums, there is a lacklustre approach in adhering to the deadlines. This has resulted in the Strategic Planning Workshops of the local municipalities to fall behind schedule. This conduct should raise red flags because it means that before we even start to plan, we are already under pressure to make sure that we have enough time to consider and thoroughly go through our plans. Amidst all these challenges the district was able to complete its strategic planning where the first review of the adopted 2022-27 6th Generation of IDPs was done, although concluding the document has been a challenge, but we are more than adamant that the IDP document is credible. It is important that, the district be able to follow an 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 finances are not always permitting.

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 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 found to render quality and sustainable services for the citizens of Gert Sibande District Municipality.

Yours in good governance,

.....

C.A. HABILE
MUNICIPAL MANAGER

CHAPTER 1: EXECUTIVE SUMMARY

1.1. BACKGROUND AND MANDATE

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 Integrated Development Plan as prepared by the Gert Sibande District Municipality (GSDM) as part of its 2022-2027 IDP planning process. It is submitted and prepared in fulfilment of the Municipality's legal obligation in terms of Section 35 of the Local Government: Municipal Systems Act, 2000 (MSA Act 32 of 2000).

1.2. POLICY AND LEGISLATIVE CONTEXT

In addition to the legal requirement for every Municipality to compile an Integrated Development Plan as referred to in section 1.1 above, the 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 regarding the IDP's implementation; and
- The IDP be reviewed annually to effect improvements where necessary.

Section 25(1) of the Act deals with the Adoption of Integrated development plan:

'Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which—

- a) Links, integrates and co-ordinates plans and considers proposals for the development of the municipality;
- b) Aligns the resources and capacity of the municipality with the implementation of the plan;
- c) Forms the policy framework and general basis on which annual budgets must be based.
- d) complies with the provisions of this Chapter; and
- e) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.'

The 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.

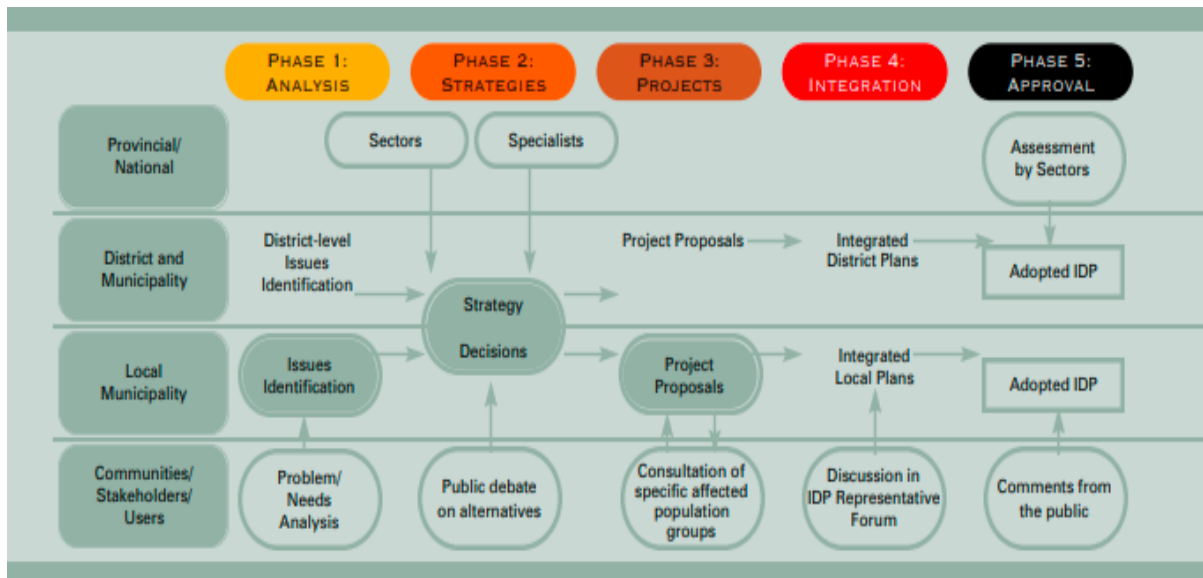


Figure 1: IDP Process

1.2.1. International, 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. 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

1.2.3. 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.

1.2.4. National Spatial Development Framework (NSDF)

This National Spatial Development Framework (NSDF), the first of its kind, seeks to make a bold and decisive contribution to bringing about the peaceful, prosperous and truly transformed South Africa, as articulated in the Freedom Charter, the Reconstruction and Development Programme and the National Development Plan. It does so in full recognition of:

- The stranglehold that the unjust national spatial development paradigms, logics and patterns of the past have placed on our many attempts at breaking the back of poverty, unemployment and inequality;
- The valuable, and often hard lessons we have learnt over the last twenty-four years in our pursuit of national reconstruction, inclusive economic growth and spatial transformation; and
- The necessity for decisive, collaborative and targeted state action in national space, to drive our country towards the shared, inclusive and sustainable future we desire and require.

In accordance with this transformative agenda, and guided by the Spatial Planning and Land Use Management Act, Act 16 of 2013 (SPLUMA), the NSDF consists of seven interrelated parts:

- Part One provides an overview of the background to, need for and role of the NSDF, locates it within the context of the National Development Plan (NDP), and sets out the NSDF's theory of change to move the country from where we are, to the South Africa we want and need;
- Part Two provides an overview of the process that was followed in the compilation of the NSDF, including (1) the data that was gathered and processed, (2) the many work-sessions that were held, and (3) the consultations and engagements that were undertaken;
- Part Three provides a high-level overview of a series of significant national spatial development dynamics, challenges and opportunities that impact upon, and shape both (1) the national development landscape, and (2) our ability to realise our national development goals;
- Part Four (1) puts forward the national spatial development vision of a shared and just South Africa, (2) sets out the shifts that must be made in the national spatial development logic based on the objectives and directives of the NDP and the SPLUMA principles, to enable a radical, transformative and decisive change in our national spatial development pattern, (3) provides six national spatial development concepts to give spatial expression to the national spatial development vision, and support the shifts that need to be made in accordance with the new national spatial development logic, and (4) provides an indication as to what life would be like in our country by 2050 if the vision is pursued, the necessary shifts are made and the spatial development concepts are appropriately and effectively used;
- Part Five puts forward the national spatial development frame, five national spatial outcomes, four national sub-frames, and ten strategic spatial and implementation action areas, to inform, direct and guide all future infrastructure investment and development spending decisions by government

and the private sector in line with our national spatial development vision and logic, to achieve the desired national spatial development pattern for South Africa in 2050, and to, in doing so, realise our core national development objectives, as set out in the NDP;

- Part Six deals with the implementation of the NSDF, lists the tasks required in doing so, including championing, communicating, institutionalisation, embedding, and actioning, maps the significance of these tasks over time, and provides an overview of the role-players involved in realising the desired national spatial development pattern; and
- Part Seven provides a summary of, and conclusion to the NSDF. While the NSDF recognises the challenges involved in bringing about the necessary changes in planning, budgeting and implementation, it is also very clear as to their importance in contributing to the joint crafting of our shared future.

1.2.5. 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)

1.2.6. 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) for 2014 to 2019 was the first five-year building block of the NDP, and the Provincial Vision 2030 Strategic Implementation Framework.

There are 3 phases of implementation of NDP and Provincial Vision 2030 Strategic Implementation Framework at the Provincial Level:

1. Critical steps to unlock implementation in 2013/14 – these include difficult choices on priorities that need to happen immediately to drive long term goals and their implementation
2. Used the 2014 – 19 MTSF period to lay the basis for achieving the 2030 goals of the NDP
3. Current 2019-24 MTSF take further steps towards achievement of the goals as highlighted below.

Within the next 10 years, government commits to making progress in tackling poverty, inequality & unemployment through these goals:

- No person in South Africa will go hungry,
- Our economy will grow at a much faster rate than our population,
- Two million more young people will be in employment,
- Our schools will have better educational outcomes & every 10-year-old will be able to read for meaning, and
- Violent crime will be halved.

Within the period of this MTSF 2019 - 2024, government will:

- Eradicate learning under the trees through the Department of Basic Education,
- Eradicate mud schools through the Department of Basic Education,
- Eradicate the sanitation backlog in schools,
- Eradicate the backlogs of issuing title deeds, and
- Eradicate wasteful and fruitless expenditure.

The Seven Priorities are derived from the NDP, Electoral Mandate and SONA:

MTSF Strategic Elements	
Priority 1	A Capable, Ethical and Developmental State
Priority 2	Economic Transformation and Job Creation
Priority 3	Education, Skills, and Health
Priority 4	Consolidating the Social Wage through Reliable and Quality Basic Services
Priority 5	Spatial Integration, Human Settlements and Local Government
Priority 6	Social Cohesion and Safe Communities
Priority 7	A better Africa and World

Table 1: MTSF Priorities

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.

1.2.9. 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.

1.2.10. 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

1.3.1. Executive Summary

According to Section 153 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 programmes¹.

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 area². The IDP enables municipalities to use scarce resources most effectively and efficiently to accelerate service delivery.

The 2022/27 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 2022-2027 IDP is the challenge and commitment to:

¹ South Africa. 1996. Constitution of the Republic of South Africa, 1996. Pretoria: Government Printers.

² Ibid.

- Work together with national, provincial, local government and communities to improve access to water, sanitation, sewerage, roads and electricity.
- Provide land to those who work it and houses to those who need them
- Ensure that public money is spent on the services needed
- Make municipalities financially viable
- Build safer communities and fight crime, drugs, and alcohol abuse
- Take care of the most vulnerable and making communities safer:
- Ensure unity with our communities, grow, and develop together and leave no-one behind
- Provide jobs, education, training, and opportunities for young people
- Intensify the fight against Gender based violence
- Strive for a non-sexist society
- Build communities committed to Gender Equality

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)³; 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

³ The Presidency, Republic of South Africa. 2009. *Green Paper: National Strategic Planning*. Available at: www.gov.za/documents/download.php?f=106567

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.

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 2022-2027 IDP planning process:

- Attainment of the National targets in terms of service provision;
- Reviewing the vision, mission, strategic goals and objectives, strategies, programmes and projects;
- Responding to issues raised during the Districts external assessment (PESTEL) and internal assessment (SWOT);
- Meeting targets in terms of the KPAs (Key Performance Areas) of the local government strategic agenda;
- Alignment of IDP, Budget and PMS performance management system activities.
- Strengthening focused community and stakeholder participation in the IDP processes;
- Responding to community priorities.

1.3.3. PESTEL Analysis

PESTEL Analysis is an analytical tool used by organisations to assess external factors affecting their operations. These are factors that the organisation has no control over.

Political Factors - An extent to which the political climate affects the organisation

Economic Factors - Factors determining the performance of the economy

Societal Factors - Characteristics of the society

Technological Factors - This pertains to innovation and technology

Environmental Factors - Ecological aspects such weather, climate change, environmental, topography

Legal Factors - Include laws and regulations that are affecting the organisation.

MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING)				
INTERNAL AND EXTERNAL FACTORS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
POLITICAL	Political stability Functional political structures Developing democracy	Management of coalition Insufficient continuity Succession planning Delayed capacity building	Political stability Political continuity Traditional Authorities	Sustainability Coalitions War (conflicts) Geo-political challenges
ECONOMIC	Good governance Potential economic growth nodes	No investment policy No regional economic development plan No economic development incentives Inconsistence in implementation of revenue and debt recovery policies No strategic Budgeting	Industrialization Township economy Eco-tourism Advanced financial systems Economic diversification	Negative economic growth Inflation Unemployment Immigration Corruption
SOCIAL	Employee Assistance Programmes Municipal Sports and Recreation Programmes [SAMRSA] Social grants	Lack of Social Assistance/Relief policies Lack of Specialised Services and care centres Shortage of Personnel in Government institution	Social Cohesion Social Structures Traditional Authorities Health facilities and social amenities system in place Education system Moral regeneration	Immigration Hunger, poverty, crime and drugs Human Trafficking Corruption Low level Human Development index [HDI] Racism and Xenophobia Sporadic Social Unrest Pandemics

		Shortage of medication/drugs		Litigations/Pressure/mushrooming of NGOs Poor Moral regeneration GBV, Teenage Pregnancies Land invasion Dilapidated infrastructure Curriculum not in sync with strategic skills required for development. Poor of access to services in rural areas
TECHNOLOGICAL	IT upgrades/technology ICT Policies Personnel	IT Security Hardware and Software	Efficiency and improved technology Improved Access to services Enhanced performance Training and Development Technological Innovation	Job security Cybercrime and attacks Security of Information Disruption of services E-waste Cost of technology
ENVIRONMENTAL	Structures-building Conducive for working Stability (functional labour structures)	Poor Building Maintenance Lack of space and training	Waste recycling Waste minimization Regulated monitoring Climate Change Eco-tourism Indigenous waste management practises	E-waste (hazardous) Illegal mining Climate Change Diseases Unregulated/unsustainable development Litigations/Pressure/mushrooming of NGO
LEGAL	Legal frameworks Legal support	Weak labour relations High legal cost Legal capacity Skills mismatch Lack of labour relations practitioners	Legal Frameworks Constitution Municipal Courts	Implementation of laws Cost of litigation Old legislations (unrepealed) Lack of enforcements

		Weak legal systems (governance)		
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Table 3: *Mixed swot and pestle analysis (environmental scanning)*

1.3.4. 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	<ul style="list-style-type: none">• Innovative government.• Connectivity (corridors).• Good link between Political and administrative leadership.• Good governance (clean audit outcomes for 3 years and zero UIFW expenditure for past 6 years).• Stronger balance sheet at the municipality.• Functional performance management system in place; assessment of all staff members.• Support provided to all local municipalities.• Competent and qualified staff.• Financially viable.• Strategic partnerships.• Effective management of available resources to provision the delivery of services.
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	<ul style="list-style-type: none"> • Cash backed budget. • Legally constituted Council. • Labour Reserves. • Rich in mineral resources. • Petrochemical hub. • Industrial hub. • Rich diversity.
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Weaknesses	<ul style="list-style-type: none"> • Ineffective planning. • Institutional memory loss. • High level of salary bill. • Performance management system not properly implemented (done for compliance). • Lack of staff morale and poor attitude. • The high cost of supporting local municipalities. • Poor state of service delivery. • Insufficient funds to meet all service delivery requirements. • Mismanagement and misallocation of funds. • Slow digital migration. • Lack of revenue generation. • Grant dependency. • Lack of implementation of policies. • Management of absenteeism. • Inability to attract and/or retain Professionals at local government. • Lack of resources. • Lack of capacity to support LMs (Secondment to Snr Positions). • Lack of cooperation by Local municipalities to conclude and adhere to signed SLA's. • Lack of succession plan (Administration). • Over reliance on consultants. • Infrastructure degradation (not maintained, refurbished or upgraded). • Poor asset management. • Poor database management. • Under-utilization of professional expertise. • Non-funded and cash backed budget. • Vastness of the district. • No cohesion of some municipal councils. • Inadequate infrastructure.
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Opportunities	<ul style="list-style-type: none"> • Growth opportunities from strategic state land. • Ideological change linked to political term of office. • Potential infrastructure development through Social Labour Plans from extensive mining activities. • Diverse economic opportunities. • Connection to Swaziland, KwaZulu Natal, Free state and Gauteng Provinces. • Propensity to innovate. • Attract and direct investment through property portfolio. • GSDM Aerospace industrial hub. • Digital advertising. • Leasing of GSDM facilities. • Ownership of investment properties. • Inter-governmental relations. • Water catchment area. • The District has capacity to be a WSA - In accordance to Section 156(1) (d) of the Constitution. • Opportunity to explore private-public partnerships (PPP's). • Water laboratory services for revenue enhancement. • Optimise corridors to enhance economic activity. • Tourism development potential. • Immense agricultural potential. • Primitive technological infrastructure. • Industrialization.
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Threats	<ul style="list-style-type: none"> • Unplanned/unsustainable developments (Crisis Management) • Fraud and corruption. • Uncoordinated migration. • Slow economic growth. • Poor financial governance from local municipalities. • Dysfunctional local municipalities. • Outsourcing of Services. • Lack of capacity in human resources. • Instability of the political environment. • Dwindling fiscus. • Slow implementation of TASK job evaluation. • Poor maintenance and ageing of infrastructure. • Invasion of land. • Eskom's debt. • Nonadherence to conditions of NMD by Eskom. • High legal fees due to litigations on construction activities (30% allocation). • Pollution of water resources due to sewer spillages and other substances. • Water scarcity.
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	<ul style="list-style-type: none"> • Lack of bulk infrastructure capacity to service new developments (Human settlements). • Misallocated skills in the organization. • Inadequate roads in rural areas. • High number of abandoned and dilapidated buildings. • Unreliable water and electricity supply. • Weak Infrastructure. • Lack maintenance budget. • Poor Governance. • Improper migration process.
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Table 4: 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".

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 09-10th of March 2023 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 5: 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 09 - 10 March 2023. Attendees included Troika, Mayoral Committee, Section 79 Committees Chairpersons, MMCs and Senior Management of GSDM and the seven local municipalities. The sector departments 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

Development of appropriate strategic goals through the exercise of the PESTEL and SWOT analysis was undertaken. Each commission reviewed their respective current strategic goals and strategic objectives to be SMART. The strategic planning 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.

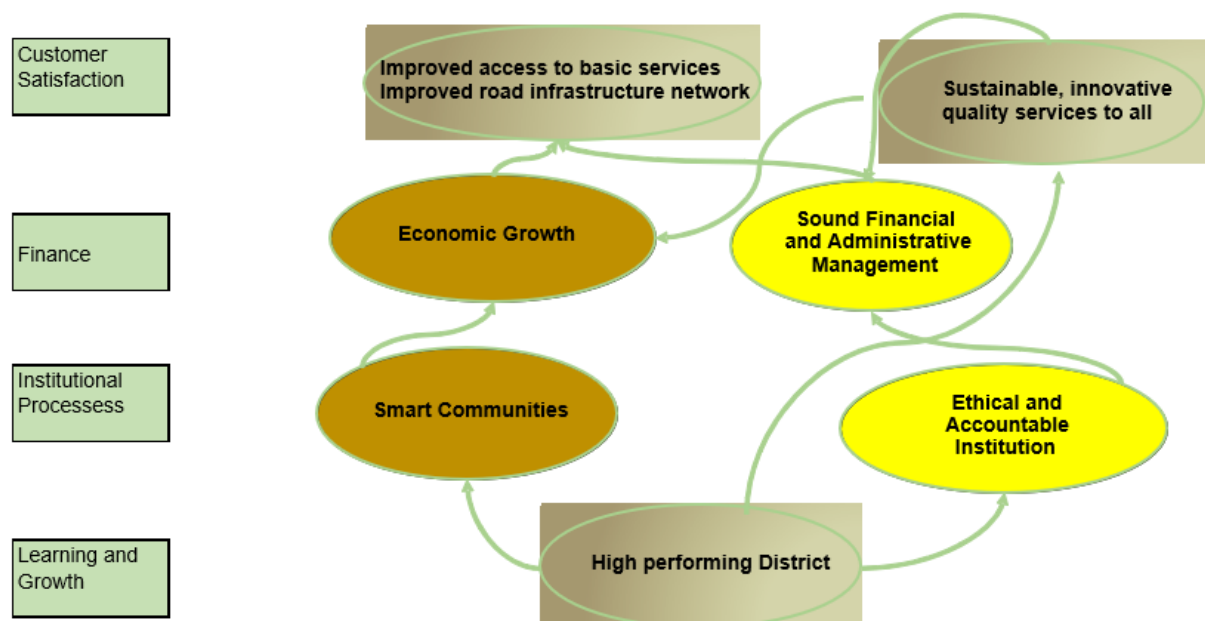


Figure 2: GSDM Strategy Map

1.3.6 GSDM Strategic goals, Strategic Objective MTSF Targets and alignment to KPA's

The Table 6 below details the Strategic Goal, Strategic Objective, MTSF Target with its alignment to the designated Key Performance Areas (KPA).

Strategy is about those broad priorities that are to be pursued 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, interventions/programmes, and developmental strategies.

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 (SMART) of what the District will do to meet each strategic goal and set out a work plan for the organisation.

A well-known proverb namely 'You cannot manage what you do not measure', therefore indicators and targets are identified to measure the achievement of strategic goal and strategic objective. Proposed projects to be implemented over the next five financial years are also identified to implement the immediate short-term strategies.

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 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 MTSF Targets as stipulated by the Department of Cooperative Governance and Traditional Affairs and are expressed in table 6 below.

KPA Description	Strategic Goal	Strategic Objective	Strategic Risks	MTSF Target/Priority
KPA 1: Municipal Transformation and Organisational Development	High Performing Institution	Improved institutional performance	Inability to Improve institutional performance	Priority1: A Capable, Ethical and Developmental State
KPA 2: Basic Services Delivery and Infrastructure Development	Improved access to bulk infrastructure	To accelerate provision of immediate & long-term bulk infrastructure development	Inability to accelerate provision of immediate & long term bulk infrastructure development to support effective &	Priority4: Consolidating the social wage through reliable and quality basic services

KPA Description	Strategic Goal	Strategic Objective	Strategic Risks	MTSF Target/Priority
			sustainable community services	
	Sustainable, innovative quality services to all.	To improve access and service level to municipal community and social services to 60%	Inability to improve access to municipal community and social services as per agreed programs	Priority 5: Spatial Integration, Human Settlement and Local Government Priority 6: Social Cohesion and Safe Communities Priority 7: A better South Africa, Africa, and the world
KPA 3: Local Economic Development	Economic growth	To stimulate economic growth	Inadequate stimulation of economic growth	Priority2:Economic Transformation and Job Creation
KPA 4: Municipal Financial Viability and Management	Sound financial and administrative management	Improved audit outcomes	Inability to improve audit outcomes as per agreed	Priority1: A Capable, Ethical and Developmental State
		Improved revenue regeneration	Inadequate improvement of revenue regeneration	
KPA 5: Good Governance and Public Participation	Ethical and accountable institutions	Improved governance and administration	Inability to improve governance and administration	Priority1: A Capable, Ethical and Developmental State

KPA Description	Strategic Goal	Strategic Objective	Strategic Risks	MTSF Target/Priority
KPA 6: Spatial Development Analysis and Rationale	Smart settlements	Spatial transformation facilitation	Inadequate facilitation of spatial transformation	Priority5: Spatial Integration, Human Settlements and Local Government

Table 6: GSDM Strategic Goals, Strategic Objective, MTSF Target and alignment to KPA's

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 2022/27 SDBIP.

1.3.7 KPA'S, STRATEGIC OBJECTIVES AND PROGRAMMES

1.3.7.1 KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT.

STRATEGIC GOAL: HIGH PERFORMING INSTITUTION

STRATEGIC OBJECTIVE: IMPROVED INSTITUTIONAL PERFORMANCE

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

MTSF PRIORITY 1: A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

A capable, ethical and developmental state underpins all seven priorities of the MTSF. It is a vision of strong leadership, a focus on people and improved implementation capability. Facilitating this vision into action will involve a transition to a more functional and integrated government, which is capacitated with professional, responsive and meritocratic public servants to strengthen relations and efficiency. Intergovernmental

and citizen engagements are also key enablers of this priority to ensure the joint pursuit of a capable state.

The following key definitions are provided for Priority 1, namely:



Figure 3: MTSF Definitions

Outcome 1: A capable and honest government.

Outcome 2: Improved leadership, governance and accountability

Outcome 3: Functional, Efficient and Integrated Government

Outcome 4: Social compact and engagement with key stakeholders

Cross-cutting outcome 5: mainstreaming of gender, empowerment of youth and persons with disabilities

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
- Fast tracking the implementation of TASK job evaluation

The following programmes are linked to the above strategic objective:

- Institutional capacity development
- Mayoral excellence awards

MTSF Priority

Municipal KPA 1	Municipal Transformation and Organisational Development										
Problem statement and root causes per KPA:	Poor governance in municipalities										
One Plan Transformation Area	Governance and Administration										
2019-24 MTSF Priority	A Capable, Ethical and Developed Local Government										
Municipal Priority	Provision of municipal effective administrative support										
Impact statement: Skilled and capable workforce to support inclusive growth.					MTSF Priority 1 Target: Strengthen the skills and Human Resource base						
Strategic Goals	Strategic Objectives	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
High performing institution	Improved institutional performance	New	<ul style="list-style-type: none"> 30% of workforce not suitable for their current positions Slow implementation of job evaluation 	100%	<ul style="list-style-type: none"> Skill development, (training programmes) Implementation of TASK job evaluation 	SALGA, :Finalize the Task Job evaluation COGTA - Skill audit LGSETA – Skill development	100%	100%	100%	100%	100%

			and PMS devolution to the lower levels								
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Table 7: MTSF Priority

5-year municipal priorities

Strategic Goals	Strategic Objectives	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
High performing institution	Improved institutional performance	• % of employees appointed as per approved Employment Equity Plan	100%	50%	70%	90%	100%	100%
		• Submission of Half-yearly PMS report for staff below sec 56 to Accounting Officer	8	2	2	2	2	2
		• Submission of Employment Equity report to DOL	4	1	1	1	1	1
		• Submission of Work place Skills Plan & annual training	4	1	1	1	1	1

		report to LGSETA						
		• % of staff trained against WSP	100%	100%	100%	100%	100%	100%
		• Submission of half-yearly report on Minimum Competency Levels to Council	8	2	2	2	2	2
		Conduct Organisational Work Study (Skills Audit)	100%	50%	55%	70%	80%	100%
		• Review of staff establishment in line with Municipal Staff Regulations	4	1	1	1	1	1

Table 8: Five year Municipal Priorities

1.3.7.2 KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

STRATEGIC GOALS: 1. IMPROVED ACCESS TO BULK INFRASTRUCTURE

STRATEGIC OBJECTIVE 1: TO ACCELERATE PROVISION OF IMMEDIATE & LONG-TERM BULK INFRASTRUCTURE DEVELOPMENT

STRATEGIC GOALS: 2. SUSTAINABLE, INNOVATIVE QUALITY SERVICES TO ALL.

STRATEGIC OBJECTIVE 2: TO IMPROVE ACCESS AND SERVICE LEVEL TO MUNICIPAL COMMUNITY AND SOCIAL SERVICES TO 60%

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 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

MTSF Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services

A comprehensive, inclusive and responsive social protection system ensures the resilience of citizens. Social protection is critical for income security and protecting

human capital during transition phases, as well as promoting the flexibility and competitiveness of the economy, particularly in an environment where change will accelerate as cultural, climate and technological change put traditional livelihood, solidarity and coping mechanisms under more pressure. A continuing, increased focus on this comprehensive, inclusive and responsive social protection regime will become more urgent in the next five years.

Priority 5: Spatial Integration, Human Settlements and Local Government

South Africa's national policy and strategic context has provided a solid foundation for supporting environmental sustainability. Despite this strong foundation, environmental management remains a weak area of core policy and implementation. Part of the challenge is capacity to manage intersecting environmental crises, mounting resource pressures, climate change and environmental degradation, and the transition to a growth path in a manner that lessens our environmental impact and resource use.

MTSF Priority 6: Social Cohesion and Safer Communities

A socially cohesive and safe South Africa requires a series of intersecting interventions that unite our country. To achieve this vision, a democratic culture of participation and equality must be instilled, but it also requires dedicated interventions to address actions that undermine these values. Achieving social cohesion and safe communities requires strengthening criminal justice platforms, police services and community participation in public policing. This work cannot be done without improving trust in our Public sector and its institutions.

Priority 7: A Better Africa and World

The international relations arena has undergone rapid changes through globalisation. The natures of agreements, both political and economic, are complex and require countries to clearly articulate their foreign policy objectives and identify and forge relationships that will have positive geo-political impacts.

Policy uncertainty in this area is affecting the country's ability to be influential, and to implement policies and agreements in order to deepen integration and cooperation, particularly in the region and on the continent. The lack of a clear articulation of the country's national interest and its stance on economic diplomacy contributes to uncertainty, affecting investor confidence and accelerating the pace of inward direct investment.

In response to the abovementioned priorities and targets, the District intends to respond with the following programmes that are linked to the strategic objective.

- Energy
- Water and Sanitation
- Roads Maintenance
- Infrastructure Special Programmes

- Laboratory Services
- Municipal Health Services
- Customer services
- Research and development services
- Transversal Programmes
- Municipal Safety and Security
- Library and information Services
- Disaster Management Services
- Waste Management Services
- Environmental Management Services (EMS)
- Sports, Culture and Recreation

Municipal KPA 2	Basic Service Delivery and Infrastructure										
Problem statement and root causes per KPA:	Provision of basic service delivery										
One Plan Transformation Area	Integrated Service Provision and Infrastructure Engineering. Provision of portable water. Provision of decent sanitation and eradicate spillages.										
2022-27 MTSF Priority	Sustainable and quality basic delivery										
Municipal Priority	Reliable and quality basic service delivery <ul style="list-style-type: none"> Improve Water and Sanitation provision 										
Impact statement: Support LM's to deliver basic services					MTSF Priority 2 Target: Reliable and quality basic service delivery						
Strategic Goals	Strategic Objectives	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved access to bulk infrastructure	To accelerate provision of immediate & long-term bulk infrastructure development	Water and Sanitation 5 LM currently supported and in progress (CALLM,MKLM, MSLM, DLM& LLM)	Ageing and inadequate infrastructure	7	Upgrade and maintenance of water & Sanitation infrastructure	DWS funding, LM's (Co funding), GSDM (Co-funding) & Human Settlement (Funding)	5LMs	6LMs	6LMs	7LMs	7LMs
			Poor quality of water		Drinking Water quality testing	GSDM (IA) and LM's (Funding)	7	7	7	7	7
					Effluent water quality testing	GSDM (IA) and LM's (Funding)	7	7	7	7	7
		Roads Quantify the km's of roads which needs improvement	<ul style="list-style-type: none"> Potholes Inaccessible gravel roads 	7 LMs	Rehabilitation and pothole repair	GSDM, SANRAL, PWR&T & LM's	7	7	7	7	7
				1200 km	Re-gravelling and blading	GSDM, PWR&T & LM's	240 km	240 km	240 km	240 km	240 km

Municipal Target and 5-year projects

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Improved access to bulk infrastructure Improve road networks	To accelerate provision of immediate & long-term bulk infrastructure development	Water and Sanitation: Number of GSDM funded Water and Sanitation infrastructure projects Completed by 2027	5	1	1	1	1	1
		% of Water and Sanitation projects [implemented on behalf of the LMs] completed as per the project schedule [implementation phase]	100%	10%	30%	50%	70%	100%
		% of water quality tests conducted against the number of samples received	100%	100%	100%	100%	100%	100%
		Roads Total m² of roads repaired	116 700 m²	25000 m²	14900 m²	25400 m²	25600 m²	25800 m²
Problem statement and		Inadequate Access and Poor Service Level to Municipal Health Services, Environmental Services, Disaster Management, Fire Services, Research and Development Services, Customer Services, Library and Information Services, Transversal Services, Public Safety Services.						
Root causes per KPA:		Poor implementation of the Legal Framework for effective service delivery, Inadequate Finance or Poor funding for Municipal Community & Social Services Delivery, Poor community involvement in decisions about service quality, Poor coordination of decentralised services/programmes between District and Local Municipalities as well as Sector Departments, Lack of Recruitment of trained and qualified personnel to Local Government in professional positions, Decentralisation of services concentrated more on administrative objectives as a means of fostering popular democracy and less on the provision of services that would contribute to economic development and better lives.						
One Plan Transformation Area		Integrated Service Provisioning						
2019-24 MTSF Priority		Priority 5: Spatial Integration, Human Settlement and Local Government Priority 6: Social Cohesion and Safe Communities Priority 7: A better South Africa, Africa, and the world						
District Priority		Delivery of quality municipal services						
Impact statement: Accessible Municipal Community and Social services to all communities		MTSF Target: Improve Access and Service Level to Municipal Health Services, Environmental Services, Disaster Management, Fire Services, Research and Development Services, Customer Services, Library and Information Services, Transversal Services, Public Safety Services						

STRATEGIC GOALS	STRATEGIC OBJECTIVES	BASELINE	SITUATIONAL ANALYSIS	5-YEAR IDP TARGET	INTERVENTION/ PROGRAMME	DDM STAKEHOLDER INTERVENTION	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Sustainable, innovative quality services to all	To improve access and service level to municipal community and social services	40% service coverage	Inadequate access and Service Level to Municipal Health Services	60% service coverage	Improving access and service quality to the following Municipal Health Services: <ul style="list-style-type: none"> Monitoring of Water quality in the District for compliance to SANS 241:2015 Food safety and hygiene monitoring in the District 	GSDM LMs SALGA COGTA DOH	45%	47%	50%	55%	60%
		40%	Inadequate access and Service Level to Customer Services	60%	<ul style="list-style-type: none"> Conducting regular customer satisfaction surveys on services rendered by the Municipality and the performance of service providers in Local Government Conducting continual review and analysis of the complaints handling process and the resolutions of complaints 	GSDM LMs SALGA COGTA	45%	47%	50%	55%	60%
		40%	Inadequate access and Service Level to Research and Development Services	60%	<ul style="list-style-type: none"> Conduct Service Delivery Research and development in line with the Municipality's approved research and development (R&D) programme 2022/2027 per Council Resolution 118/10/2022. 	GSDM LMs COGTA	45%	47%	50%	55%	60%

		17,5%	High Incident rate of Gender Based Violence and Femicide	0%	<ul style="list-style-type: none"> Establishment of a District GBVF Forum Coordinate the implementation of the District GBVF comprehensive response model 	GSDM LMs DOH DSD DCSSL SAPS DCS DOJ COS	16%	12%	8%	2%	0%
		15%	High gender inequality in socio-economic sectors	6%	<ul style="list-style-type: none"> Co-ordinate capacity development and gender equality Co-ordinate the economic empowerment of women 	GSDM LMs DOH DSD DCSSL SAPS DCS DOJ COS PRIVATE SECTOR	2%	2%	2%	3%	5%
		1,6%	High number of vulnerable and poor children in the District	0%	<ul style="list-style-type: none"> Back to school programme implemented in learners at Primary and Secondary Schools 	GSDM LMs DOH DSD DCSSL SAPS DCS DOJ CSO DOE	1,5%	1,3%	1%	0,5%	0%
		2%	High Incident rate of Abuse and Neglect of the Older People	0%	<ul style="list-style-type: none"> Coordinate Older Persons Programmes in the District: Health and Wellbeing, Community-based care and support services, Capacity building of older persons, safety 	GSDM LMs DOH DSD DCSSL SAPS DCS DOJ	1,8%	1,5%	1%	0,5%	0%

					and security of older persons.	CSO					
		1%	Inadequate access and service level to persons with disability in the district	0%	<ul style="list-style-type: none"> Coordinate and facilitate empowerment and skills development programme for persons with disability [access to education, access to equal employment, access to public transport, access to physical infrastructure] 	GSDM LMs DOL DOH DSD DCSSL SAPS DCS DOJ CSO DOE DHS DRTPW	0,9%	0,6%	0,4%	0,2%	0%
		0.1%	High level of abuse, stigma and discrimination against the LGBTQI+ persons	0%	<ul style="list-style-type: none"> Coordinate Prevention Programmes to address violence stigma and discrimination on the grounds of sexual orientation and gender identity 	GSDM LMs DOL DOH DSD DCSSL SAPS DCS DOJ CSO DOE	-	-	-	0,1%	0%
		35%	Low number of Voluntary testing on HIV, STI, TB and Male Medical Circumcision by youth in the District	90%	<ul style="list-style-type: none"> Coordinate Prevention Programmes that address HIV epidemic amongst all partners and stakeholders in the district 	GSDM LMs DOH DOL DSD DCSSL SAPS DCS DOJ CSO DOE	40%	55%	65%	75%	90%

		0	<ul style="list-style-type: none"> Deteriorating Security in Public Infrastructure in Municipalities of the District 	7	<ul style="list-style-type: none"> Development of an Integrated Community Safety Strategy for Local Government in the District 	GSDM LMs SAPS CSFs COGTA SALGA Pvt Secu Serv Providers DCSSL CSO DSD DCSSL DCS DOJ DOE	0	1	-	-	-
			<ul style="list-style-type: none"> High Level of Socio-economic crimes in the District 	1							
		40%	Inadequate Access and Service Level to Library and Information Services in the District	50%	<ul style="list-style-type: none"> Strategic sourcing of Library Collection [materials and resources] [Education, learning, research] Upgrade of the Library ICT System and Digitalization of the Library Services 	GSDM LMs DCSR DHS DRTPW COGTA	42%	44%	46%	48%	50%
		38%	Partial Functioning of Disaster Management Centres	100%	<ul style="list-style-type: none"> Review of the District Disaster Management Framework and Plan Monitoring and Evaluation of Disaster management centers and fire services 	GSDM LMs COGTA SALGA DFFE	40%	65%	70%	80%	100%
		10%	Inadequate access and poor Service Level to Environmental Management Services	15%	<ul style="list-style-type: none"> Development / establishment of new landfill sites, waste transfer sites, drop off facilities and buy back centres 	GSDM LMs COGTA SALGA DFFE DARDLEA CSO	0%	0%	5%	5%	5%

					<ul style="list-style-type: none">The prevention of air pollution and ecological degradation (licensing and permitting) (section 21 and section 23 facilities)Development of Policy framework for biodiversity management (environmental bylaws and biodiversity and conservation management plans)Development, integration of effective adaptation planning regime within the LMs on climate change management matters	REGULATE D COMM					
OUTCOME	OUTCOME INDICATOR	KPI	5 YEAR TARGET	ANNUAL IMPLEMENTATION							
				2022/23	2023/24	2024/25	2025/26	2026/27			
Sustainable, innovative quality services to all.	To improve access and service level to municipal community and social services	Municipal Health Services									
		% of water samples taken from local municipalities per month compared to scheduled target	80%	80%	80%	80%	80%	80%			
		Number of food handling and preparation facility inspections conducted in terms of the Foodstuffs, Cosmetics, Disinfectant Act (FCDA)	11700	3700	2000	2000	2000	2000			
OUTCOME	OUTCOME INDICATOR	KPI	5 YEAR TARGET	ANNUAL IMPLEMENTATION							
				2022/23	2023/24	2024/25	2025/26	2026/27			
Sustainable, innovative quality services to all.	To improve access and service level to municipal	Customer Services									
		% of municipal environmental and health surveillance complaints as documented on	100%	100%	100%	100%	100%	100%			

	community and social services	complaints register attended to within 21 days						
		Research & Development Programme						
		Number of Service Delivery Research and development conducted in line with the Municipality's approved research and development (R&D) programme 2022/2027	12	0	3	3	3	3
OUTCOME	OUTCOME INDICATOR	KPI	5 YEAR TARGET	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Sustainable, innovative quality services to all.	To improve access and service level to municipal community and social services	National Gender Based Violence and Femicide Strategy						
		Number of HIV/AIDS programs implemented by 30 June. (Including HCT and MMC)	20	4	4	4	4	4
		Number of Gender Based Violence and femicide programs implemented by 30 June.	20	4	4	4	4	4
OUTCOME	OUTCOME INDICATOR	KPI	5 YEAR TARGET	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Sustainable, innovative quality services to all.	To improve access and service level to municipal community and social services	Public Safety and Security Services						
		Development of an Integrated Community Safety Strategy for Local Government in the District	1	-	1	-	-	-
		Review of Security Protocols for Facilities of Gert Sibande District Municipality	2	-	1	-	-	1
OUTCOME	OUTCOME INDICATOR	KPI	5 YEAR TARGET	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
		Library and Information Services						

Sustainable, innovative quality services to all.	To improve access and service level to municipal community and social services	Number of Library awareness programmes implemented	40	8	8	8	8	8
OUTCOME	OUTCOME INDICATOR	KPI	5 YEAR TARGET	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Sustainable, innovative quality services to all.	To improve access and service level to municipal community and social services	Disaster Management						
		Monitoring and evaluation conducted on disaster management in 7 local municipalities by 30 June.	35	7	7	7	7	7
		Review of the District Disaster Management Framework and Plan	1	-	1	-	-	-
OUTCOME	OUTCOME INDICATOR	KPI	5 YEAR TARGET	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Sustainable, innovative quality services to all.	To improve access and service level to municipal community and social services	Environmental Management Services						
		Number of behavior change awareness programmes implemented [to increase re-use, recycling, recovery	23	7(reuse programmes)	7(recycling programmes)	7(recovery programmes)	1(recovery programmes)	1(recovery programmes)
		Number of alternative waste treatment programmes implemented for diverting waste away from landfill]	-	-	-	-	1(alternate waste treatment)	40% reduction of waste disposed in landfills
		Number of new landfill sites, waste transfer sites, drop off facilities and buy back centres established [2 (landfill sites); 4 (buy back centres);	15	0	0	5	5	5

		6 (Waste transfer sites); 3 (drop off facilities)]						
		Number of Air Quality Management Plans Developed in the 7 LMs	8	0	2	3	2	1
		% of atmospheric emission license applications received and processed within 90 days	100%	100%	100%	100%	100%	100%
		% of Environmental Impact Assessment applications received and commented on within 90 days	100%	100%	100%	100%	100%	100%
		Number of bylaws for biodiversity management developed for the 7 LMs	8	0	2	3	2	1
		Number of Climate Change Vulnerability Assessment, Adaptation and Response Strategies developed for the 7 LMs	8	0	2	3	2	1

1.3.7.3 KPA 3: LOCAL ECONOMIC DEVELOPMENT

STRATEGIC GOAL: ECONOMIC GROWTH.

STRATEGIC OBJECTIVES: TO STIMULATE ECONOMIC GROWTH.

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.

MTSF Priority 2: Economic Growth and Job Creation

Sustainable long-term growth is needed to sharply reduce unemployment. This requires both broad structural reforms as well as targeted interventions. As we navigate an uncertain global environment and local fiscal constraints, we need to rebuild confidence and galvanise investment. A number of interventions have already been announced through the President's Stimulus Package, the Jobs Summit and the Investment Conference. These must be fast-tracked and implemented fully so that the country can start reaping the benefits. The additional interventions to support priorities over the next five years require partnerships with social and private parties to achieve better growth opportunities.

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 Medium-Term Strategic Framework 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

MTSF Priority

Municipal KPA		LOCAL ECONOMIC DEVELOPMENT									
Problem statement and root causes per KPA:		Inadequate employment opportunities and negative economic growth.									
One Plan Transformation Area		Economic Repositioning									
2022-27 MTSF Priority		Economic Transformation and Job Creation									
Municipal Priority		Economic Growth and Job creation									
Impact statement: Employment opportunities					MTSF Priority 2 Target: Economic growth and Job creation						
Strategic Goals	Strategic Objectives	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Output s	2023/24 Output s	2024/25 Output s	2025/26 Output s	2026/27 Output s
Economic growth	To stimulate economic growth	0.7%	Poor performing economic sectors, poor stakeholder management	2%	<ul style="list-style-type: none"> SMME Mentorship Enterprise Development SMME Capacity building , Mentorship and Funding	Dept. of Small Business SEDA DTIC DEDT	2%	2%	2%	2%	2%

					Functioning LED Forum , Mining Forum , Local Tourism Organization •Tourism promotion • Sector support (Mining, Manufacturing & Agriculture) • Economic Summit	MTPA Private Sector DMR DWS					
	To reduce unemployment by 2027	49.7%	Increased /High unemployment rate	25%	• Special Initiatives (GS-Aerospace Industrial Hub) EPWP-Siyathuthuka	DTIC , DSB ,DEDT DPW LM's	45%	40%	35%	30%	25%

					Industrial Hub Development Establish Digital-Hub Feasibility Study Conducted	DCSRs PEDI- GSDM, SASOL & Mining Companies					
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Table 13: MTSF priority

Municipal KPA	LOCAL ECONOMIC DEVELOPMENT										
Problem statement and root causes per KPA:	Inadequate employment opportunities and negative economic growth.										
One Plan Transformation Area	Economic Repositioning										
2019-24 MTSF Priority	Economic Transformation and Job Creation										
Municipal Priority	Job creation										
Impact statement: Reduce unemployment and poverty				MTSF Priority 2 Target: 2-3% economic growth, 20%-24% , poverty 20% (food) and 28% (lower bound)							
Strategic Goals	Strategic Objectives	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Commitment	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Economic growth	To increase economic participation, ownership, access to resources, opportunities and wage equality for women,	26		27	Youth cooperative support program		4	5	5	6	7
			Poor career choices by most youth leading to irrelevant qualifications	5	Career guidance and skills development program		1	1	1	1	1

	youth, and persons with disabilities	11		14	Women cooperative s support program		2	2	2	2	2
		0		7	Disability cooperative s support program		1	1	1	2	2
Economic growth	Increase the number of youths provided with farming skills				Implement the Mpumalanga Young Farmer Incubation Programme	DARDLEA	R4,500,000				

Table 14: MTSF Priority local economic development

Municipal targets and 5-year projects

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Economic growth	To stimulate economic growth	Number of SMMEs supported	500	50	80	100	130	140
		Number of Tourism promotion programs implemented	10	2	2	2	2	2

		Number Sector development initiatives supported	5	1	1	1	1	1
	To reduce unemployment by 2027	Number of special Initiatives implemented	3	1	1	1	0	0
		Number of economic forums and events held (New)	1		1	0	0	0
		Number of mentorship programmes implemented through partnerships (NEW)	2	0	1	1	0	0

Table 15: Municipal targets and five year projects

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Economic growth	To increase economic participation, ownership, access to resources, opportunities and wage equality for women, youth, and persons with disabilities	Youth, women, and people with disability cooperatives support program	220 people in 44 cooperatives	35 people in 7 cooperatives	40 people in 8 cooperatives	40 people in 8 cooperatives	50 people in 10 cooperatives	55 people in 11 cooperatives
		Career guidance and skills development program	1500 learners	300 learners	300 learners	300 learners	300 learners	300 learners
		Number of LM's to support on Water quality testing	100%	100	100	100	100	100
		Number of LM's to support on Upgrade of water infrastructure	100%	20	40	60	80	100

Table 16: Municipal targets and five year projects

1.3.7.4 KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

STRATEGIC GOAL: SOUND FINANCIAL AND ADMINISTRATIVE MANAGEMENT.

STRATEGIC OBJECTIVE: IMPROVED AUDIT OUTCOMES AND IMPROVED REVENUE REGENERATION.

MTSF PRIORITY 1: A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

A capable, ethical and developmental state underpins all seven priorities of the MTSF. It is a vision of strong leadership, a focus on people and improved implementation capability. Facilitating this vision into action will involve a transition to a more functional and integrated government, which is capacitated with professional, responsive and meritocratic public servants to strengthen relations and efficiency. Intergovernmental and citizen engagements are also key enablers of this priority to ensure the joint pursuit of a capable state.

Outcome 1: A capable and honest government.

Outcome 2: Improved leadership, governance and accountability

Outcome 3: Functional, Efficient and Integrated Government

Outcome 4: Social compact and engagement with key stakeholders

Cross-cutting outcome 5: mainstreaming of gender, empowerment of youth and persons with disabilities

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

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

MTSF Targets

Municipal KPA		Municipal Financial viability									
Problem statement and root causes per KPA:		Poor audit outcomes for local municipalities and high level of Unauthorised, irregular and fruitless and wasteful expenditure as well as unfunded budgets									
One Plan Transformation Area		Financial management									
2019-24 MTSF Priority		<i>A capable, ethical and developmental state</i>									
Municipal Priority		Sound financial management									
Impact statement:					MTSF Priority 1 Target:						
Strategic Goals	Strategic Objectives	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Sound financial and administrative management	Improved audit outcomes	Clean audit outcomes for GSDM and LMs getting either unqualified with findings, qualified,	<ul style="list-style-type: none"> Inadequate organisational structure Lack of adequate internal control and implementation 	5 Municipalities	<ul style="list-style-type: none"> Review and implementation of responsive organogram Development/ review of SOPs and policies 	PT, COGTA, and SALGA	2 Unqualified audit outcomes	3 Unqualified audit outcomes	4 Unqualified audit outcomes	4 Unqualified audit outcomes	5 Unqualified audit outcomes

		disclaimed and adverse audit outcomes	<ul style="list-style-type: none"> • High level of UIFW expenditure • Lack of adequate skills and qualified personnel • Political interference 		<ul style="list-style-type: none"> • Provide capacity building programmes • Training of councillors on the delegation of authority. 						
	Improved financial viability of the District and local municipalities	4 local municipalities had unfunded budgets	<ul style="list-style-type: none"> • High budget commitments including Eskom and DWS/Rand Water debts • Incorrect billing • Metering • Illegal connection • Lack of adequate internal control and implementation • Lack of adequate skills and qualified personnel 	8 municipalities with approved funded budgets	<ul style="list-style-type: none"> • Develop and review of revenue value chain • Conversion from conventional to prepaid systems • Training of personnel and political office bearers • Data cleansing 	PT, COGTA and SALGA	4	4	5	6	6

			<ul style="list-style-type: none"> • Lack of Political involvement • Inaccurate consumer data • Outdated indigent register 									
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Table 17: Municipal targets and five year projects

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Sound financial and administrative management	Improved audit outcomes	Unqualified audit outcomes with not findings (GSDM)	Unqualified audit outcomes with no findings (GSDM)	Unqualified audit outcomes with no findings (GSDM)	Unqualified audit outcomes with no findings (GSDM)	Unqualified audit outcomes with no findings (GSDM)	Unqualified audit outcomes with no findings (GSDM)	Unqualified audit outcomes with no findings (GSDM)
		Support local municipalities (on set intervention)	6 Local municipalities supported	3	3	3	3	3
	Improved financial viability of the District and local municipalities	Support local municipalities (on set intervention)	6 Local municipalities supported	3	3	3	3	3

Table 18: Municipal targets and five year projects

1.3.7.5 KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

STRATEGIC GOAL: ETHICAL AND ACCOUNTABLE INSTITUTIONS.

STRATEGIC OBJECTIVE: IMPROVED GOVERNANCE AND ADMINISTRATION.

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 must 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.

MTSF PRIORITY 1: A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

A capable, ethical and developmental state underpins all seven priorities of the MTSF. It is a vision of strong leadership, a focus on people and improved implementation capability. Facilitating this vision into action will involve a transition to a more functional and integrated government, which is capacitated with professional, responsive and meritocratic public servants to strengthen relations and efficiency. Intergovernmental and citizen engagements are also key enablers of this priority to ensure the joint pursuit of a capable state.

The following key definitions are provided for Priority 1, namely:



Figure 4: MTSF Definitions

Outcome 1: A capable and honest government.

Outcome 2: Improved leadership, governance and accountability

Outcome 3: Functional, Efficient and Integrated Government

Outcome 4: Social compact and engagement with key stakeholders

Cross-cutting outcome 5: mainstreaming of gender, empowerment of youth and persons with disabilities

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 communication technology
- Communications
- Policy development
- Public participation
- Governance and administration

MTSF Targets

Municipal KPA	Good governance and Public participation										
Problem statement and root causes per KPA:	Poor governance and lack of proper administration Root Causes: None adherence to established governance protocols, Outdated and redundant policies, Lack of consequence management.										
One Plan Transformation Area	Governance and financial management										
2019-24 MTSF Priority	A Capable, Ethical and Developmental State										
Municipal Priority	Capacity building										
Impact statement: Ethical and capable institutions				MTSF Priority 2 Target: A Capable, Ethical and Developmental State							
Strategic Goals	Strategic Objectives	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Ethical and accountable institutions	Improved governance and administration	4– Dysfunctional Municipalities out of 8.	Unethical behaviour, Outdated policies, lack of implementation of existing policies,	8 – Functional Municipalities.	Prevention and combating of corrupt activities Capacity building Coordination of policy review.	DCoG, CoGTA, SALGA, MISA, OTP, SIU, Dept of Justice	1	1	2	2	2

			Lack of institutional capacity.		Professionalisation of the Public Sector						
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Table 19: MTSF Target Good governance and public participation

Municipal target and 5-year plans

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Ethical and Accountable Institutions	Improved governance and administration.	Develop and implement a support plan to support local municipalities	7	1	1	1	2	2
		Anti-fraud, anti-corruption and ethics programmes implemented	8	1	2	2	2	1
		Monitor the implementation of Municipal Staff Regulations	40	8	8	8	8	8

Table 20: Municipal target and 5-year plans

1.3.7.6 KPA 6: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE

STRATEGIC GOAL: SMART SETTLEMENTS.

STRATEGIC OBJECTIVE: SPATIAL TRANSFORMATION ON FACILITATION.

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 2019-24. 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.

MTSF Priority 5: Spatial Integration, Human Settlements and Local Government

FOCUS AREAS/ OUTCOMES:

1. Spatial integration

- Coordination for integrated and cohesive national spatial development.
- Regional-level interventions to unlock opportunity and ensure redress

2. Human settlements

- Spatial transformation through multi-programme integration in priority housing development areas;
- Adequate housing and improved quality living environments; and
- Security of tenure.

The district aims to accelerate the formalization of informal settlements. This includes the development of new mixed-use settlements. New investments and the establishment of industries need to be actively promoted to provide the economic growth necessary to diversify the economy of the district. This also includes the priority of linking people to economic activities and opportunities.

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

- Ensure SPLUMA Compliant Spatial Planning Sector Plans for all LMs
- Support the development of wall to wall Land Use Schemes (LUS)
- Co-ordinate Joint Municipal Planning Tribunal
- Provide spatial data analysis (GIS) support to LMs

The following programs are linked to the above strategic objective:

- Strengthening Forward Planning
- Development Control and facilitation
- Industrial Township Development
- Intelligence gathering and Monitoring

MTSF Target

Municipal KPA											
KPA 6 SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE											
Problem statement and root causes per KPA:		Disintegrated, unsustainable and underdeveloped communities									
One Plan Transformation Area		Spatial Restructuring									
2019-24 MTSF Priority		Spatial Integration, Human Settlement and local government									
Municipal Priority		Smart Settlements									
Impact statement: To have achieved smart and integrated settlements throughout the District					MTSF Priority 5 Target: Spatial Integration, Human Settlement and local government						
Strategic Goals	Strategic Objectives	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Smart settlements	<ul style="list-style-type: none"> Spatial transformation facilitation. 	7 Municipalities failing to	Unsustainable developments in all LMs		<ul style="list-style-type: none"> Forward Planning 	DARDLEA Human settlements, DWS, Public	GSDM SDF review	Conclude Mkhondo SDF	Urban renewal strategy	Urban renewal strategy	Urban renewal strategy

		achieve spatial transformation			<ul style="list-style-type: none"> Development Control and facilitation 	works CoGTA (MIG/DBSA)						
					<ul style="list-style-type: none"> Intelligence and Monitoring 		2 Feasibility studies	2 Feasibility studies	2 Feasibility studies	2 Feasibility studies	2 Feasibility studies	2 Feasibility studies
							Co-ordinate Joint Municipal Planning Tribunal	Co-ordinate Joint Municipal Planning Tribunal	Co-ordinate Joint Municipal Planning Tribunal	Co-ordinate Joint Municipal Planning Tribunal	Co-ordinate Joint Municipal Planning Tribunal	Co-ordinate Joint Municipal Planning Tribunal
							Assessment and monitoring of municipal road	Assessment and monitoring of municipal road conditions on all 7 LMs	Assessment and monitoring of municipal road	Assessment and monitoring of municipal road	Assessment and monitoring of municipal road	Assessment and monitoring of municipal road

					<ul style="list-style-type: none"> Industrial Township Development 		<p>conditions on all 7 LMs</p> <p>New KPI</p> <p>1 Industrial Township development facilitation project</p>	<p>Update Municipal Aerial Imagery</p> <p>1 Industrial Township development facilitation project</p>	<p>conditions on all 7 LMs</p> <p>Update Municipal Aerial Imagery</p> <p>1 Industrial Township development facilitation project</p>	<p>conditions on all 7 LMs</p> <p>Update Municipal Aerial Imagery</p> <p>1 Industrial Township development facilitation project</p>	<p>conditions on all 7 LMs</p> <p>Update Municipal Aerial Imagery</p> <p>1 Industrial Township development facilitation project</p>
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Table 22: MTSF targets spatial development analysis and rationale

Municipal Targets and 5-year Plans

Strategic Objectives	Strategic goal	Programme	Owner	KPI	KPI Ref	Baseline 2020/21	5 year Target	ANNUAL IMPLEMENTATION				
								2022/23	2023/24	2024/25	2025/26	2026/27
Spatial transformation facilitation	Smart settlements	Strategic Planning	PEDI	Number of Land suitability studies conducted by 30 June 2023	6.1		10	2	1	1	1	1
		Development Control		% of compliant Land Development applications concluded within 90 days	6.2	N/A- New KPI	65%	65%	65%	65%	65%	65%
		Intelligence and Monitoring		Number of Spatial Data systems developed by 30 June 2023	6.3	N/A- New KPI	3	3	2	2	2	2

		Industrialization		Number of industrial township development projects implemented.	6.4	N/A- New KPI	10	2	2	2	2	2
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Table23: Municipal targets and five year projects

1.4 IDP PLANNING PROCESS

The Gert Sibande District Municipality Council approved and adopted a Framework for the drafting of the 2022-2027 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 2021.

The following structures will guide the IDP Management and Planning 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. Responsible for overall management, co-ordination and monitoring of the review process, and may assign responsibilities to the Municipal Manager.

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
		<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.	Municipal Manager with delegated powers to the General Manager Planning & Economic Development	<p>The Municipal Manager is responsible for the management and co-ordination of the preparation of the IDP process which include but not limited to the following:</p> <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.	IDP Steering Committee	<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.	IDP Representative Forum	<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> <p>Monitor the performance of the planning and implementation process.</p> <p>Make recommendations to Council on planning and development priorities.</p>

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
6.	IDP Sectoral Forums Air Quality Stakeholders Forum Authorities Air Quality Forum CFOs Forum Corporate Services/HR Forum Disaster Management Forum District Communications Forum District Planners Forum Environmental Health Practitioners Forum Food Control Forum HIV/AIDS Council HOD Technical Forum Pollution and Waste Forum Transport Forum	Each municipality will be represented by the head of department or second in charge in the department and senior representatives from sector departments operating within the District. The IDP Sectoral Forums will be responsible for: Advising the Steering Committee on terms of reference for the various planning activities; Deliberate on reports and consider inputs from the relevant stakeholders. (study teams and consultants, and also inputs from provincial sector on sector departments and support providers); processes, summarizes and document outputs; consider and report on department outputs; makes content recommendations; prepare, facilitate and document meetings; Provide sectional IDP progress report on quarterly basis; Discuss challenges encountered and recommend possible solutions within their respective line functions; ensure alignment regarding relational matters, and agree on the programme of action to be pursued towards achieving goals as articulated in the respective Municipal IDPs; Use the 5 Year LGSA as the basis of their discussions and information assimilation and dissemination tool; Provide technical guidelines on environment and Municipal health issues, provide assessment of district state in terms of compliance and pollution matters; Coordinate planning, support, regulatory issue, compliance and enforcement of environmental laws by all authorities; 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; Coordinate planning, support, regulatory issue, compliance and enforcement of environmental laws by all authorities
7.	IDP Technical Committee	Will be chaired by the District Municipal Manager or a designated Official. Consists of all Municipal Managers and Heads of Departments as well as representatives from sector departments. Will deal with matters relevant and relating to District wide issues. Consider District wide programs and integration to PGDS. Consider and advise the IDP Representative Forum on the evaluation of sector plans. Attend to the alignment of the Local IDPs to that of the GSDM. Deliberate on inter-sectoral programmes and recommends to the Representative Forum. Give advice to municipalities and foster sectoral alignment. Will timeously report on progress which will then be forwarded to the Steering Committee.
8.	IDP Management Committee	Will be responsible for, among others, the following functions:

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
		<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 24: Organisation Arrangements for Organised Public Participation

1.4.2. Summary of Community/ Stakeholder Participation

The GSDM will host IDP/ Budget consultation meetings during which the District will meet each local municipality with the aim of emphasizing Government's commitments. Engagements will be 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 proposed GSDM IDP/ Budget consultation meetings programme.

1.4.3. GSDM IDP/Budget Consultation Sitings/Schedule

MUNICIPALITY	DATE	TIME	VENUE
1. Chief Albert Luthuli	25 April 2023	09:00	Tjakastad Community Hall
2. Msukaligwa	03 May 2023	14:00	GSDM Mayor's Palour
3. Dipaleseng	20 April 2023	09:00	Thusong Community Hall
4. Govan Mbeki	03 May 2023	09:00	Difa Nkosi Community Hall (Leandra)
5. DPKIS	02 May 2023	09:00	Amersfoort Community Hall
6. Lekwa	02 May 2023	14:00	Sakhile Community Hall
7. Mkhondo	21 April 2023	14:00	Mkhondo Town Hall
8. Traditional Leaders	25 April 2023	12:00	Elukwatini Municipal Offices

Table 25: Public Participation/ Consultation Sitings

MUNICIPALITY	DATE	TIME	VENUE (All Proposed)
1. Dipaleseng	12 September 2023	10:00	Thusong Community Hall
2. Lekwa	13 September 2023	10:00	Sakhile Community Hall
3. Govan Mbeki	14 September 2023	10:00	Kgotso Community Hall
4. Mkhondo	19 September 2023	10:00	Mkhondo Town Hall
5. DPKIS	20 September 2023	10:00	Volkrust Town Hall
6. Chief Albert Luthuli	21 September 2023	10:00	Glenmore Community Hall
7. Traditional Leaders	21 September 2023	13:00	Mayflower Community Hall
8. Msukaligwa	22 September 2023	10:00	Town Hall

Table 26: Public Participation/ Consultation schedule

MUNICIPALITY	DATE	TIME	VENUE
1. Dipaleseng	09 April 2024	10:00	Thusong Community Hall
2. Lekwa	10 April 2024	10:00	Sakhile Community Hall
3. Govan Mbeki	11 April 2024	10:00	Bethal Town Hall
4. Mkhondo	16 April 2024	10:00	Mkhondo Town Hall
5. Traditional Leaders	16 April 2024	13:00	Mkhondo Town Hall
6. DPKIS	17 April 2024	10:00	Perdekop Community Hall
7. Chief Albert Luthuli	18 April 2024	10:00	Ekulindeni Community Hall
8. Msukaligwa	19 April 2024	10:00	Town Hall

Table 27: Public Participation/ Consultation schedule

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	RESPONSE(S)
CHIEF ALBERT LUTHULI	<ul style="list-style-type: none"> Request to assist GS Tvet College Sibanesetfu 	

	campus revive their soup kitchen which assisted needy students with daily meals.	
GOVAN MBEKI	<ul style="list-style-type: none"> No issues were raised. 	<ul style="list-style-type: none"> GSDM will assist Govan Mbeki Municipality with two capital projects, procurement of a jet patcher, tile pressure jet, provisioning of asphalt, rehabilitation and resealing of roads and boreholes.
DIPALESENG	<ul style="list-style-type: none"> How is GSDM assisting NPO's and NGO's advocating for Gender Based Violence (GBV) and femicide issues. Issues of GBV and femicide must also be prioritized on the budget just like youth, disability and children's rights issues are allocated budgets. The mining forum must ensure that local mines prioritize local people in their recruitment and employment plans. The mining forum must also ensure that local mines SLP's cater to business opportunities for local businesses. There must also be provision of bursary opportunities for students that want to study for mining related qualifications. There is no budget for sports arts and culture. 	<ul style="list-style-type: none"> NPO's and NGOs were advised to submit letters of request specifying required assistance, activities to be undertaken as well as the costs projection to the office of the Executive Mayor for consideration. The TVET Colleges curriculum must be improved to provide learning areas that will respond to economic demands in Gert Sibande, such as forestry, mining, and agriculture. The meeting suggested that GSDM must lobby the National Lottery Commission on behalf of the NPO's NGO's and municipalities for funding to support the construction of a regional stadium.

	<ul style="list-style-type: none"> • The district only has one sporting field equipped to host multi track and field events (Lillian Ngoyi Stadium) Secunda. More stadiums must be built. • A funding programme to assist students that want to study finance and accounting will help the municipality produce home made finance managers and CFO's • The mining forum must include Transnet and Eskom as part of their stakeholders. • Request for a disability centre in Dipaleseng. • There are water challenges in ward 6, the boreholes in the ward need maintenance. • People with disability and the elderly are not benefiting from the budget provided by the district. • Community Service and co-ordination of HIV and AIDS, how is the municipality helping community clinics deal better with HIV related cases. 	<ul style="list-style-type: none"> • GSDM and local municipalities do provide internship/learnership programmes to finance graduates. • The Finance Municipal Grants made available by National Treasury assists graduates with monthly stipends and upon completion of their training, they are usually absorbed within the respective municipalities. • GSDM works together with Community Based Organisations and Home Based Care givers by assisting with tools of trade.
MKHONDO	<ul style="list-style-type: none"> • No issues were raised. 	
DR PIXLEY KA SEME	<ul style="list-style-type: none"> • Amersfoort town is in a state of decay, sewer spillages at Nova emitting stenchy smell. 	
LEKWA	<ul style="list-style-type: none"> • What happened to the request to install a generator at the water treatment plant that was 	<ul style="list-style-type: none"> • Some of the local businesses/stakeholders have offered to assist the municipality with the

	<p>made in 2019.</p> <ul style="list-style-type: none"> • There are persistent sewer spillages in ward 8. • GSDM was encouraged to continue using co-operatives in some of the service delivery projects such as patching of potholes as it provides much needed skill transfer and benefits the co-operatives financially. • Tap water in Lekwa is not clean. • There is a need for Mayoral Izimbizo where sector departments must be invited to come and account and or take issues affecting the communities. 	<p>procurement of a standby generator at the water treatment plant.</p> <ul style="list-style-type: none"> • There are currently two local contractors appointed to do internal reticulation networks. • The GSDM ITS will look at the possibility of promoting township economy by prioritizing local hardware's in procuring some of the material used in the projects, provided they meet the necessary quality standards.
MSUKALIGWA	<ul style="list-style-type: none"> • The construction of a community clinic in Ward 4 has been halted for a prolonged period. • There is lack of information for community members in the wards on how to access information to apply/register for the co-operatives. • GSDM and the local municipality must work together in teaching and providing information about the co-operatives. • In ward 17 and other areas, places designated as drop-in centres are used for purposes other than drop-in centres. 	<ul style="list-style-type: none"> • The issues around constant disruptions in the construction of the clinic in ward 16 will be raised with the Department of Health in the District Development Model meeting.

TRADITIONAL LEADERS	<ul style="list-style-type: none"> The upfront payments that were made in September for the cultural events. 	<ul style="list-style-type: none"> Each traditional will receive R10 000.00 in December to assist needy families. No upfront payments for Imimemo will be approved, payments will only be made upon receiving requests and invitations for the planned cultural events / Imimemo. The office of the Executive Mayor must also be invited to attend the meetings of the Local House of Traditional Leaders. Chief Albert Luthuli Municipality requested that they also be invited to attend Imimemo as majority of the traditional leaders are in CALM.
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Table 27: Community Issues Raised

Sittings for other District's IDP structures are tabled.

IDP Management Committee

DATE	TIME	VENUE
11 August 2023	10:00	Video Conferencing/ Physical Contact Meeting
15 November 2023	10:00	Video Conferencing/ Physical Contact Meeting
15 February 2024	10:00	Video Conferencing/ Physical Contact Meeting
10 May 2024	10:00	Video Conferencing/ Physical Contact Meeting

Table 28: MANCOM Sittings

IDP Steering Committee

DATE	TIME	VENUE
22 August 2023	10:00	Video Conferencing/ Physical Contact Meeting
21 November 2023	10:00	Video Conferencing/ Physical Contact Meeting
21 February 2024	10:00	Video Conferencing/ Physical Contact Meeting
22 May 2024	10:00	Video Conferencing/ Physical Contact Meeting

Table 29: IDP Steering committee sittings

IDP Representative Forum

DATE	TIME	VENUE
14 September 2023	10:00	Video Conferencing/ Physical Contact Meeting
30 November 2023	10:00	Video Conferencing/ Physical Contact Meeting
23 February 2024	10:00	Video Conferencing/ Physical Contact Meeting
13 June 2024	10:00	Video Conferencing/ Physical Contact Meeting

Table 30: IDP Representative Forum Sittings

IDP Technical Committee

DATE	TIME	VENUE
16 August 2023	10:00	Video Conferencing/ Physical Contact Meeting
16 November 2023	10:00	Video Conferencing/ Physical Contact Meeting
20 February 2024	10:00	Video Conferencing/ Physical Contact Meeting
24 May 2024	10:00	Video Conferencing/ Physical Contact Meeting

Table 31: IDP Technical Committee Sittings

DISTRICT DEVELOPMENT MODEL

DDM Council

DATE	TIME	VENUE
29 June 2023	10:00	Video Conferencing/ Physical Contact Meeting
24 August 2023	10:00	Video Conferencing/ Physical Contact Meeting
26 October 2023	10:00	Video Conferencing/ Physical Contact Meeting
25 January 2024	10:00	Video Conferencing/ Physical Contact Meeting
28 March 2024	10:00	Video Conferencing/ Physical Contact Meeting
23 May 2024	10:00	Video Conferencing/ Physical Contact Meeting
25 July 2024	10:00	Video Conferencing/ Physical Contact Meeting
29 June 2023	10:00	Video Conferencing/ Physical Contact Meeting

Table 32: DDM Council Sitings

DDM Technical Team

DATE	TIME	VENUE
08 June 2023	10:00	Video Conferencing/ Physical Contact Meeting
10 August 2023	10:00	Video Conferencing/ Physical Contact Meeting
12 October 2023	10:00	Video Conferencing/ Physical Contact Meeting
11 January 2024	10:00	Video Conferencing/ Physical Contact Meeting
14 March 2024	10:00	Video Conferencing/ Physical Contact Meeting
09 May 2024	10:00	Video Conferencing/ Physical Contact Meeting

11 July 2024	10:00	Video Conferencing/ Physical Contact Meeting
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Table 33: DDM Technical Committee Sitzings

DDM TRANSFORMATION AREAS:

1. Demographics and District profile

DATE	TIME	VENUE
22 June 2023	10:00	Video Conferencing/ Physical Contact Meeting
19 July 2023	10:00	Video Conferencing/ Physical Contact Meeting
17 August 2023	10:00	Video Conferencing/ Physical Contact Meeting
21 September 2023	10:00	Video Conferencing/ Physical Contact Meeting
19 October 2023	10:00	Video Conferencing/ Physical Contact Meeting
15 November 2023	10:00	Video Conferencing/ Physical Contact Meeting
08 February 2024	10:00	Video Conferencing/ Physical Contact Meeting
17 April 2024	10:00	Video Conferencing/ Physical Contact Meeting
19 June 2024	10:00	Video Conferencing/ Physical Contact Meeting

Table 34: Demographic and District Profile

2. Infrastructure engineering

DATE	TIME	VENUE
22 June 2023	10:00	Video Conferencing/ Physical Contact Meeting
19 July 2023	10:00	Video Conferencing/ Physical Contact Meeting
17 August 2023	10:00	Video Conferencing/ Physical Contact Meeting

21 September 2023	10:00	Video Conferencing/ Physical Contact Meeting
19 October 2023	10:00	Video Conferencing/ Physical Contact Meeting
15 November 2023	10:00	Video Conferencing/ Physical Contact Meeting
08 February 2024	10:00	Video Conferencing/ Physical Contact Meeting
17 April 2024	10:00	Video Conferencing/ Physical Contact Meeting
19 June 2024	10:00	Video Conferencing/ Physical Contact Meeting

Table 35: Infrastructure engineering

3. Spatial restructuring

DATE	TIME	VENUE
22 June 2023	10:00	Video Conferencing/ Physical Contact Meeting
19 July 2023	10:00	Video Conferencing/ Physical Contact Meeting
17 August 2023	10:00	Video Conferencing/ Physical Contact Meeting
21 September 2023	10:00	Video Conferencing/ Physical Contact Meeting
19 October 2023	10:00	Video Conferencing/ Physical Contact Meeting
15 November 2023	10:00	Video Conferencing/ Physical Contact Meeting
08 February 2024	10:00	Video Conferencing/ Physical Contact Meeting
17 April 2024	10:00	Video Conferencing/ Physical Contact Meeting
19 June 2024	10:00	Video Conferencing/ Physical Contact Meeting

Table 36: Spatial restructuring

4. Economic positioning

DATE	TIME	VENUE
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22 June 2023	10:00	Video Conferencing/ Physical Contact Meeting
19 July 2023	10:00	Video Conferencing/ Physical Contact Meeting
17 August 2023	10:00	Video Conferencing/ Physical Contact Meeting
21 September 2023	10:00	Video Conferencing/ Physical Contact Meeting
19 October 2023	10:00	Video Conferencing/ Physical Contact Meeting
15 November 2023	10:00	Video Conferencing/ Physical Contact Meeting
08 February 2024	10:00	Video Conferencing/ Physical Contact Meeting
17 April 2024	10:00	Video Conferencing/ Physical Contact Meeting
19 June 2024	10:00	Video Conferencing/ Physical Contact Meeting

Table 37: Economic positioning

5. Integrated service provisioning

DATE	TIME	VENUE
22 June 2023	10:00	Video Conferencing/ Physical Contact Meeting
19 July 2023	10:00	Video Conferencing/ Physical Contact Meeting
17 August 2023	10:00	Video Conferencing/ Physical Contact Meeting
21 September 2023	10:00	Video Conferencing/ Physical Contact Meeting
19 October 2023	10:00	Video Conferencing/ Physical Contact Meeting
15 November 2023	10:00	Video Conferencing/ Physical Contact Meeting
08 February 2024	10:00	Video Conferencing/ Physical Contact Meeting
17 April 2024	10:00	Video Conferencing/ Physical Contact Meeting

19 June 2024	10:00	Video Conferencing/ Physical Contact Meeting
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Table 38: Integrated service provisioning

6. Governance and financial management

DATE	TIME	VENUE
22 June 2023	10:00	Video Conferencing/ Physical Contact Meeting
19 July 2023	10:00	Video Conferencing/ Physical Contact Meeting
17 August 2023	10:00	Video Conferencing/ Physical Contact Meeting
21 September 2023	10:00	Video Conferencing/ Physical Contact Meeting
19 October 2023	10:00	Video Conferencing/ Physical Contact Meeting
15 November 2023	10:00	Video Conferencing/ Physical Contact Meeting
08 February 2024	10:00	Video Conferencing/ Physical Contact Meeting
17 April 2024	10:00	Video Conferencing/ Physical Contact Meeting
19 June 2024	10:00	Video Conferencing/ Physical Contact Meeting

Table 39: Governance and financial management

CHAPTER 2: GERT SIBANDE DISTRICT MUNICIPALITY AT A GLANCE

2.1 STATE OF GSDM DEVELOPMENT, ENVIRONMENT AND DISTRICT POPULATION DYNAMICS

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 km², 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

Name of Municipality	Main Admin Location	Area (km²)
Chief Albert Luthuli	Carolina	5559
Dipaleseng	Balfour	2616
Dr. Pixley Isaka Ka Seme	Volksrust	5227
Govan Mbeki	Secunda	2955
Lekwa	Standerton	4585
Mkhondo	eMkhondo	4882
Msukaligwa	Ermelo	6017

Table 40: Municipal Demarcation Board: Municipalities of South Africa 2010

Gert Sibande District Municipality



Map 1: Gert Sibande District Municipality

2.1.2 District Demographics Analysis

- According to the 2016 Community Survey of Stats SA, 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 of 1.1% p.a.
- The population number for 2022 is estimated at 1 288 598 or 26.8% of Mpumalanga's population & it is estimated that by 2030 the population will increase to 1 449 207 or 27.5% of Mpumalanga's population.
- 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.
- The household number for 2022 is estimated at 416 747. It is estimated that the number of households will increase to 468 689 in 2030.

Population figures per municipal area

Local Municipal Area	Population number		Average annual population growth	Estimated number Stats SA	
	2011 Census	2016 CS	2011-2016	2022	2030
Govan Mbeki	294 538	340 091	3.3%	386 639	459 404
Msukaligwa	149 377	164 608	2.2%	190 532	217 272
Mkhondo	171 982	189 036	2.1%	249 457	304 806
Lekwa	115 662	123 419	1.5%	139 046	153 366
Dipaleseng	42 390	45 232	1.5%	42 554	39 917
Dr Pixley Ka Isaka Seme	83 235	85 395	0.6%	95 613	100 200
Chief Albert Luthuli	186 010	187 630	0.2%	184 756	174 241

Table 41: Population figures per municipal area: Sourced from SERO StatsSA Report

Gert Sibande population data and projections

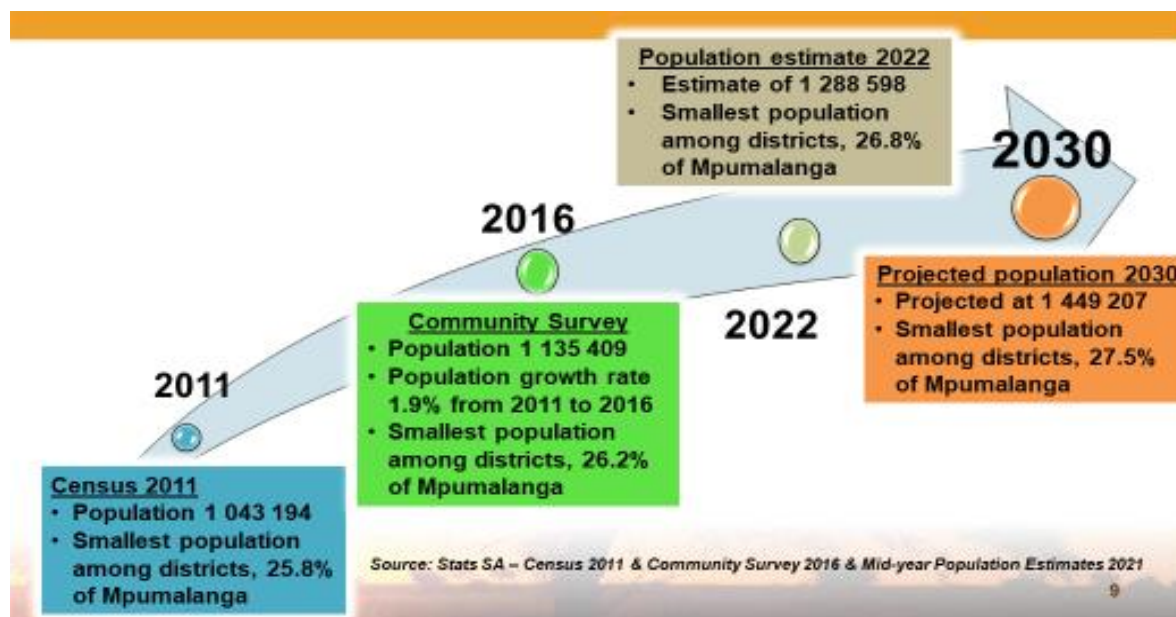


Figure 5: Gert Sibande population data and projections: Sourced from SERO StatsSA Report

2.1.3 Gert Sibande Education Indicators

- Gert Sibande's grade 12 pass rate declined from 77.1% in 2014 to 72.2% in 2021, the joint lowest/worst among the 4 education districts.
- Gert Sibande's grade 12 pass rate improved slightly between 2020 and 2021. 5 of the 7 municipal areas improved their pass rate between 2020 & 2021.
- Chief Albert Luthuli had the highest pass rate in the district in 2021 & Dr Pixley Ka Isaka Seme the lowest.
- Gert Sibande's admission to degree studies was the 2nd lowest among the districts at 31.2% in 2021. Improved slightly between 2020 and 2021. Chief Albert Luthuli achieved the highest admission rate in the district at 35.1% - 3rd highest in the province.
- Concern about Dr Pixley Ka Isaka Seme's pass rate below 60% - 2nd lowest in the province. Admission rate to degree studies also 3rd lowest in the province. Importance of interventions in this area at low performing schools.
- The challenge is to accommodate the educated young people in the area-inadequate economic opportunities.
- Provision of adequate educational & recreational infrastructure as well as skills development activities to meet the needs of the community.
- In 2021, the functional literacy rate (85.9%) was the 2nd lowest/highest in the province & showed an improving trend.

To note is the following:

- 42 schools have 40% and above bachelor passes (an increase of 29 from 2021)
- As in previous years, former model C schools have a higher percentage of candidates obtaining bachelors
- 22 schools in the district have 50% and above bachelor passes.
- 11/22 schools are former disadvantaged schools
- Mkolishi and Magotshwa are among the top 10 ten in the district with 67.0 and 60.7 % bachelor pass rates respectively.

Leading circuit: LEKWA EAST (Province and district)

- The circuit improved by a whopping 15.4%
- DISTRICT TARGET – 85%
- Number of circuits above district target of 85%: 4 (up from 1)
- Total Above 80%: 9 (up from 6)
- Between 70 – 79%: 7 (no change)
- Below 70%: 3 (down from 6)
- Number of circuits that improved: 16
- Number of circuits that declined: 3
- Most declined is Highveld Ridge East by – 3.9%

Education district comparison of Grade 12 pass rates, 2018-2021

MPUMALANGA DISTRICTS	2018			2019			2020			2021		
	Wrote	Achieved	% Achieved	Wrote	Achieved	% Achieved	Wrote	Achieved	% Achieved	Wrote	Achieved	% Achieved
	44 612	35 225	79.0	43 559	34 995	80.3	53 391	39 367	73.7	66 756	49 133	73.6
Bohlabela	11 140	8 570	76.9	10 977	8 417	76.7	12 537	9 355	74.6	16 030	11 889	74.2
Ehlanzeni	11 887	9 784	82.3	11 183	9 461	84.6	14 526	10 824	74.5	18 545	14 011	75.6
Gert Sibande	10 201	7 908	77.5	10 115	8 025	79.3	12 421	8 807	70.9	15 121	10 914	72.2
Nkangala	11 384	8 963	78.7	11 284	9 092	80.6	13 907	10 381	74.6	17 060	12 319	72.2

Table 42: District performance -Mpumalanga: Sourced from SERO StatsSA Report

Education district comparison of admission to further studies, 2014, 2020, 2021 & 2022

Education district	Grade 12 Pass Rate				Admission to B degree studies 2021	Admission to B degree studies 2022
	2014	2020	2021	2022		
Bohlabela	76.8%	74.6%	74.2%	79.3%	31.5%	34.2
Ehlanzeni	82.9%	74.5%	75.6%	76.2%	32.4%	34.4
Gert Sibande	77.1%	70.9%	72.2%	77.5	31.2%	34.5
Nkangala	78.8%	74.6%	72.2%	74.5%	30.8%	31.1

Table 43: Admission to bachelors degree studies: Sourced from SERO StatsSA Report

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%
Mpumalanga	18.7%	16.3%	35.3%	27.0%	24.9%	30.4%

Table 44 Source: Mpumalanga Department of Education 2021 Sourced from SERO StatsSA Report

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%
Mpumalanga	9 346	9 841	2.3%	2.5%

Table 45: Source: Mpumalanga Department of Education, 2021: Sourced from SERO StatsSA Report

Basic education performance per municipal area

Local municipal area	Grade 12 Pass Rate				Trend	Admission to B degree studies	Admission to B degree studies
	2019	2020	2021	2022	2021-2022	2021	2022
Lekwa	85.2%	74,8%	75.9%	80.5%	😊	27,9%	30.6
Msukaligwa	83.9%	76,4%	71.1%	83.6%	😊	32.6%	44.9
Govan Mbeki	83.2%	71.9%	73.7%	73.5%	😞	32,1%	31.2
Chief Albert Luthuli	81.6%	71,4%	78.0%	82.1%	😊	35,1%	37.3
Dipaleseng	77.9%	75,3%	76.6%	83.9%	😊	29,9%	37.8
Dr Pixley Ka Isaka Seme	75.7%	65,9%	59.9%	69.7%	😊	21,4%	26.0
Mkhondo	64.6%	63,5%	64.3%	72.7%	😊	29,3%	33.3

Table 46: Basic Education performance per municipal area: Sourced from SERO StatsSA Report

Dipaleseng LM had the highest grade 12 pass rate in the district at 83.9, 0% followed by Msukaligwa at 83.6%. Dr Pixley Ka Isaka Seme achieved the lowest grade 12 pass rate of all the seven sub-districts in Gert Sibande. Gert Sibande's grade 12 pass rate improved slightly between 2021 and 2022. 6 of the 7 municipal areas improved their pass rate in 2022.

Unemployment rate (2019)

District	Unemployment rate			Number of unemployed	Number of job losses	
	2019	2020 lockdown estimate – 2 scenario’s			2020 lockdown estimate – 2 scenario’s	
		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

Table 47: Unemployment v/s number of job losses in Mpumalanga: Sourced from SERO StatsSA Report

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%

Local municipal area	Unemployment rate	Number of unemployed	Number of job losses
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	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
Govan Mbeki	25.3%	31.6%	33.8%	41 163	11 247	14 940

Table 48: unemployment v/s number of job losses in GSDM: Sourced from SERO StatsSA Report

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 49: Unemployment per municipal area: Sourced from SERO StatsSA Report

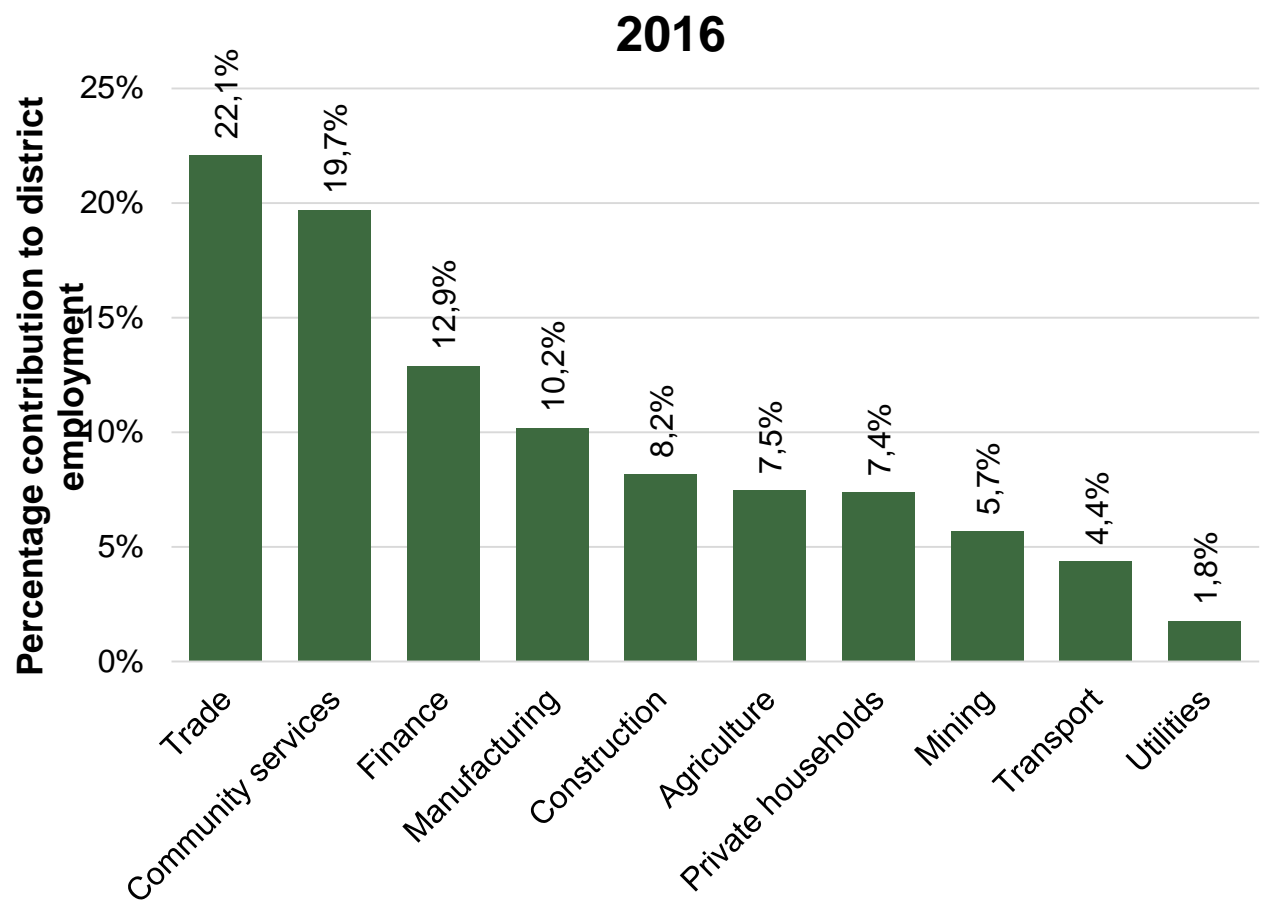
Employment in numbers per municipal area (2019)

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 50: Employment per Municipal area: Sourced from SERO StatsSA Report

Employment by industry



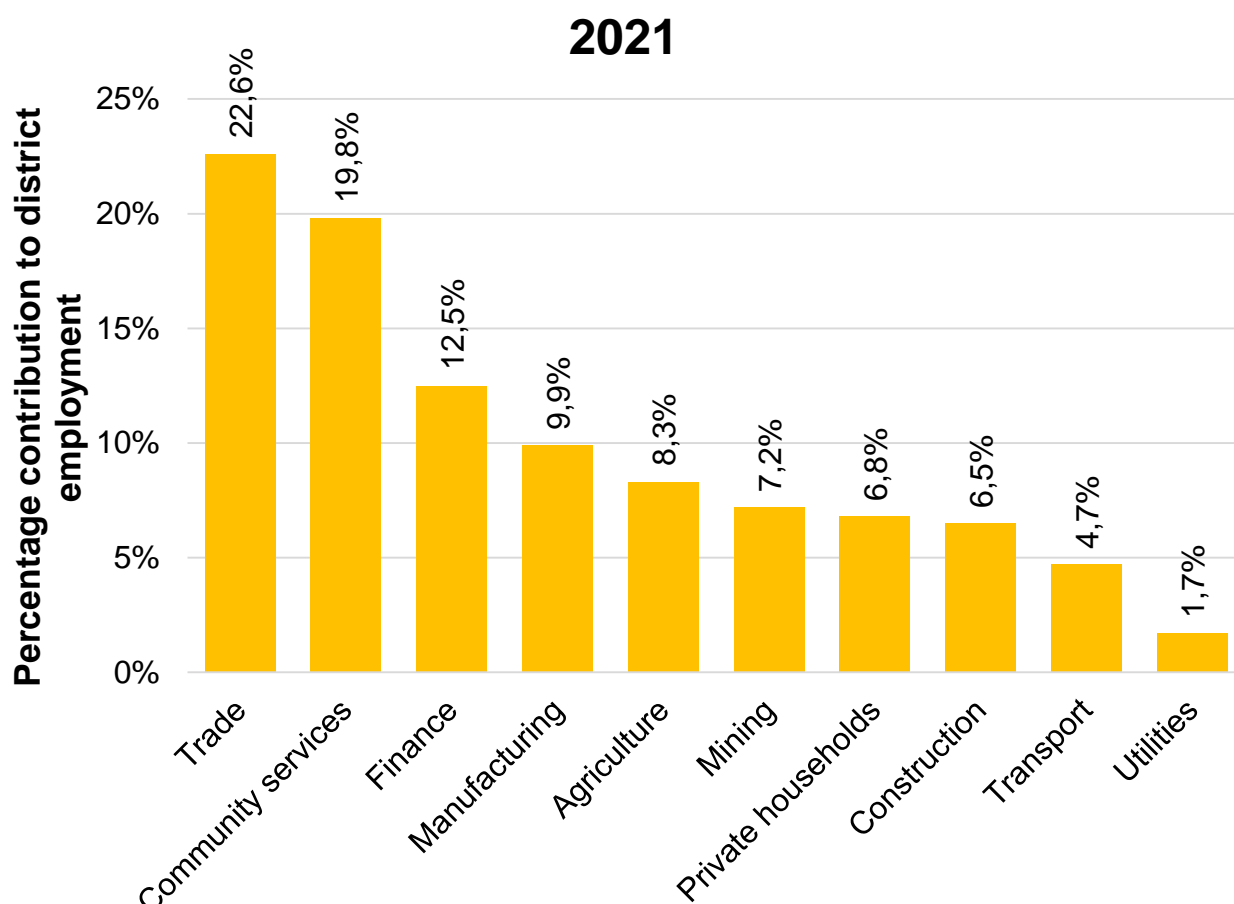


Figure 6: Employment by industry: Sourced from SERO StatsSA Report

In 2016, the three leading industries (Trade, Community Services & Finance) in terms of providing employment, accounted for a combined 54.7% of the employed population. There were minor movements on the employment share of different industries in 2021 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 54.9% of the total employed population. There was a slight increase 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 51: Gert Sibande Human Development Index per municipal area: Sourced from SERO StatsSA Report

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 49.2% in 2020, 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 561 91 in 2020.

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 52: Poverty Rate per municipal area: Sourced from SERO StatsSA Report

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 53: Income inequality per municipal area: Sourced from SERO StatsSA Report

2.1.5 Leading challenges facing Gert Sibande municipalities

According to the 2016 Community Survey of Stats SA, the 5 leading challenges facing Municipalities as perceived by households in Gert Sibande were the following:

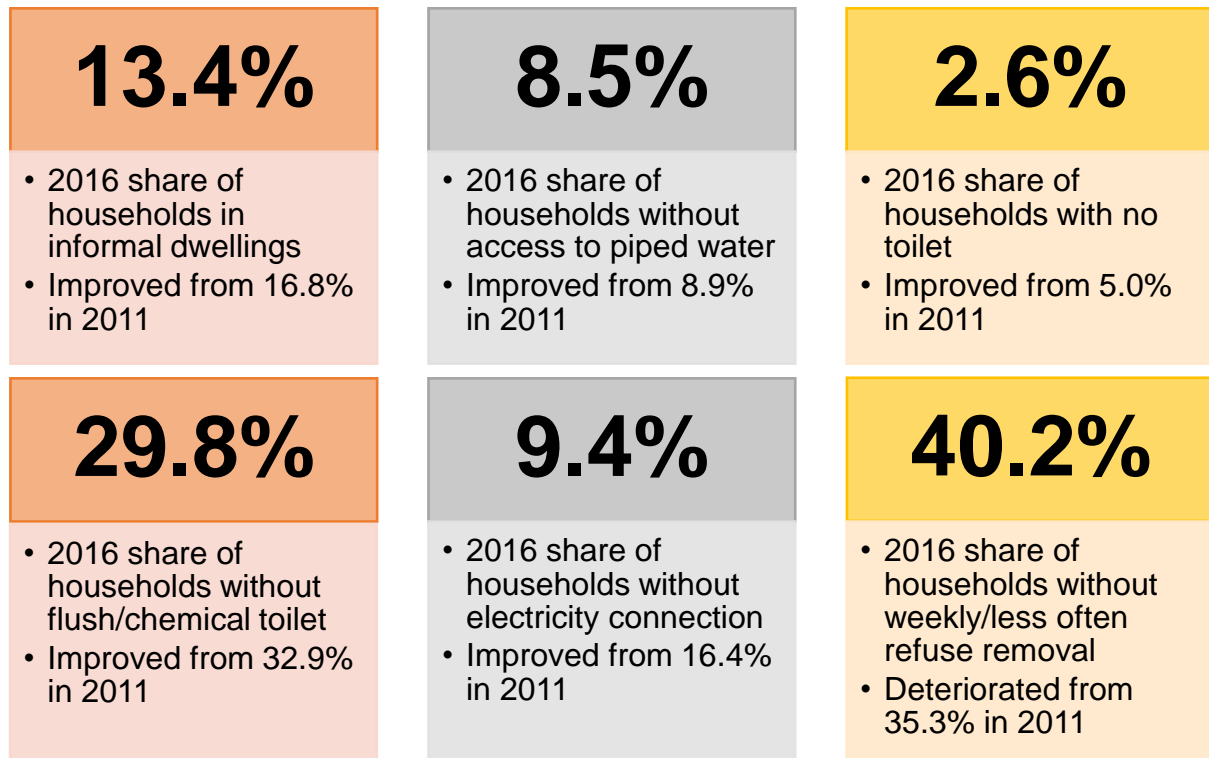
- Lack of safe and reliable water supply.
- Lack of/inadequate employment opportunities.
- Inadequate roads.
- Cost of water.
- Inadequate housing.

Important information for decision making purposes on especially municipal level and for especially IDP & LED as well as DDM purposes.

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 2016 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 91.5% access was higher/better than in 2011, however, 28 533 or 8.5% 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 households were without any toilet facility.
- The share of households connected to electricity improved to a level of 90.6% in 2016, however, 31 228 households were still not connected to electricity at all.
- According to the *Blue Drop Progress Report 2022*, 2 of Gert Sibande's local municipal areas received a "low" blue drop risk rating (BDRR), 4 received a "medium" BDRR, & 1 received a "critical" BDRR. The BDRR of 3 local municipal areas improved, whereas that of 4 regressed.
- According to the *Green Drop Report 2022*, 2 of Gert Sibande's local municipal areas received a "medium" green drop risk rating (GDRR), & 5 a "critical" GDRR. The GDRR of 3 local municipal areas improved, whereas that of 4 regressed.
- Local municipal areas in Gert Sibande recorded the following provincial rankings (from best to worse) in the *Out of Order* municipal rankings by News24: Chief Albert Luthuli 4th, Dr Pixley Ka Isaka Seme 5th, Lekwa 9th, Govan Mbeki 10th, Mkhondo 11th, Msukaligwa 12th, and Dipaleseng 13th.
- Msukaligwa, Lekwa, Dipaleseng, & Govan Mbeki were also 4 of 6 Municipalities in Mpumalanga that featured on National COGTA's list of 66 dysfunctional municipalities in 2021.

Household services indicators in Gert Sibande



Source: StatsSA – Census 2011 & Community Survey 2016

Households in informal dwellings

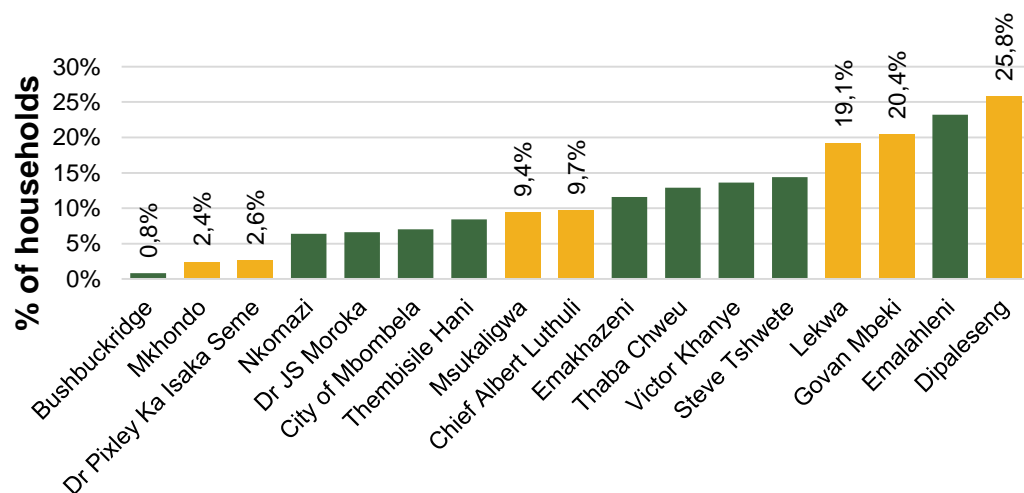


Figure 7: Share of Households in Informal Dwellings: Sourced from SERO StatsSA Report

The statistics South Africa (2016) indicates that Dipaleseng LM recorded the highest percentage of households in informal dwellings at 25,8 % followed by Govan Mbeki at 20.4%, Lekwa recorded 19.1% whereas Chief Albert LM recorded 9.5 % followed by Msukaligwa at 9.4%. Dr Pixley Ka Isaka Seme LM recorded 2.6 % and Mkhondo LM recorded the lowest percentage of 0.8%.

Informal dwelling number and share by district, 2016.

District	Number of households in informal dwellings		Share of total households	
	2011	2016	2011	2016
Gert Sibande	45 934	44 862	16.8%	13.4%
Nkangala	49 514	63 317	13.9%	15.0%
Ehlanzeni	21 357	26 860	4.8%	5.6%
Mpumalanga	116 806	135 039	10.9%	10.9%

Table 54: Informal dwelling number and share by District: Sourced from SERO StatsSA Report

The statistics South Africa (2016) indicates that Gert Sibande district had marginal decrease in the number of households in informal dwellings between 2011 and 2016. The stats also shown that Gert Sibande district is the only district in Mpumalanga province that had a decrease compared to Nkangala and Ehlanzeni District.

Households without access to piped water

The Statistics South Africa (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 55: Households without Access to Piped Water: Sourced from SERO StatsSA Report

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.

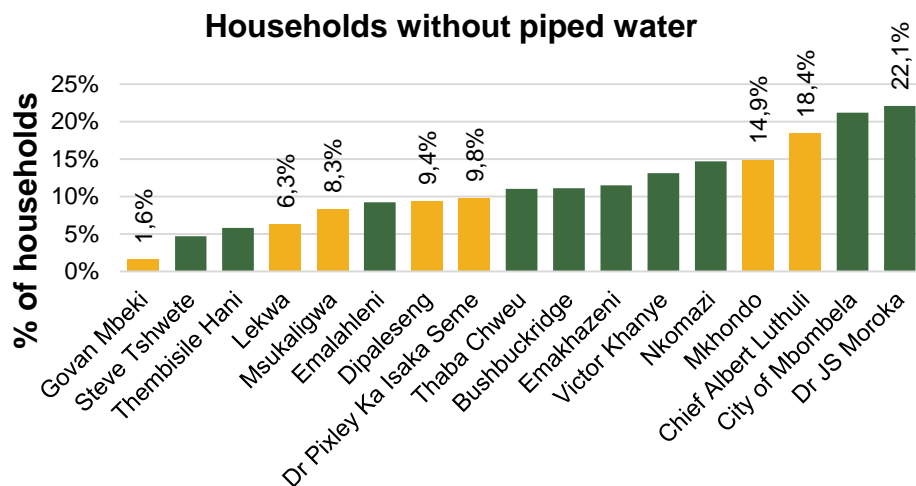


Figure 8: % Households without Access to Piped Water. Sourced from SERO StatsSA Report

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.

The statistics SA (2016) results highlighted that the lowest percentages of households without access to piped water were recorded in Govan Mbeki at 1.6%, Lekwa at 6, 3 % followed by Msukaligwa at 8.3 %, Dipaleseng at 9.4% and Dr Pixley Ka Isaka Seme LM at 9.8%. The local municipalities which had the highest number of households without access to piped water were Chief Albert Luthuli at 18.4 %, followed by Mkhondo respectively at 14.9%.

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 56: Number of Households without Access to Toilets: Sourced from SERO StatsSA Report

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.

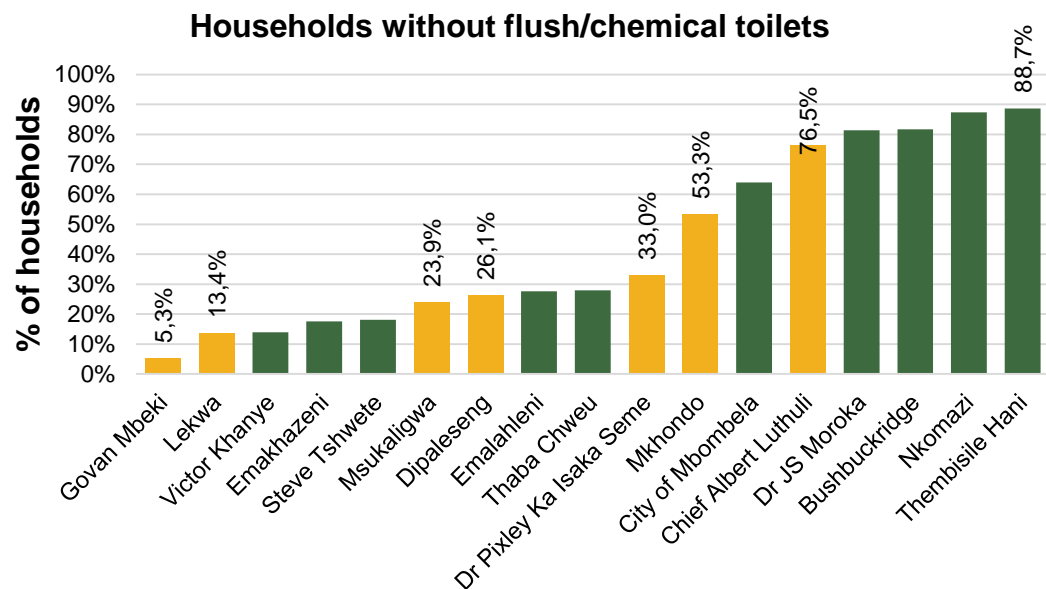


Figure 9: Households without flush/chemical toilets: Sourced from SERO StatsSA Report

The Statistics SA (2016) results indicated that two local municipalities (Chief Albert Luthuli and Mkhondo) within Gert Sibande district recorded high levels of households without access to flush/chemical toilets.

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 57: Number of Households without Access to flush/chemical toilets backlog: Sourced from SERO StatsSA Report

Chief Albert Luthuli, Mkhondo and Msukaligwa recorded the largest number of households living in rural areas which are not using flush or chemical toilets. Dipaleseng had the least number of households without access to flush/chemical toilet.

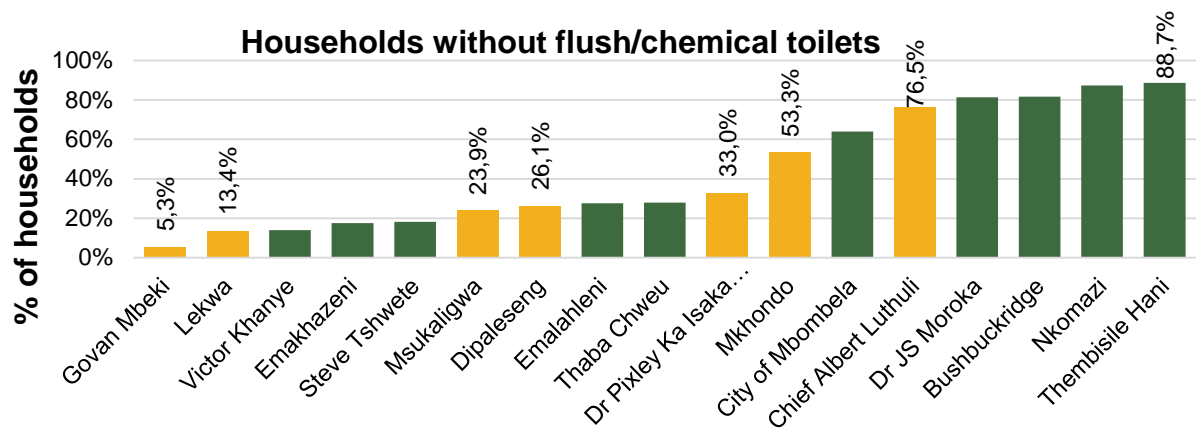


Figure 10: % Households without Access to flush/chemical toilets

Chief Albert Luthuli, Mkhondo and Dr Pixley Isaka Seme, Dipaleseng and Msukaligwa LM recorded the highest percentage of households without flush/chemical toilets. Lekwa LM recorded 13.4% whereas Govan Mbeki recorded the lowest percentage of households without 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 58: Number of Households without Access to Electricity: Sourced from SERO StatsSA Report

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.

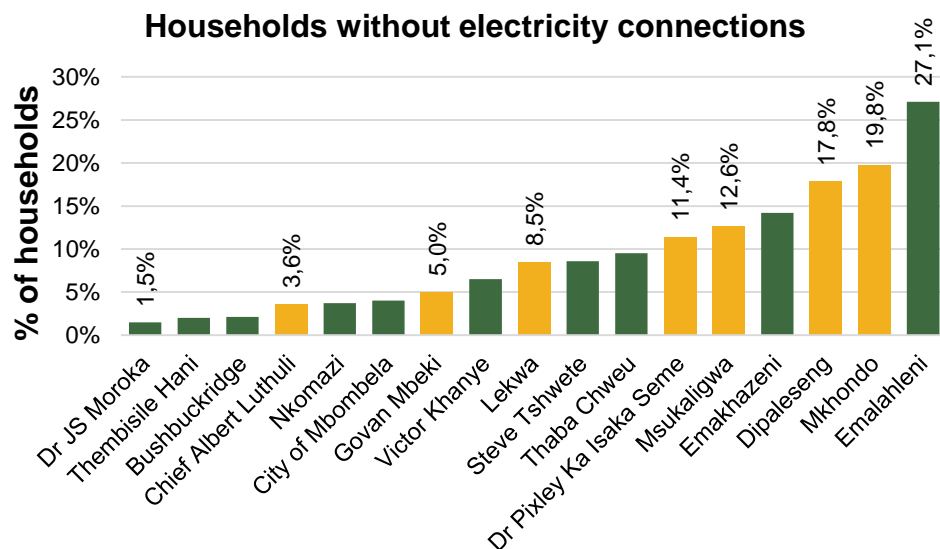


Figure 11: % Households without Electricity Connection: Sourced from SERO StatsSA Report

Stats SA 2016 highlighted that Mkhondo, Dipaleseng, Msukaligwa and Dr Pixley Ka Isaka Seme LM had the highest percentages of households without electricity connections whereas Lekwa, Goven Mbeki and Chief Albert Luthuli LM recorded the lowest percentages.

Informal dwelling number and share by district

District	Number of households in informal dwellings		Share of total households	
	2011	2016	2011	2016
Gert Sibande	45 934	44 862	16.8%	13.4%
Nkangala	49 514	63 317	13.9%	15.0%
Ehlanzeni	21 357	26 860	4.8%	5.6%
Mpumalanga	116 806	135 039	10.9%	10.9%

Table 59: Informal Dwelling number and share by district: Sourced from SERO StatsSA Report

Statistics SA (2016) indicated that Gert Sibande district recorded a decrease in the number of households compared to Nkangala and Ehlanzeni District municipalities in Mpumalanga. The statistics has also shown a decrease in the share of total households between 2011 and 2016.

Piped water backlog number & share by district

District	Number of households without access*		Share of total households	
	2011	2016	2011	2016
Gert Sibande	24 285	28 533	8.9%	8.5%
Nkangala	26 200	41 274	7.3%	9.8%
Ehlanzeni	84 715	78 162	19.0%	16.2%
Mpumalanga	135 200	147 969	12.6%	11.9%

Table 60: Piped water backlog number and share per district: Sourced from SERO StatsSA Report

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.

Stats SA (2016) indicated that Gert Sibande district is one of the two district municipalities that recorded an increase in the backlog and number of households without access to piped water in Mpumalanga.

Number and share – flush/chemical toilets backlog by district.

District	Number of households without flush/chemical toilets		Share of total households	
	2011	2016	2011	2016
Gert Sibande	89 970	99 547	32.9%	29.8%
Nkangala	171 093	187 360	47.9%	44.5%
Ehlanzeni	328 634	344 871	73.8%	71.3%
Mpumalanga	589 697	631 778	54.8%	51.0%

Table 61: Number and share of flush /chemical toilets backlog by district: Sourced from SERO StatsSA Report

The statistics SA (2016) highlighted that all the three district municipalities, including Gert Sibande reported an increase in the number of households without flush /chemical toilets.

Number of households benefiting from indigent support per municipal area

Area	Indigent households identified	Water	Electricity	Sewerage and sanitation	Solid waste management
Gert Sibande	29 543	29 543	23 949	25 989	29 394
- Chief Albert Luthuli	1 287	1 287	1 287	1 287	1 287
- Msukaligwa	11 255	11 255	8 001	7 850	11 255
- Mkhondo	1 263	1 263	1 263	1 263	1 263
- Dr Pixley Ka Isaka Seme	1 880	1 880	1 880	1 880	1 880
- Lekwa	1 456	1 456	1 456	1 456	1 456
- Dipaleseng	149	149	149	0	0
- Govan Mbeki	12 253	12 253	9 913	12 253	12 253
Nkangala	37 474	33 885	32 950	36 375	35 996

- Victor Khanye	3 584	3 584	2 088	3 584	3 584
- Emalahleni	10 522	10 522	10 522	10 522	10 522
- Steve Tshwete	18 240	14 651	16 618	18 240	17 861
- Emakhazeni	3 005	3 005	2 469	3 005	3 005
- Thembisile Hani	564	564	564	0	0
- Dr JS Moroka	1 559	1 559	689	1 024	1 024
Ehlanzeni	37 054	27 443	28 585	21 057	21 057
- Thaba Chweu	4 680	3 455	4 597	3 455	3 455
- Nkomazi	20 986	12 600	12 600	12 600	12 600
- Bushbuckridge	0	0	0	0	0
- City of Mbombela	11 388	11 388	11 388	5 002	5 002

Table 62: Number of indigent households benefiting from services: Sourced from SERO StatsSA Report

Source: Stats SA – Non-financial Census 2019 (the 0 is reflecting what was submitted by some of the Municipalities to Stats SA)

According to Statistics South Africa (2016) Gert Sibande identified 29543 indigent households and all those households benefited from the municipality in terms of water. Moreover, 23 949 benefitted on electricity, 25 989 households benefited on sewerage and sanitation and 29 394 household benefited on solid waste management.

Household infrastructure & services index by district

District	2011	2015	Trend 2011-2015	2016	2019	Trend 2016-2019
Gert Sibande	0.72	0.74		0.75	0.76	
Nkangala	0.71	0.73		0.74	0.75	
Ehlanzeni	0.61	0.62		0.63	0.64	
Mpumalanga	0.67	0.69		0.69	0.71	

Table 63: Household infrastructure and services index by District: Sourced from SERO StatsSA Report

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 indicators, 2020	Gert Sibande	Nkangala	Ehlanzeni
Contribution to provincial population	26.6%	34.6%	38.8%
Contribution to provincial economy	27.1%	38.7%	34.1%
4 most important economic industries	Mining Community services Manufacturing Trade	Mining Community services Finance Manufacturing	Community services Finance Trade Manufacturing
Estimated economic growth	Between -6% & -7%	Between -7% & -8%	Between -8% & -9%
Contribution to provincial employment	28.5%	31.9%	39.6%
4 most important employment industries	Trade Community services Finance Manufacturing	Trade Mining Community services Finance	Trade Community services Finance Agriculture
Expanded unemployment rate	34.8%	41.5%	42.3%
Estimated 2020 job losses due to lockdown	27 477	30 759	38 146
Poverty rate – LBPL	49.2%	44.9%	55.2%

Table 64: Economic growth and labour impact per District due to COVID-19: Sourced from SERO StatsSA Report

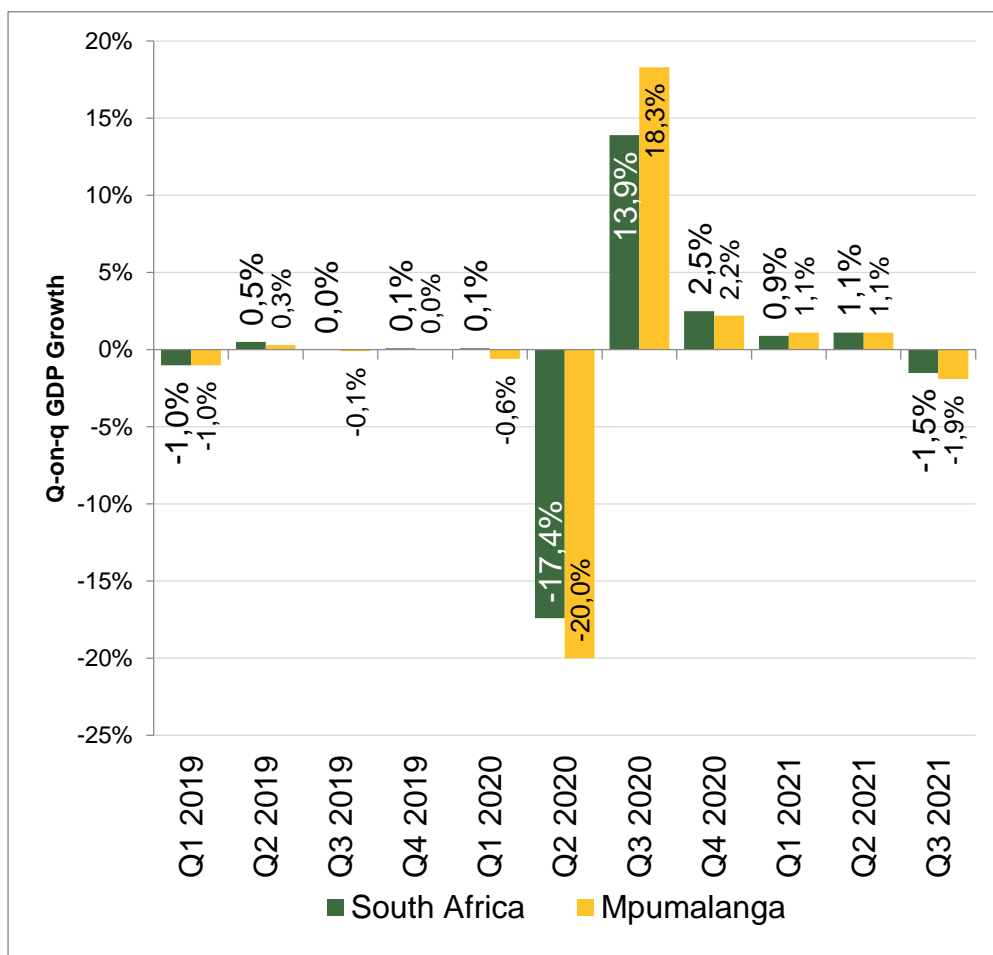


Table 2: Covid-19 impact on the economy: Sourced from SERO StatsSA Report

- Prior to the COVID-19 outbreak, the economy of South Africa was already underperforming. Negative growth rate for all industries (including agriculture) in 2019, except for finance and community services.
- During Q2 2020, the South African economy contracted by 17.4% (seasonally adjusted) and the Mpumalanga economy by 20.7% (seasonally adjusted).
- With the easing of the lockdown, the national and provincial economies expanded again in Q3 2020 by 13.9% and 19.2%, respectively.
- The latest data release by Stats SA saw the national economy contract by 1.5% (q-on-q) and the Mpumalanga economy by 1.9% in Q3 2021.
- Despite the contraction in Q3, the Q3 GDP of SA was 3.0% higher than Q3 of 2020 & the GDP of MP was 2.5% higher than Q3 of 2020.
- Jan-Sept 2021 growth (year-on-year) 5.8%.

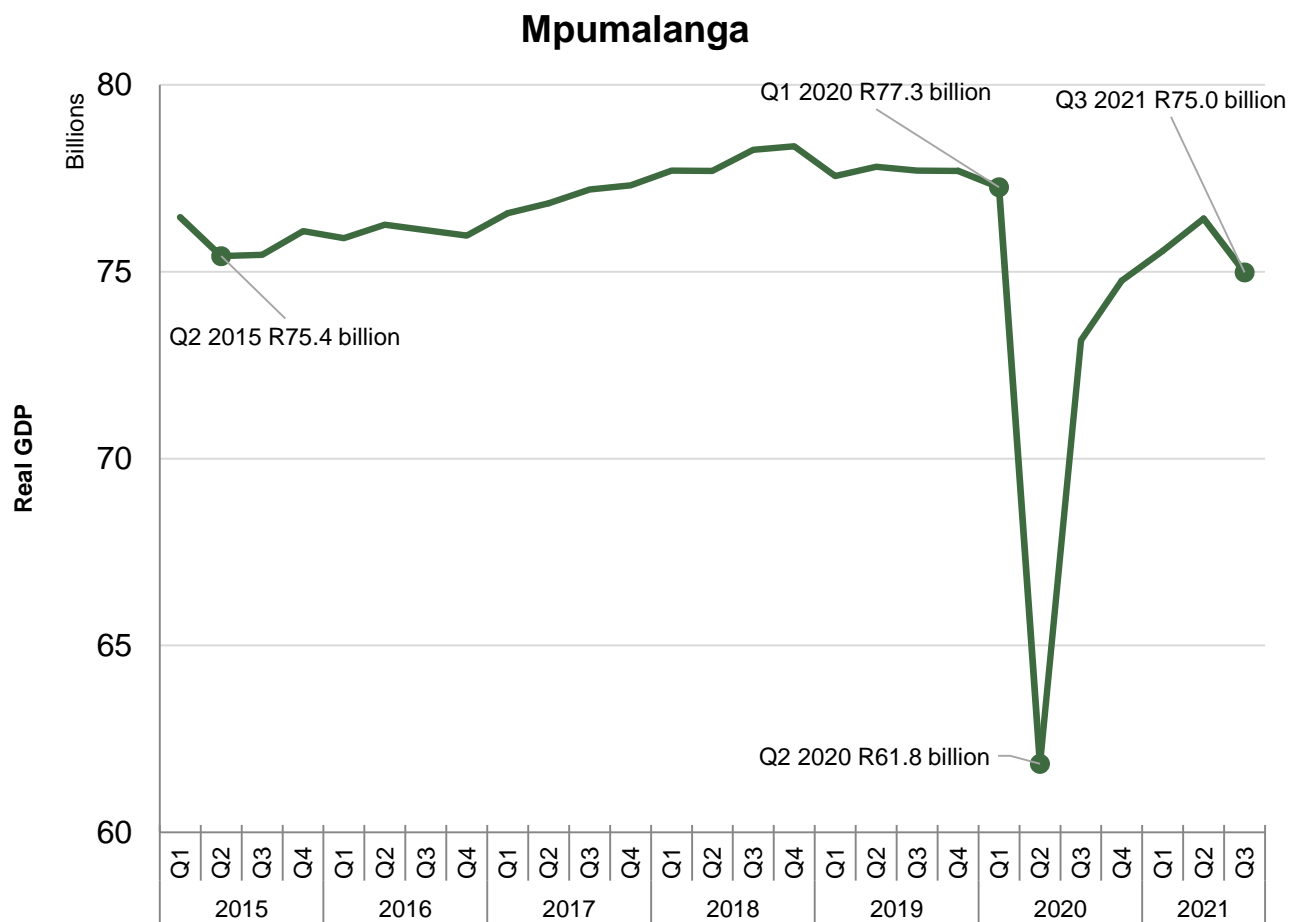


Figure 12: COVID-19 impact on the Mpumalanga Economy: Sourced from SERO StatsSA Report

- The Mpumalanga economy contracted by 1.9% in Q3 of 2021. This was the first quarterly contraction since Q2 2020.
- Before the Q3 2021 contraction, the Mpumalanga economy registered four consecutive quarters of growth after the sudden drop in economic activity during Q2 2020.
- The contraction in Q2 2020 was so severe that the provincial economy in Q3 2021 was still 3.0% smaller than what it was in Q1 2020.
- In Q3 2021, the Mpumalanga economy was slightly smaller than what it was in Q2 2015.

2.1.8 Gert Sibande Economy

- In 2021, the contribution to the Mpumalanga economy was 26.8% – smallest contribution among the three districts.
- Gert Sibande was the leading role player in the provincial agriculture industry & made significant contributions to the other provincial industries, especially manufacturing & mining.
- Over the period 1996 to 2021, the economic growth rate for Gert Sibande was 1.1% p.a., however, it declined to only 0.1% p.a. between 2016 & 2021.
- Estimated contraction of 6.9% in 2020 as a result of COVID-19 and the lockdown. The Gert Sibande economy expanded by 2.9% in 2021 & is expected to grow by 0.7% in 2022.

The estimated average annual GDP growth between 2021 & 2026 for Gert Sibande is 1.4% p.a.

In 2021, the size of the economy was estimated at R123.9 billion in current prices & R82.3 billion in constant 2015-prices.

In 2021, the four largest industries (mining, community services, manufacturing & trade) contributed 66.5% to the economy of Gert Sibande.

Gert Sibande holds comparative advantages in agriculture, mining, manufacturing, & utilities (mainly electricity).

In 2016, tourism spend totalled R3.6 billion or equal to 3.9% of the district's GDP in current prices. By 2021, it increased to R5.1 billion, which was equal to 4.1% of the district's GDP in current prices.

2.1.8.1 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 65: Economic Contribution & growth per municipal area: Sourced from SERO StatsSA Report

Statistics South Africa indicated that Govan Mbeki contributed the highest percentage to the Mpumalanga economy whereas Dipaleseng LM contributed the lowest percentage in the district.

2.1.8.2 Contribution to the provincial economy by municipal area

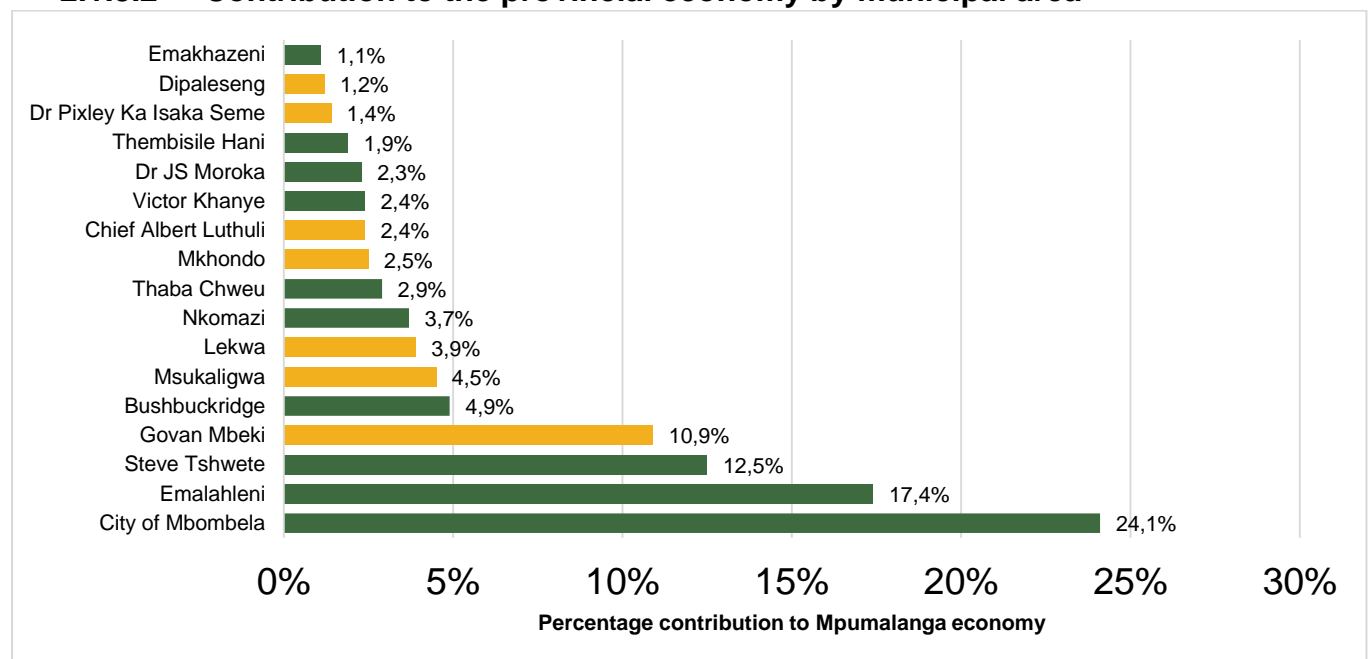


Figure 13: Contribution to the provincial economy per municipal area: Sourced from SERO StatsSA Report

2.1.8.3 Economic contribution per LM to the district

Govan Mbeki has the largest contributor to the economy of the GSDM at 41.0% of the total GDP followed by Msukaligwa at 16.7% and Lekwa at 10.7% respectively. Both Chief Albert Luthuli and Mkhondo are the 4th largest economic sectors at 9.4%. Pixley KA Isaka Seme is at 5.2 % whereas Dipaleseng is the lowest contributor the GSDM economy with 3.7%. 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 and Goven Mbeki.

Industry	Chief Albert Luthuli	Msuka-ligwa	Mkhondo	Dr Pixley Ka Isaka Seme	Lekwa	Dipaleseng	Govan Mbeki	Gert Sibande
Agriculture	12.1%	18.5%	12.3%	11.8%	23.3%	11.4%	10.7%	100.0%
Mining	8.0%	5.6%	3.8%	0.6%	16.1%	0.7%	65.1%	100.0%
Manufacturing	2.1%	5.6%	7.7%	1.6%	9.3%	1.8%	71.9%	100.0%
Utilities	8.1%	19.2%	6.9%	11.8%	28.9%	6.2%	19.0%	100.0%
Construction	9.4%	17.0%	10.1%	15.1%	12.2%	4.6%	31.6%	100.0%
Trade	9.6%	23.3%	14.3%	5.8%	13.6%	5.8%	27.4%	100.0%
Transport	10.9%	31.0%	12.5%	6.1%	12.1%	4.0%	23.4%	100.0%
Finance	8.0%	24.5%	11.0%	5.6%	14.1%	3.1%	33.6%	100.0%
Community services	17.4%	23.0%	11.1%	6.6%	13.3%	4.2%	24.2%	100.0%
Total	9.4%	16.7%	9.4%	5.2%	14.7%	3.7%	41.0%	100.0%

Table 66: Economic contribution per Local Municipality: Sourced from SERO StatsSA Report

2.1.8.4 Expected economic growth by industries in 2022

Industry	Economic growth		Forecasted economic growth
	2020	2021	2022
Agriculture	17.9%	12.8%	1.1%
Mining	-6.2%	-0.6%	0.5%
Manufacturing	-11.7%	-3.3%	1.1%
Utilities	-5.8%	1.2%	-1.0%
Construction	-17.5%	-1.2%	0.9%
Trade	-11.8%	7.3%	2.3%
Transport	-15.1%	5.6%	3.1%
Finance	0.2%	5.3%	2.2%
Community services	-1.3%	4.3%	1.8%
Total	-7.3%	2.9%	0.8%

Table 67: Estimated economic growth by industries: Sourced from SERO StatsSA Report

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

Industry	Chief Albert Luthuli	Msuka-ligwa	Mkhondo	Dr Pixley Ka Isaka Seme	Lekwa	Dipaleseng	Govan Mbeki	Gert Sibande
Agriculture	11.5%	18.1%	11.9%	12.0%	24.1%	11.1%	11.3%	100.0%
Mining	8.0%	6.5%	3.5%	0.5%	11.4%	5.2%	64.9%	100.0%
Manufacturing	2.1%	5.9%	8.0%	1.8%	10.2%	1.8%	70.2%	100.0%
Utilities	8.1%	19.3%	6.8%	11.3%	28.9%	6.0%	19.6%	100.0%
Construction	8.8%	16.5%	9.6%	15.1%	12.5%	4.4%	33.1%	100.0%
Trade	9.1%	22.8%	13.7%	5.9%	14.1%	5.7%	28.9%	100.0%
Transport	10.2%	30.1%	11.9%	6.2%	12.7%	4.0%	24.8%	100.0%
Finance	7.7%	24.0%	10.6%	5.7%	14.4%	3.0%	34.6%	100.0%
Community services	16.6%	22.5%	10.7%	6.7%	13.8%	4.1%	25.6%	100.0%
Total	9.1%	16.8%	9.2%	5.3%	14.4%	4.6%	40.6%	100.0%

Table 68: Economic contribution per sector: Sourced from SERO StatsSA Report

2.1.8.6 Largest industries per municipal area

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

Table 69: Largest industries per municipal area: Sourced from SERO StatsSA Report

2.1.8.7 Tourism by local municipal area

Local Municipal Area	Total tourism spend (R-million)		Tourism spend as % of GDP (current prices)	
	2016	2021	2016	2021
Gert Sibande	3 567.1	5 095.1	3.9%	4.1%
Chief Albert Luthuli	775.6	1 177.8	9.9%	11.3%
Msukaligwa	660.5	928.9	4.8%	4.9%
Mkhondo	375.2	420.4	4.5%	3.9%
Dr Pixley Ka Isaka Seme	304.4	583.4	8.1%	9.9%
Lekwa	375.7	472.5	3.4%	2.8%
Dipaleseng	145.3	185.2	5.1%	3.7%
Govan Mbeki	930.5	1 326.9	2.1%	2.4%

Table 70: Tourism by local municipal area: Sourced from SERO StatsSA Report

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.

2.1.9. Mpumalanga Economic Reconstruction and Recovery Plan (MERRP)

The Mpumalanga Economic Reconstruction & Recovery Plan (MERRP) seeks to address the negative impact of COVID-19 on the provincial economy and livelihoods of the Mpumalanga citizens.

The MERRP aims at re-igniting the provincial economy through focusing on the following seven priority interventions:

- Planned 'massive' rollout of infrastructure;
- Growth through industrialisation, localisation and export promotion - roll-out of the Mpumalanga Industrial Development Plan (MIDP) i.e. establishment of 3 Industrial Technology Parks, Nkomazi SEZ & Mpumalanga International Fresh Produce Market
- Sufficient, secure and reliable energy supply and Green Economy initiatives.
- Employment stimulus - i.e. increased access to funding for SMMEs and Cooperatives.
- Growth and recovery of tourism.
- Agriculture and Food Security - increase in agricultural production (i.e. Phezukomkhono Mlimi & Zonda Indlala).
- Gender and economic inclusion.
- The MERRP assumes a project based implementation approach.

Prioritised catalytic projects of the MERRP

Provincial government interventions	
<ul style="list-style-type: none"> • Provincial government interventions • Rehabilitation of the Coal Haulage Network • Improvement of tourism road infrastructure • Mpumalanga International Fresh Produce Market • Upgrading of Moloto Road • Integrated Human Settlements • Disaster Relief Intervention • Establishment of the Nkomazi SEZ • Establishment of the Petrochemical Industrial Technology Park • Rejuvenation of Ekandustria • Growing the circular economy • Green cluster – Just Transition Programme • Social enterprise Development Programme • Food nutrition programme • EPWP • Siyatentela Roads Maintenance Programme • National Youth Service • Paving of township and municipal roads 	<ul style="list-style-type: none"> • Emerging Contractor Development Programme • Skills development through incubation • God's Window Skywalk • Barberton Makhonjwa Mountains World Heritage Site • Railway Heritage Tourism Project • Phezukomkhono Mlimi Crop Production • Livestock Development Programme • Zonda Indlala Horticulture Programme • Inclusive Agro-processing Industry & Market Access Programme • Release of state land for Agricultural Development Programme • District wide high impact projects • Employment stimulus and inclusion of women and youth • Private sector investment initiatives

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Table 71: Prioritised Catalytic Projects of the MERRP

2.1.10. Gert Sibande District Economic Reconstruction and Recovery Plan

The plan contains many practical initiatives and interventions which together should improve the underlying investment environment and unlock greater job creation and faster economic growth. Much now depends on how quickly the specific measures proposed in the plan can be implemented. Some elements of the plan can be implemented almost immediately especially the regulatory reform. However, the central feature of the plan the infrastructure plans will be difficult for the municipality to get off the ground

Projects Plan developed and prioritised the following projects

1. Facilitate provision of financial and non-support to SMMEs
2. Strengthen the relations with Mining Companies
3. Create access to the sector's value chain for emerging farmers
4. Identify a zone of economic development (Special Economic Zone) to attract investment in the district.
5. Transformation of automobile sector
6. Forestry Sector Support
7. Digital Infrastructure Development
8. Tourism Marketing and Promotion

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 72: 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, Economic Development & Innovation
- 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 arises while the Section 80 meetings are held monthly.

Section 79 Committees

- Municipal Public Accounts Committee (MPAC)
- Rules and Ethics
- By-Laws and Policies
- Geographical Names Change

Section 80 Committees

- Corporate Services
- Community and Social Services
- Infrastructure and Technical Services
- Planning, Economic Development & Innovation
- 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.

GERT SIBANDE DISTRICT MUNICIPALITY

Approved by:

Municipal Manager
May 2023

**ORGANIZATIONAL STRUCTURE
C/R:
REVIEWAL DATE: 05/2023**



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Approved by:

Municipal Manager
May 2023

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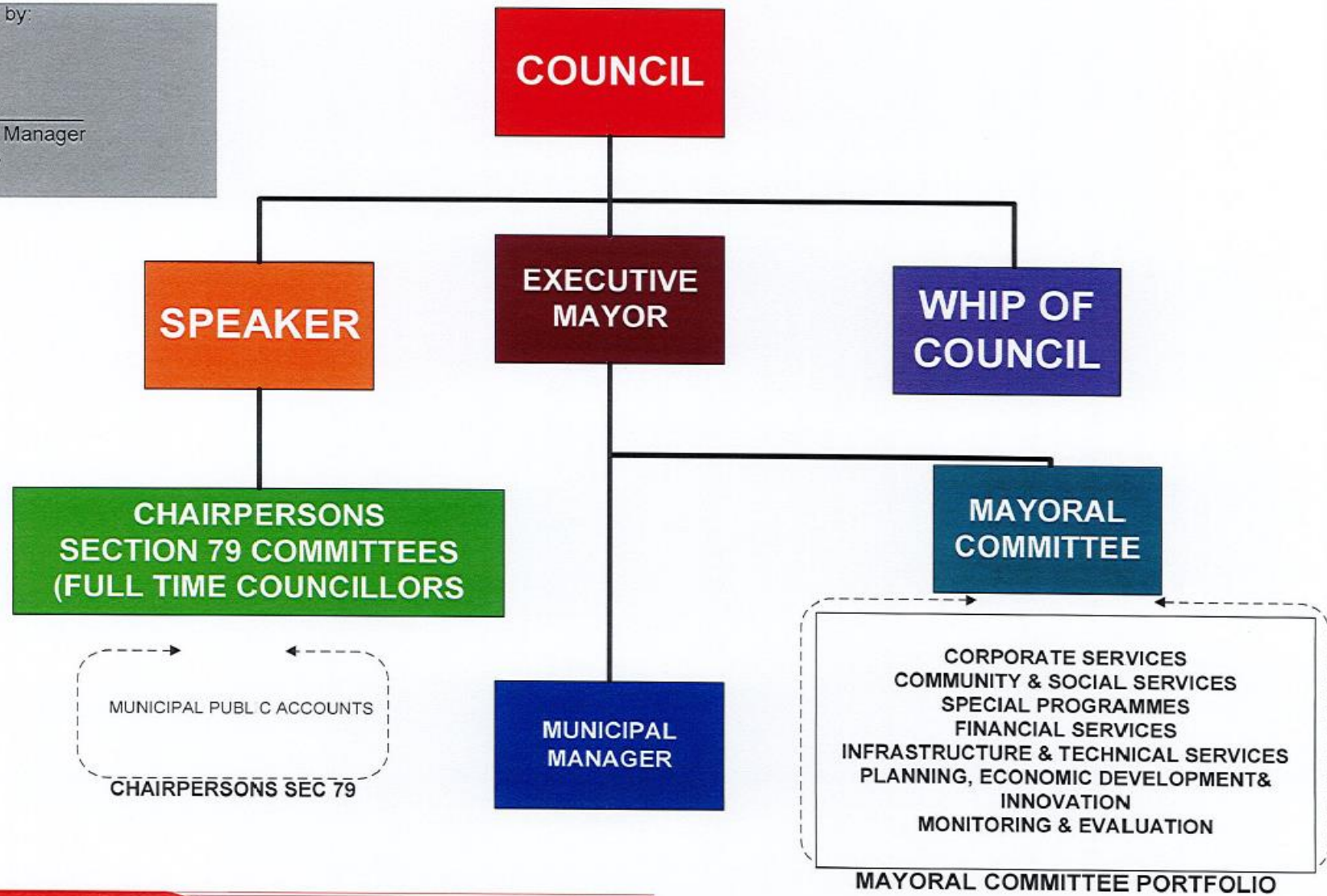
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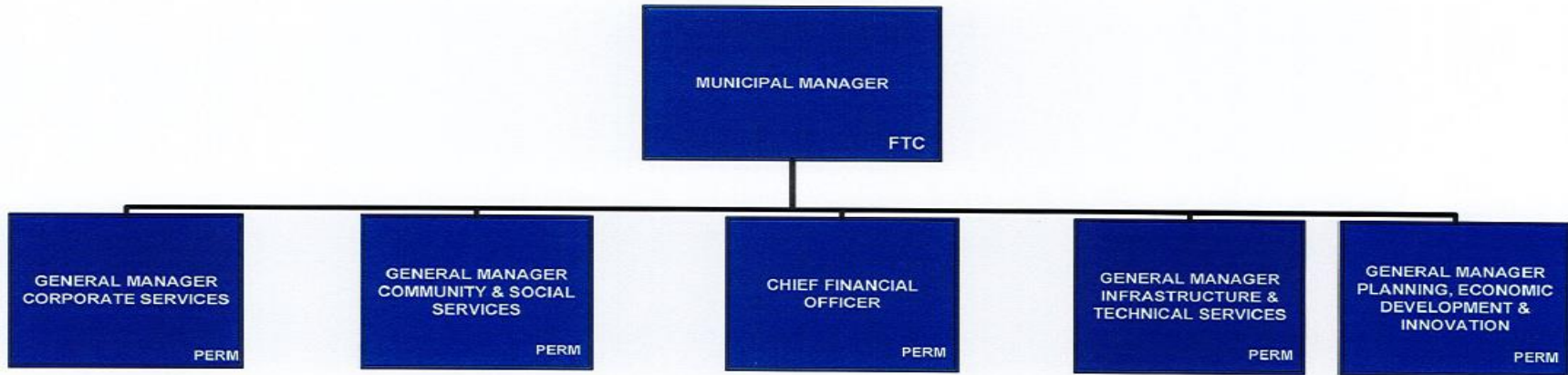
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Approved by:

Municipal Manager
May 2023





Approved by:

May 2023

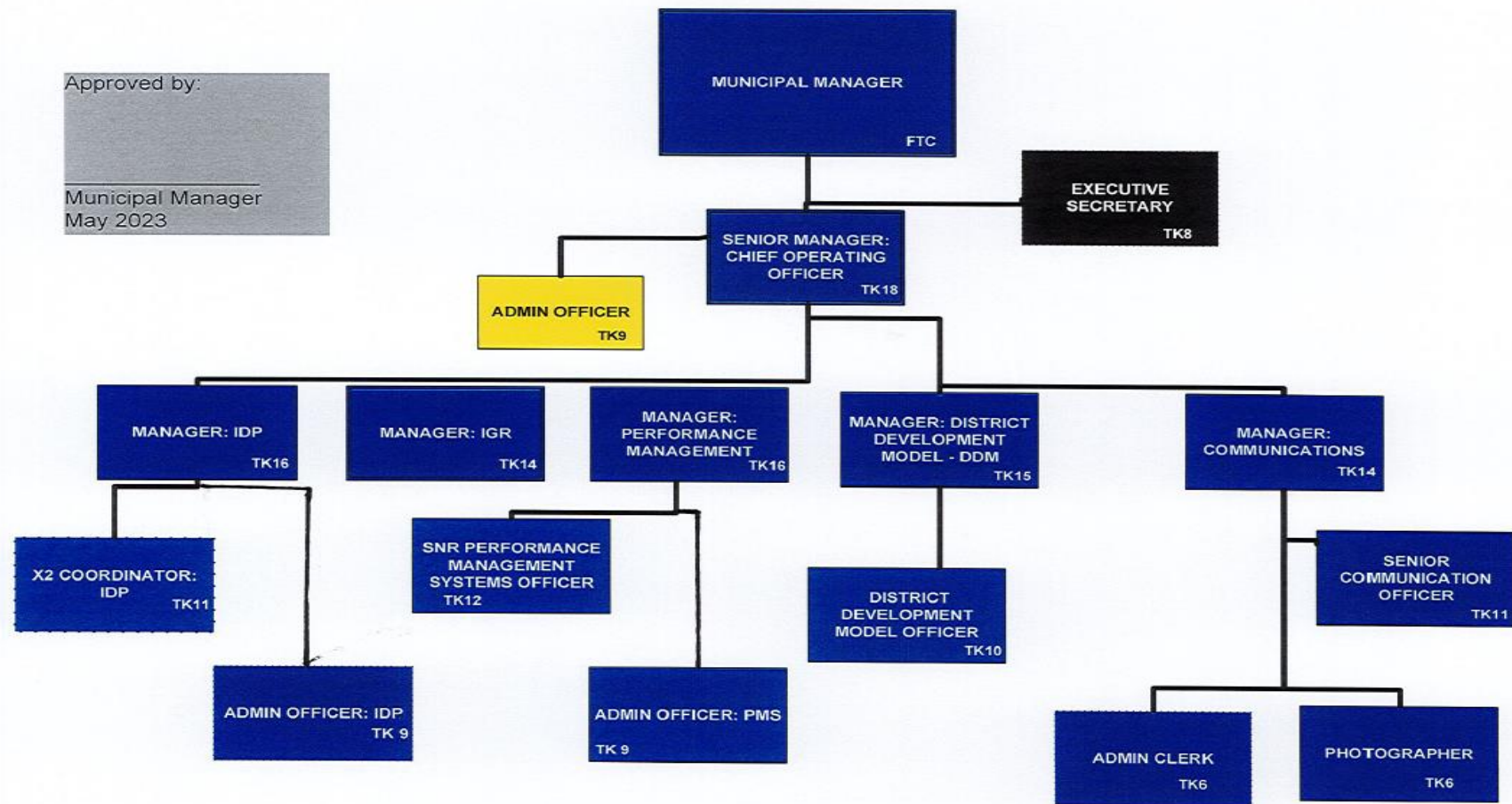
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ADMINISTRATION TOP MANAGEMENT

Approved by:

Municipal Manager
May 2023



OFFICE OF THE MUNICIPAL MANAGER

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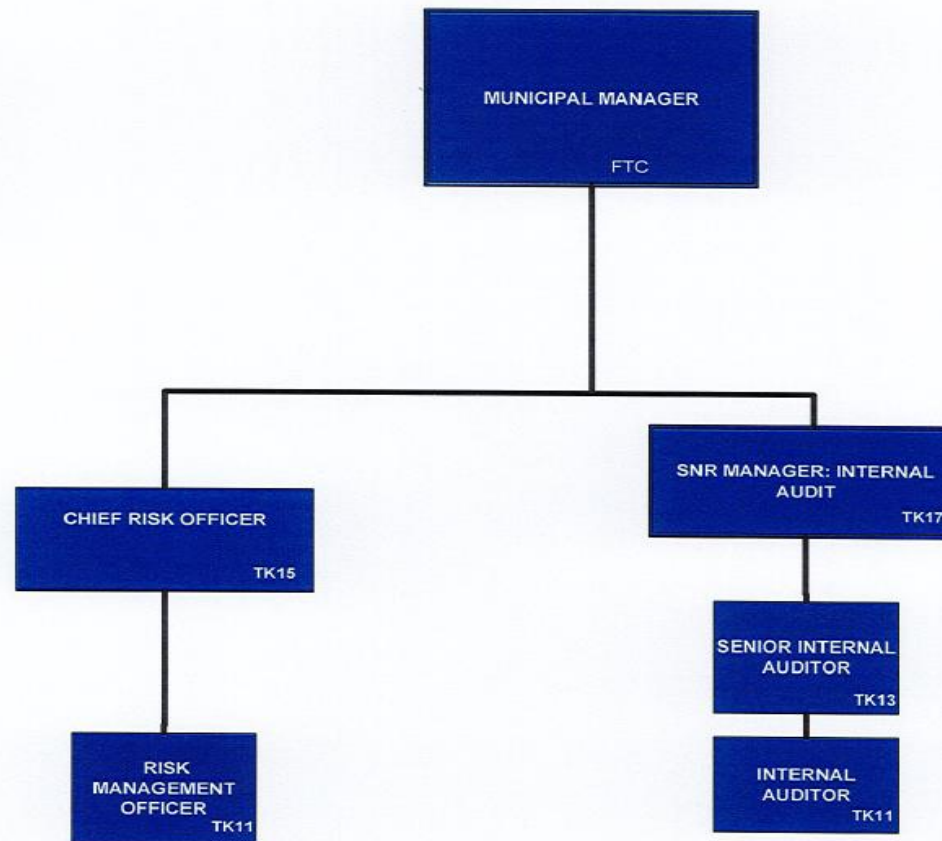
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Municipal Manager
May 2023



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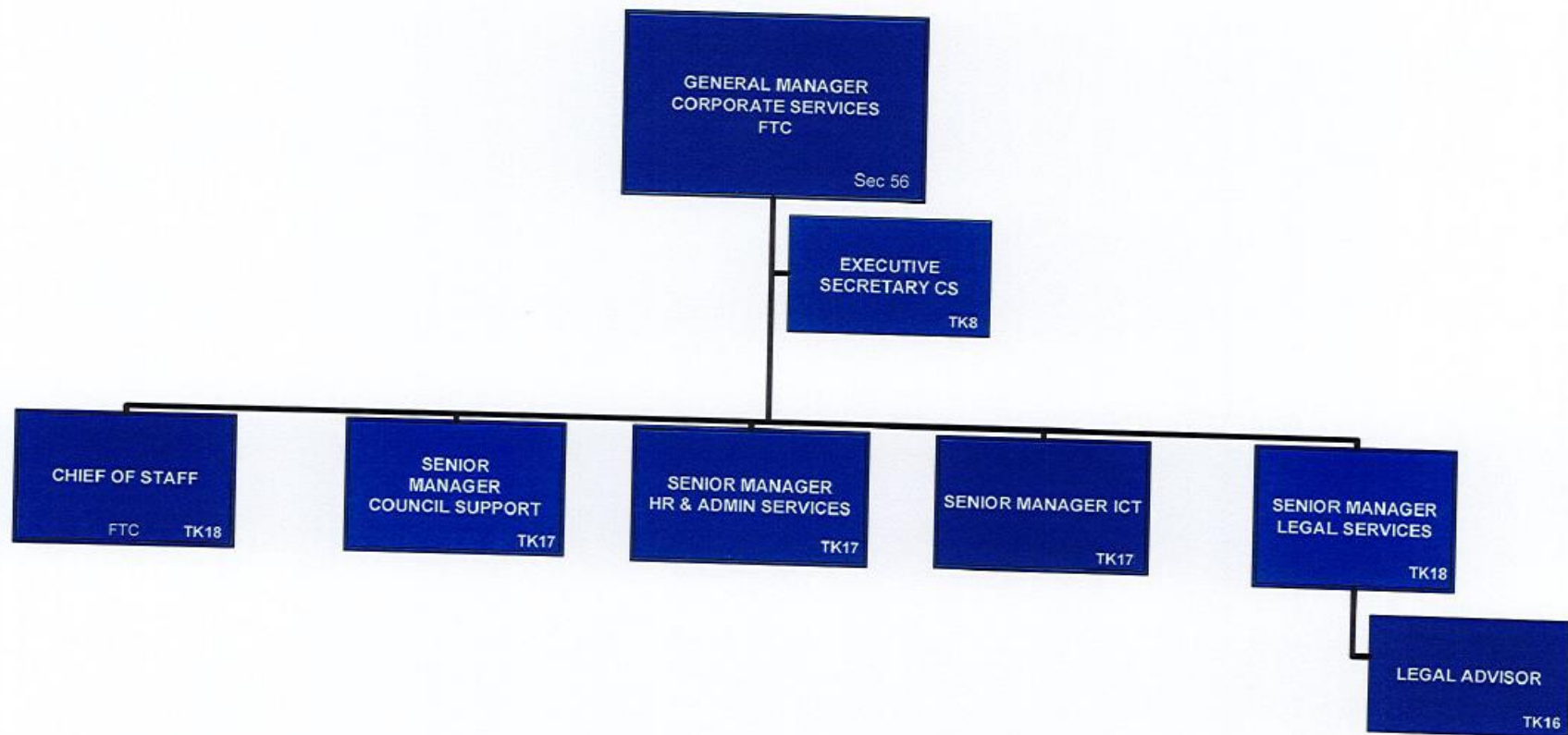
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Municipal Manager
May 2023

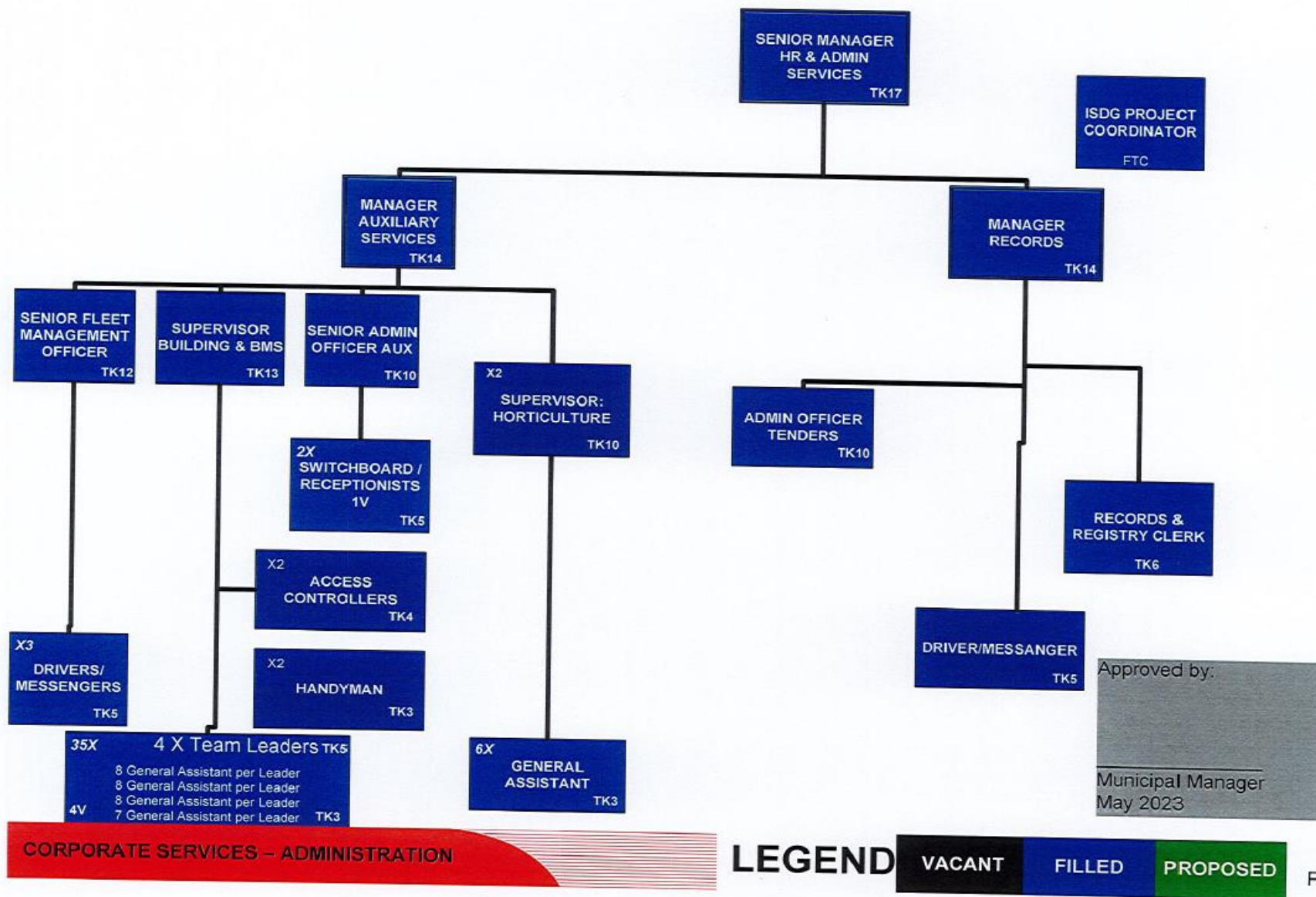
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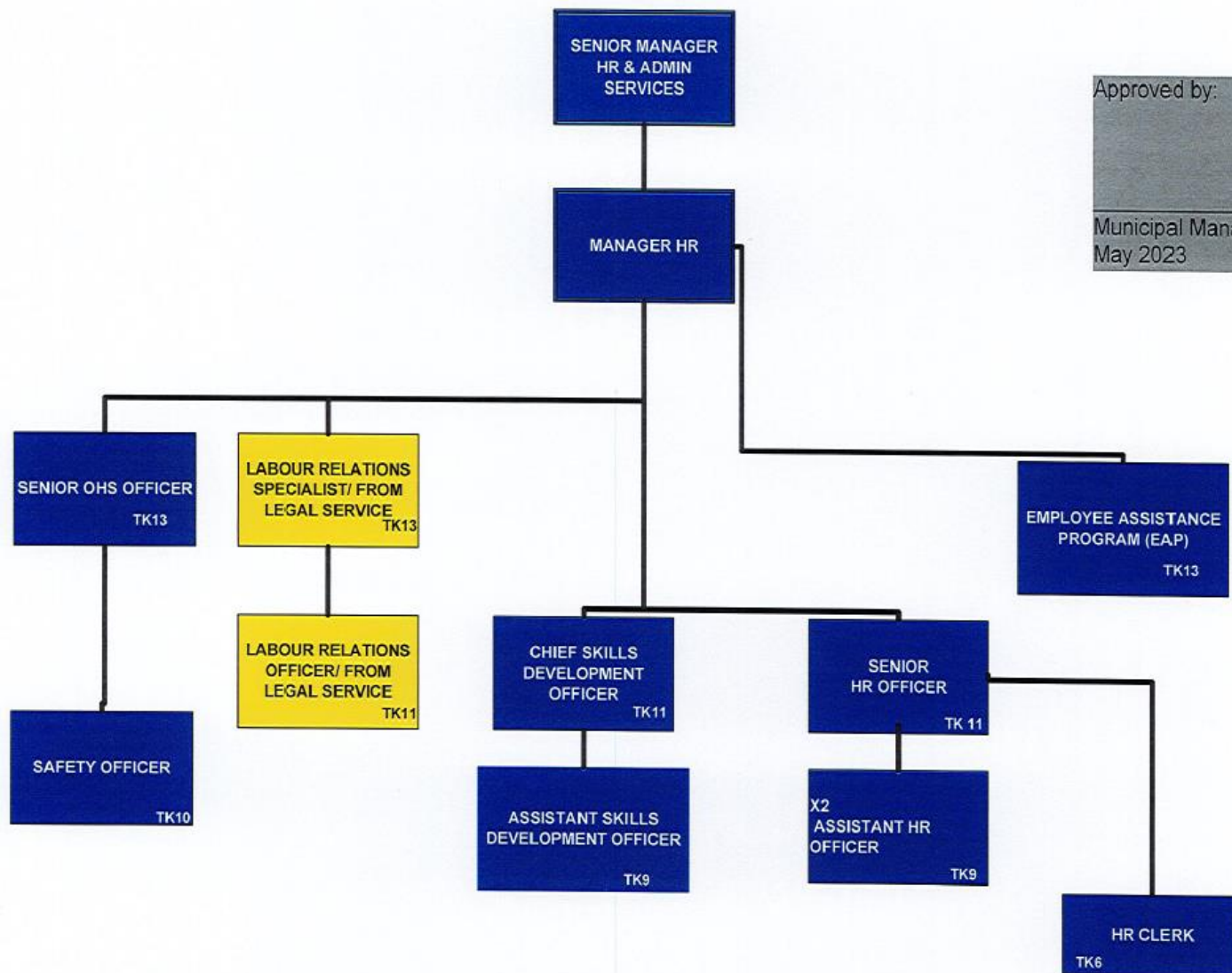
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CORPORATE SERVICES – TOP STRUCTURE



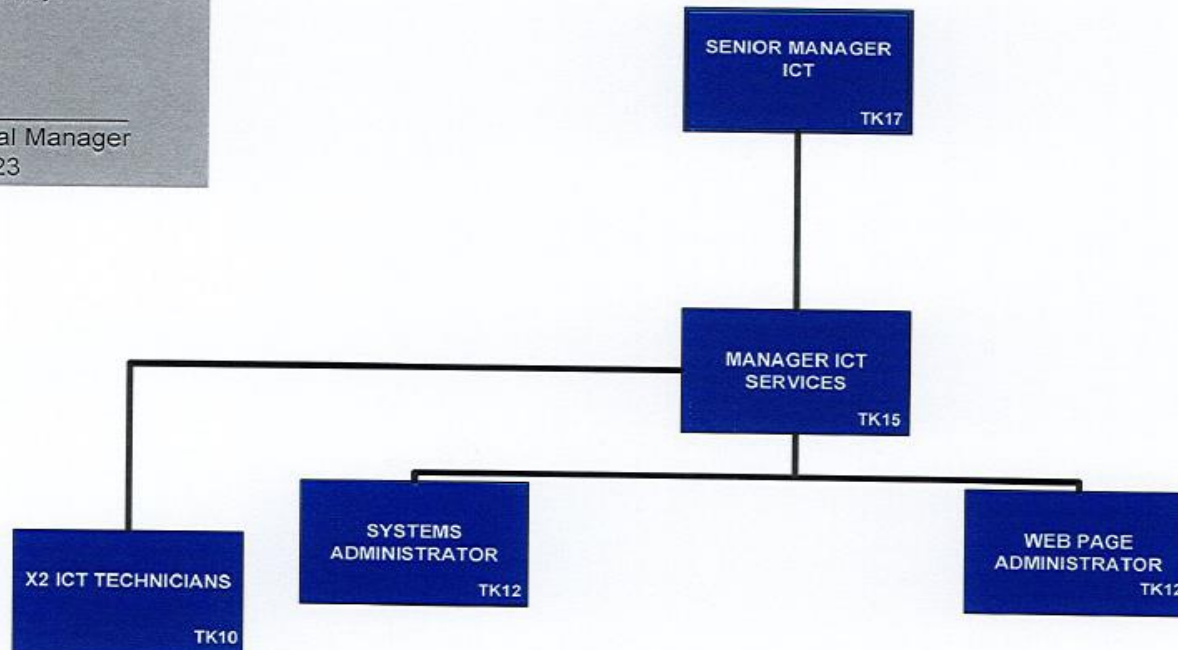


Approved by:

Municipal Manager
May 2023

Approved by:

Municipal Manager
May 2023



CORPORATE SERVICES - ICT

LEGEND

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OFFICE OF THE EXECUTIVE MAYOR

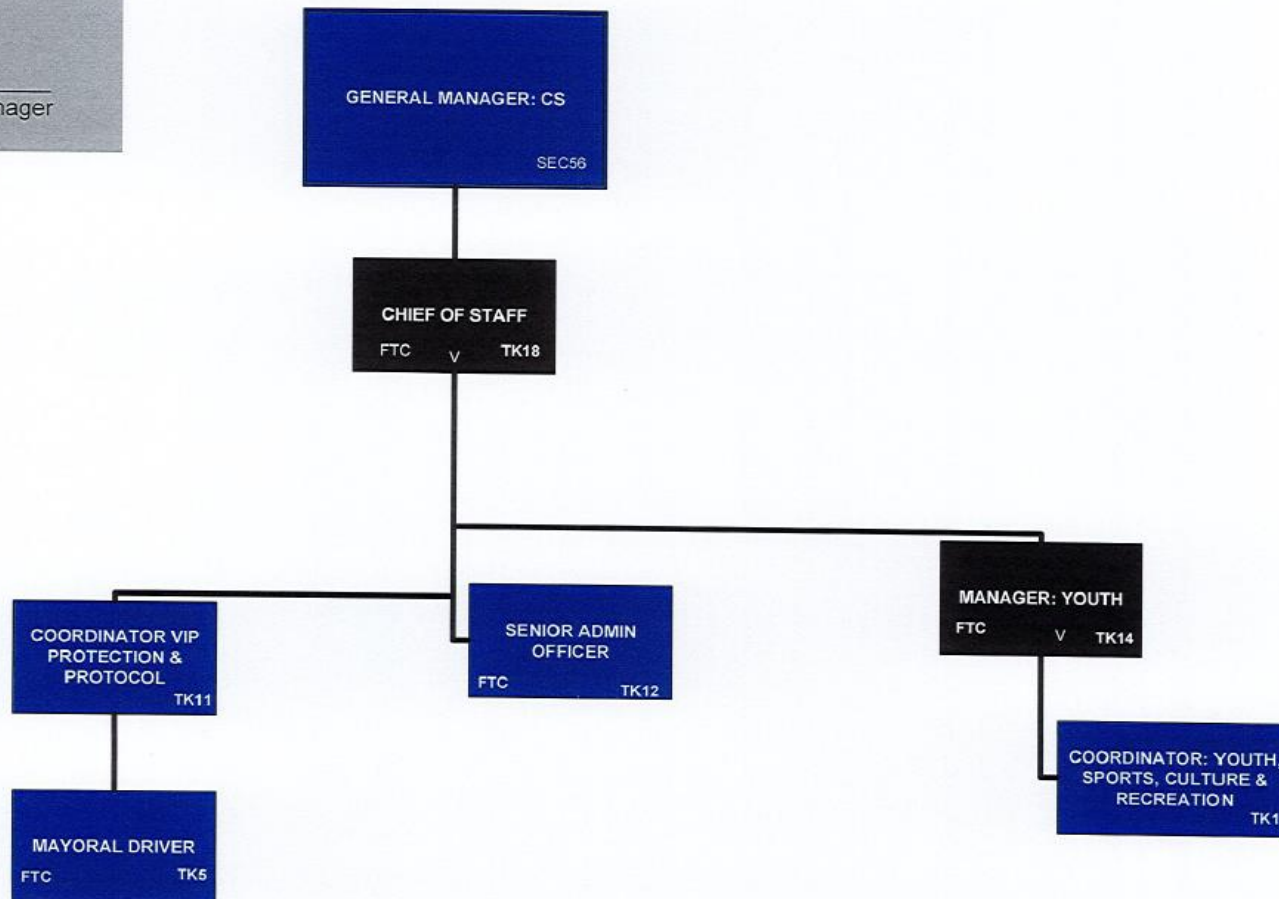
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Approved by:

Municipal Manager
May 2023

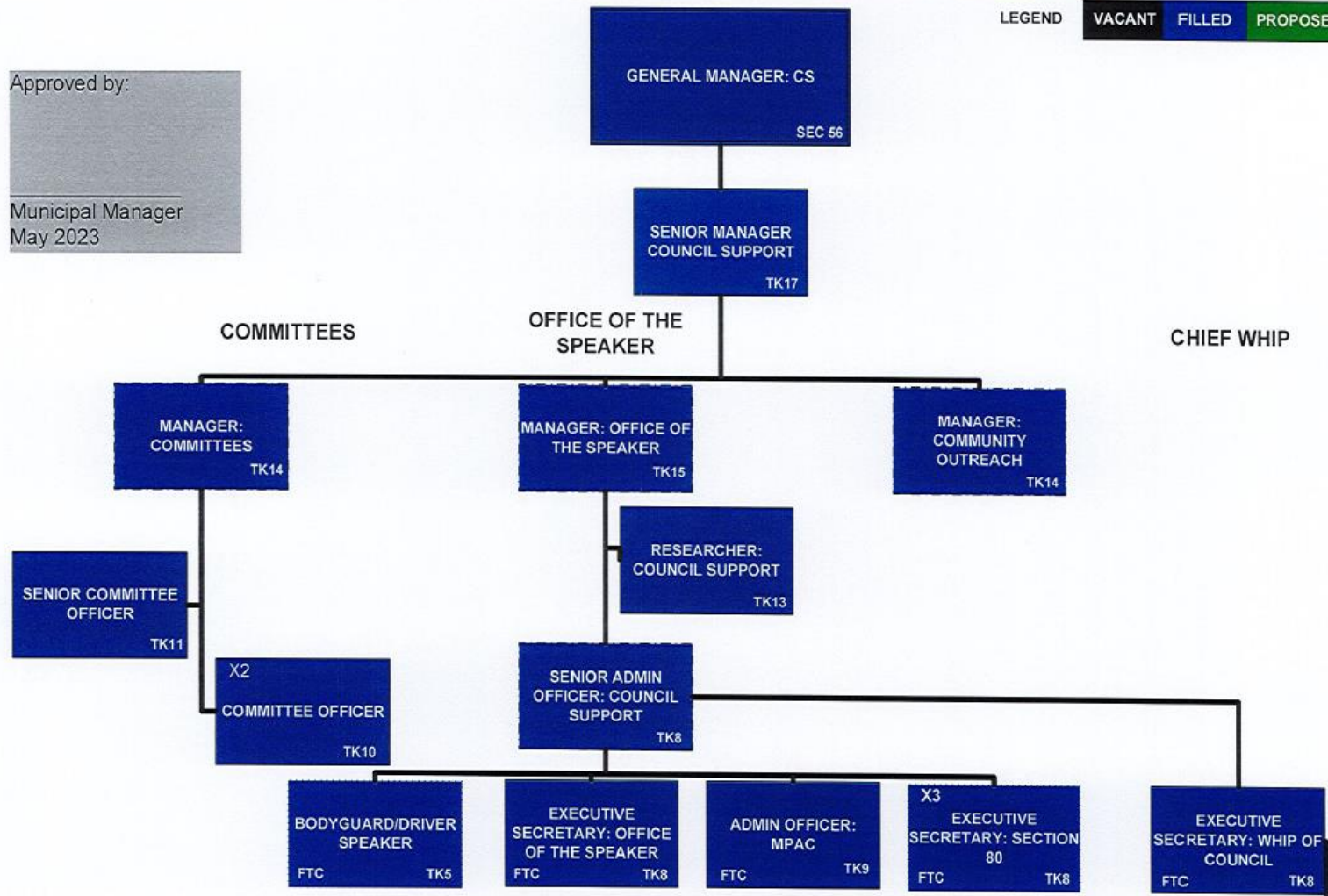


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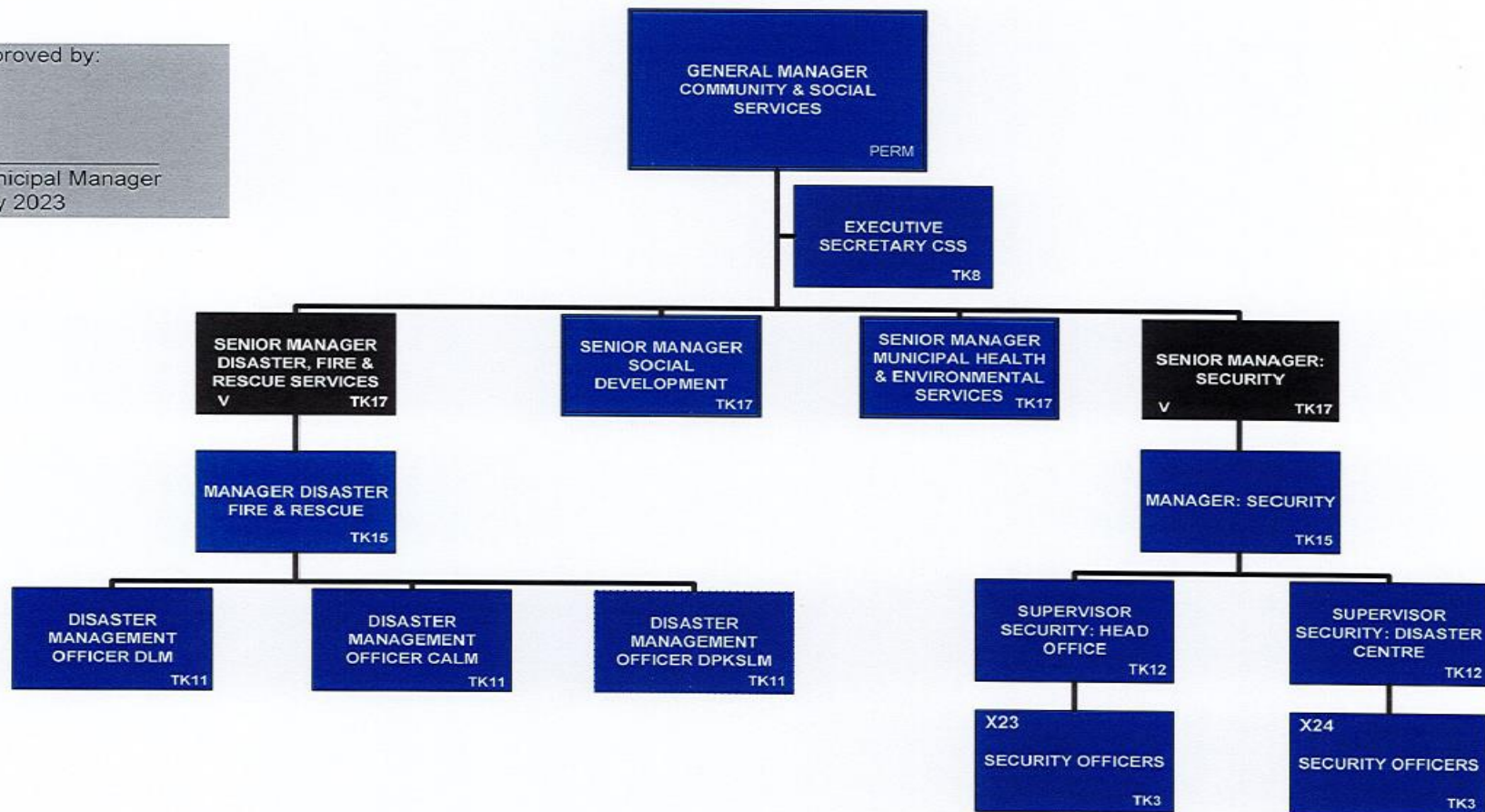
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Municipal Manager
May 2023



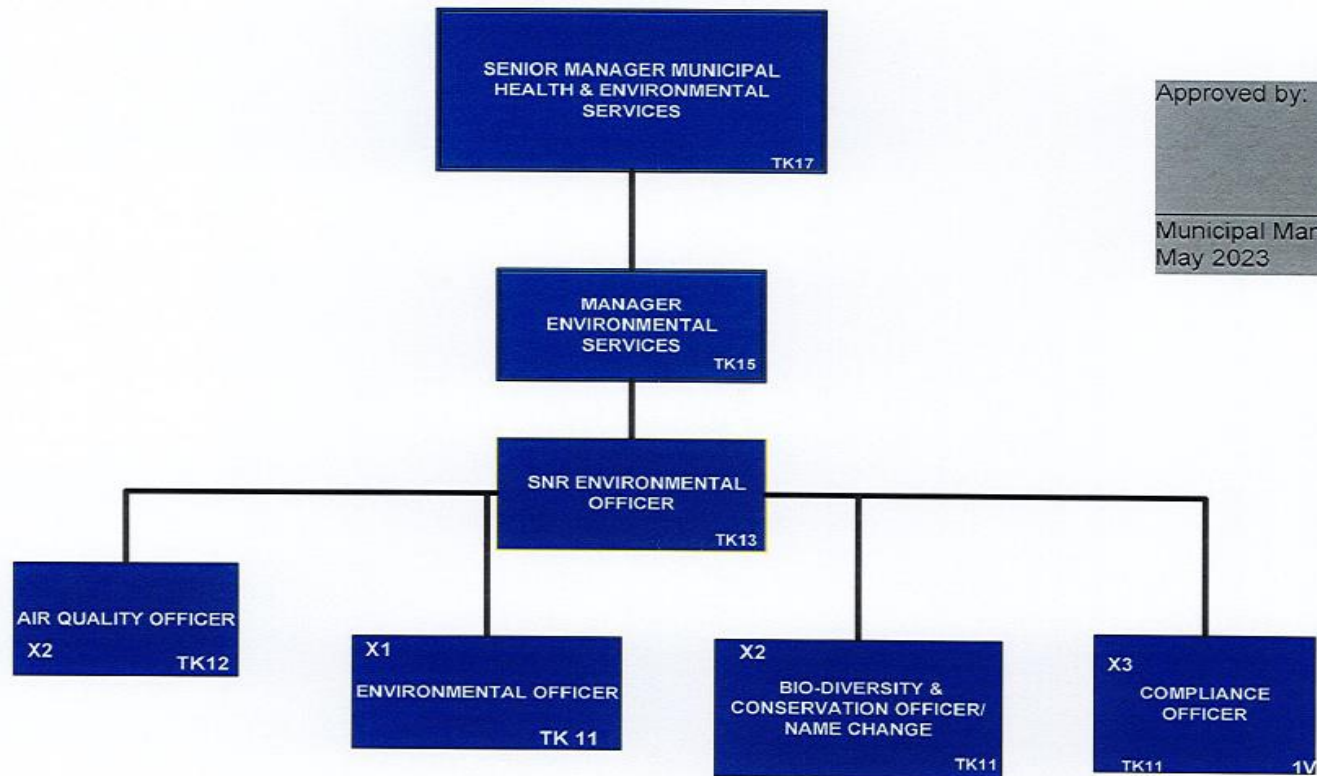
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May 2023



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COMMUNITY & SOCIAL SERVICES – TOP STRUCTURE



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Municipal Manager
May 2023

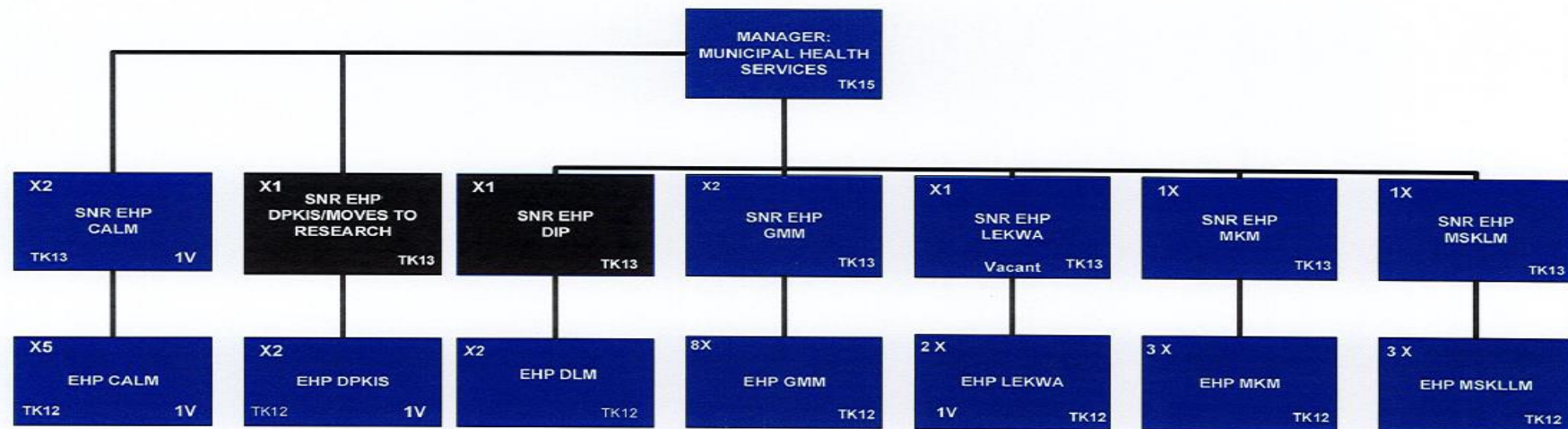
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COMMUNITY & SOCIAL SERVICES – MUNICIPAL HEALTH SERVICES



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May 2023

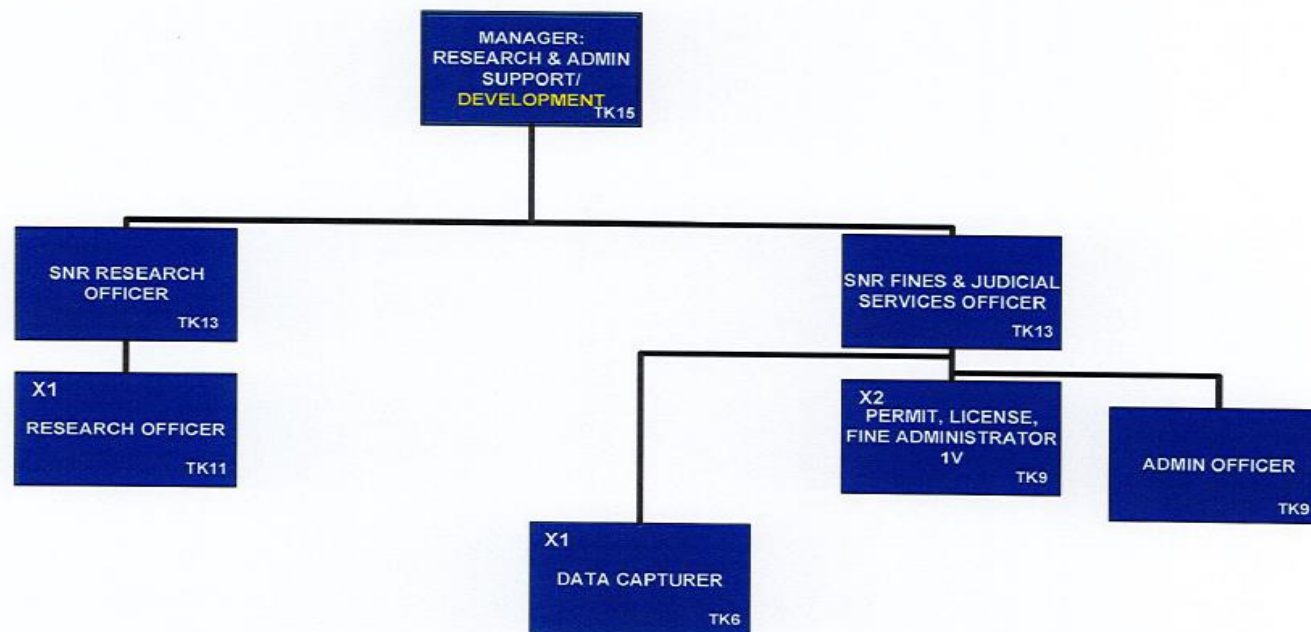
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COMMUNITY & SOCIAL SERVICES – MUNICIPAL HEALTH SERVICES



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Municipal Manager
May 2023

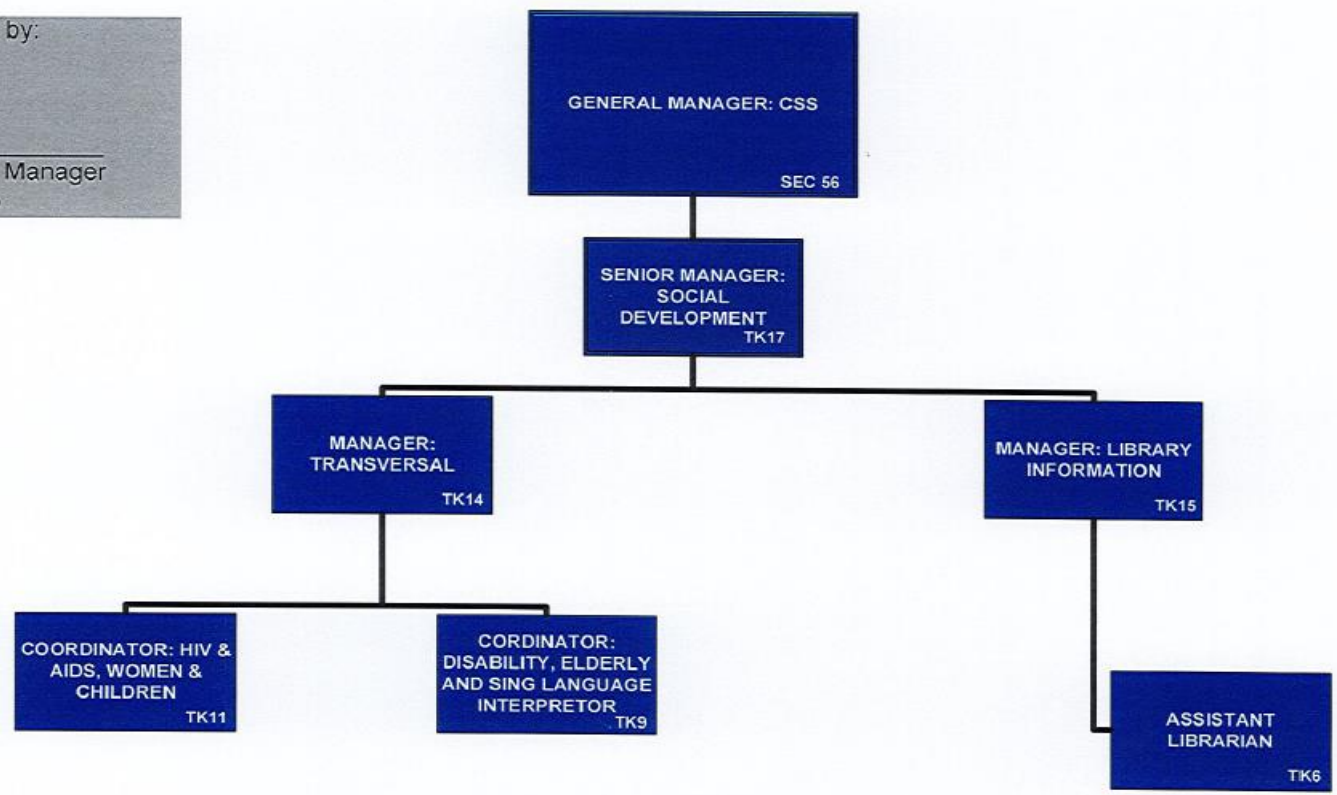
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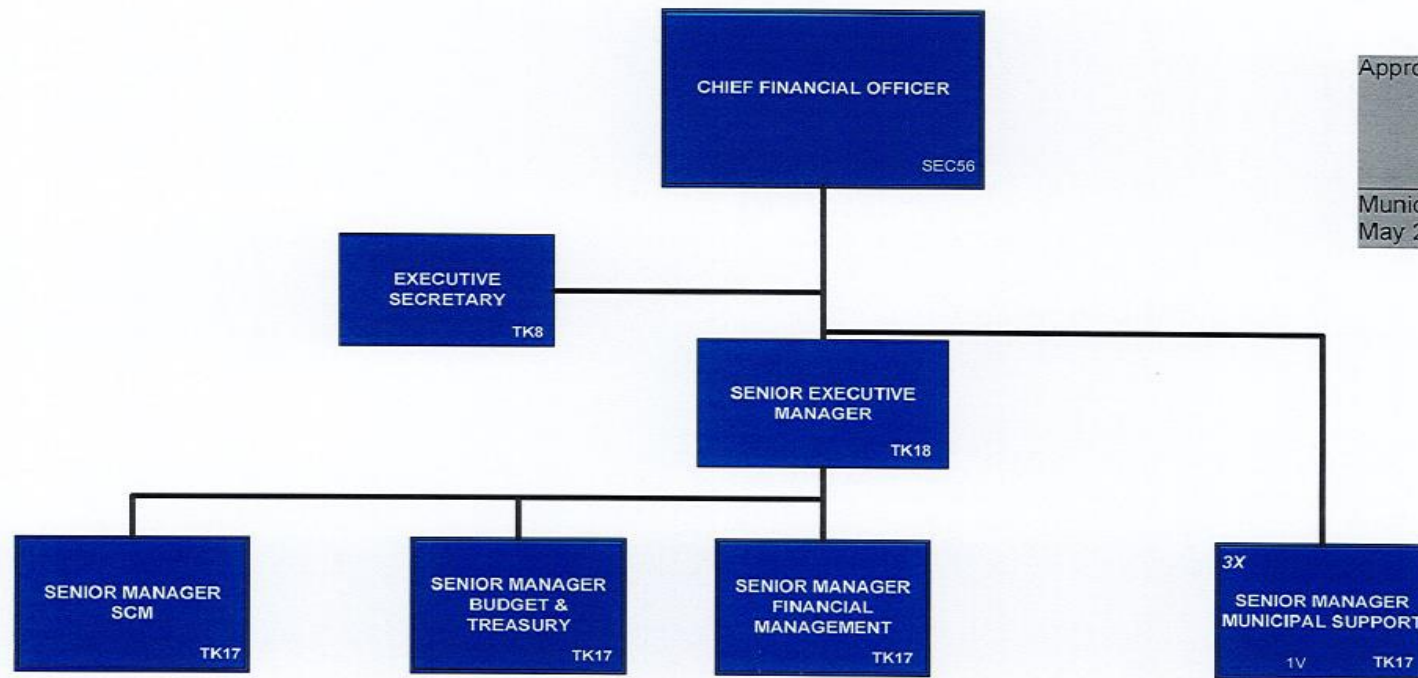
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COMMUNITY & SOCIAL SERVICES – MUNICIPAL HEALTH SERVICES GMLM

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Municipal Manager
May 2023





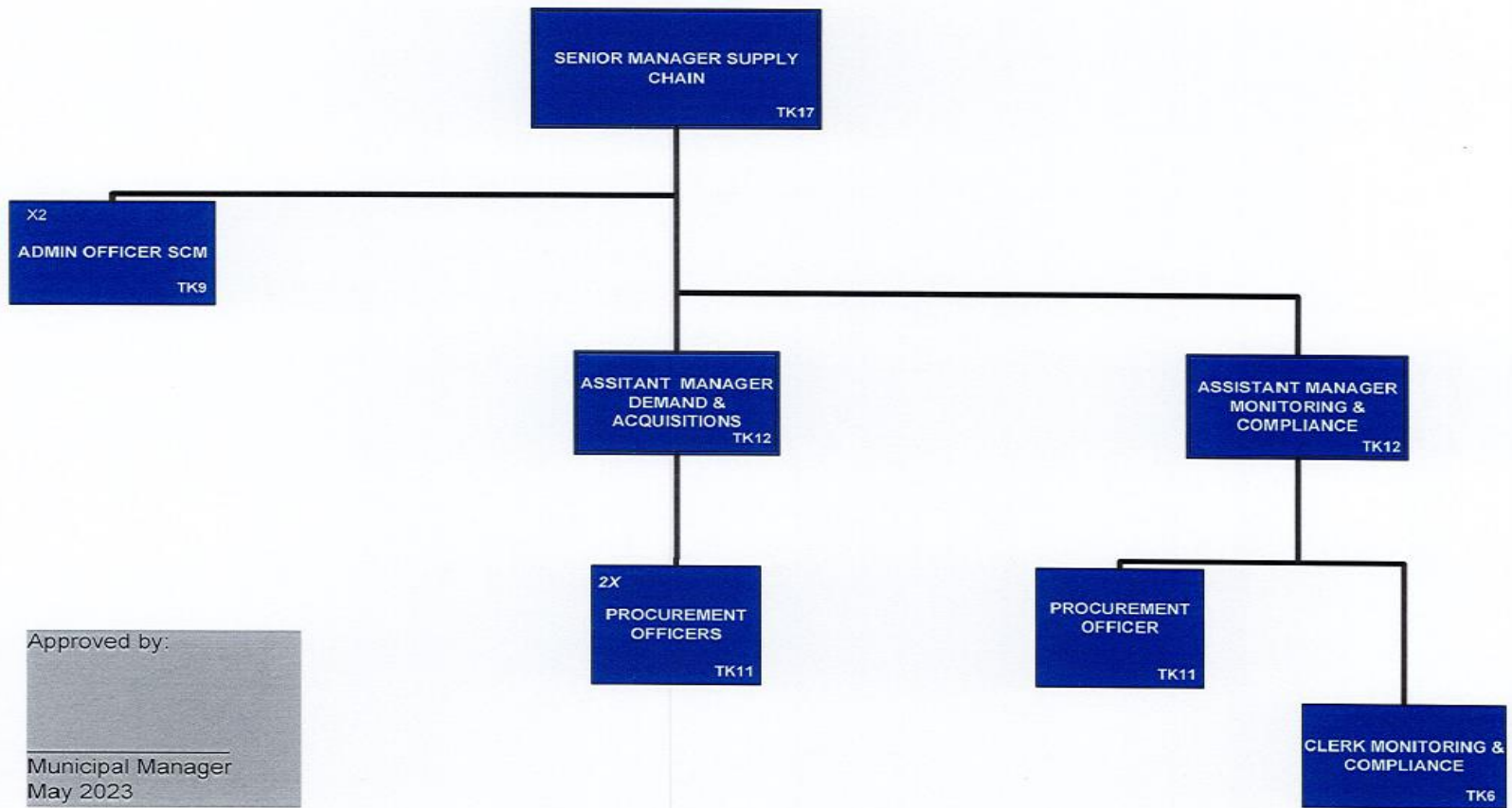
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Municipal Manager
May 2023

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FINANCIAL SERVICES – TOP STRUCTURE



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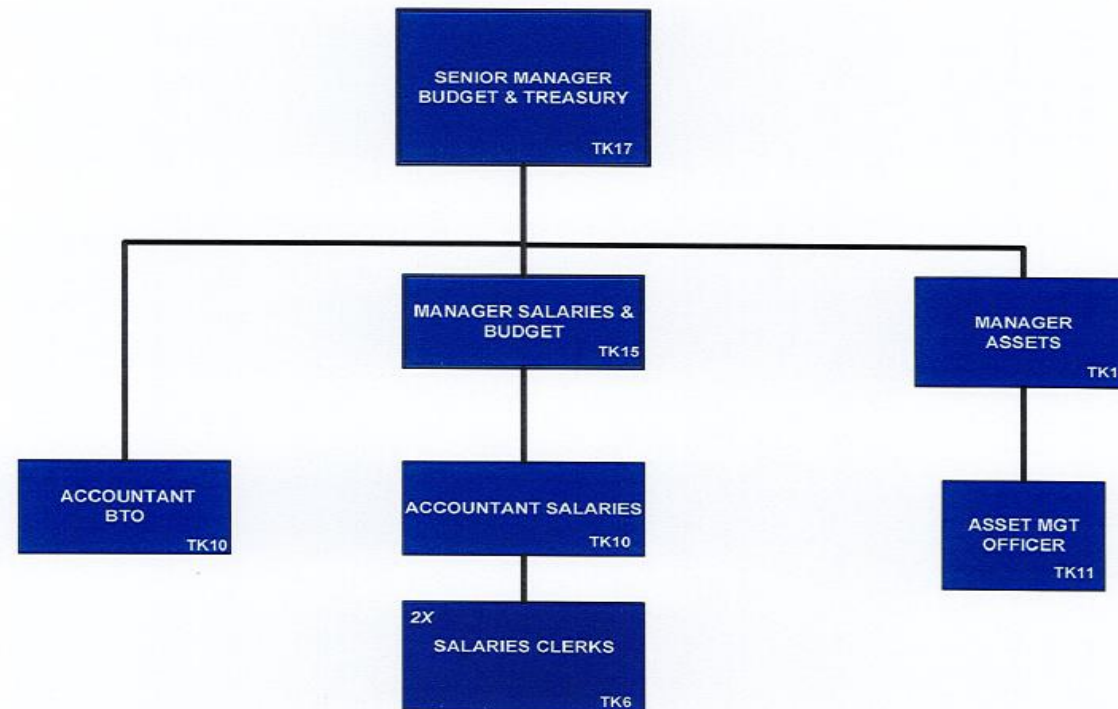
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FINANCIAL SERVICES – SCM

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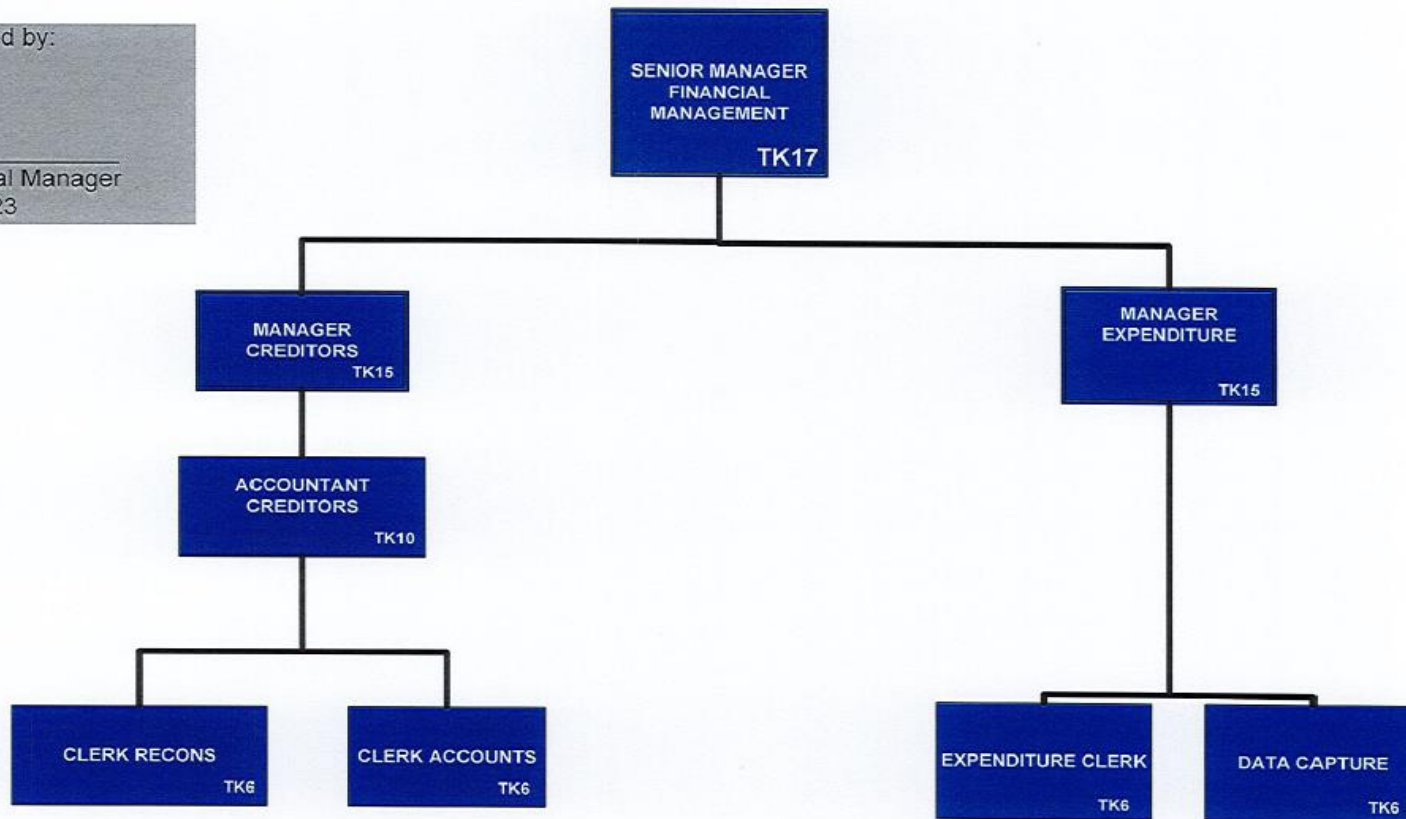
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FINANCIAL SERVICES – BUDGET & TREASURY

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May 2023



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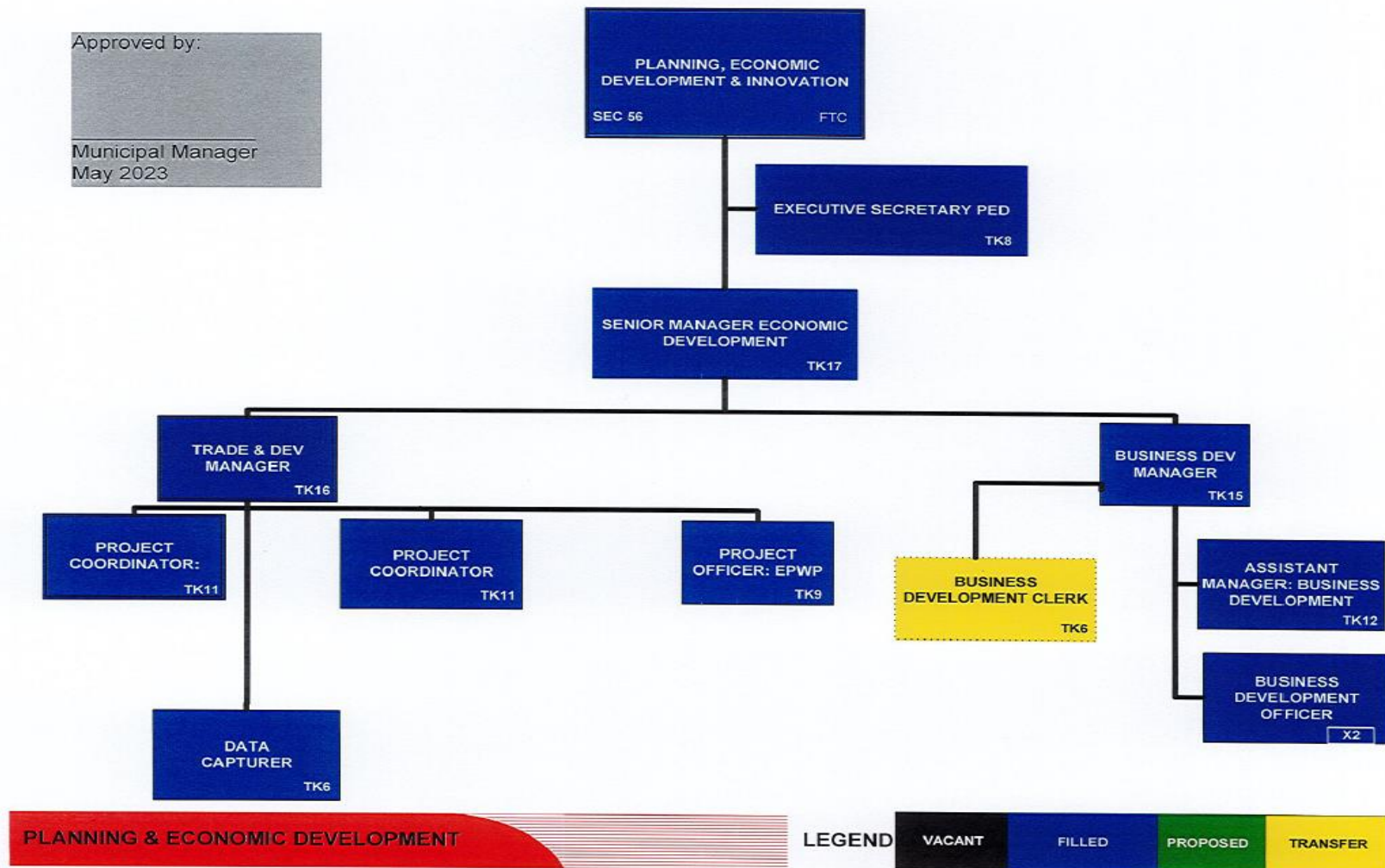
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FINANCIAL SERVICES - FINANCIAL MANAGEMENT & MUNICIPAL SUPPORT

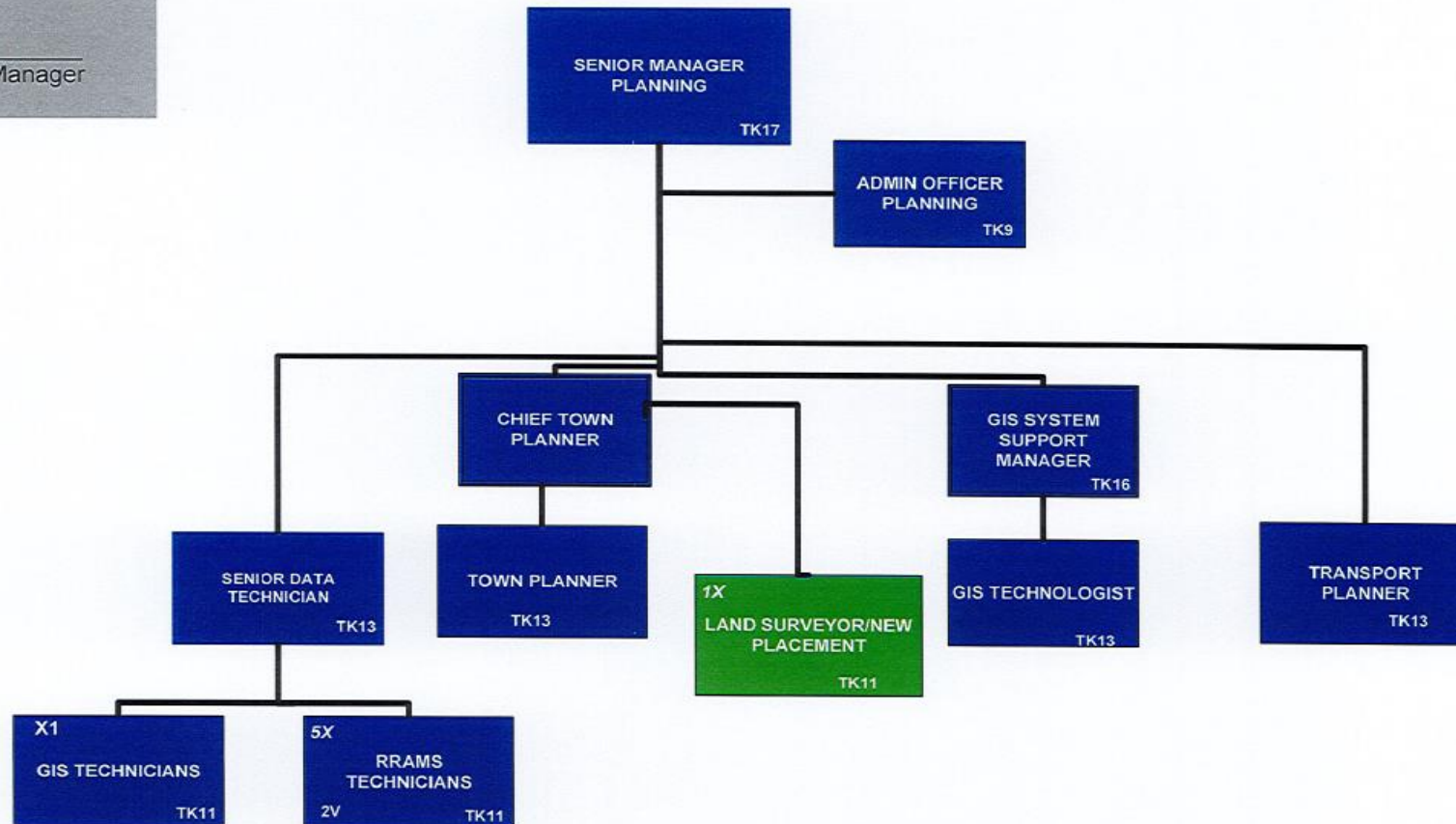
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Municipal Manager
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May 2023



PLANNING & ECONOMIC DEVELOPMENT

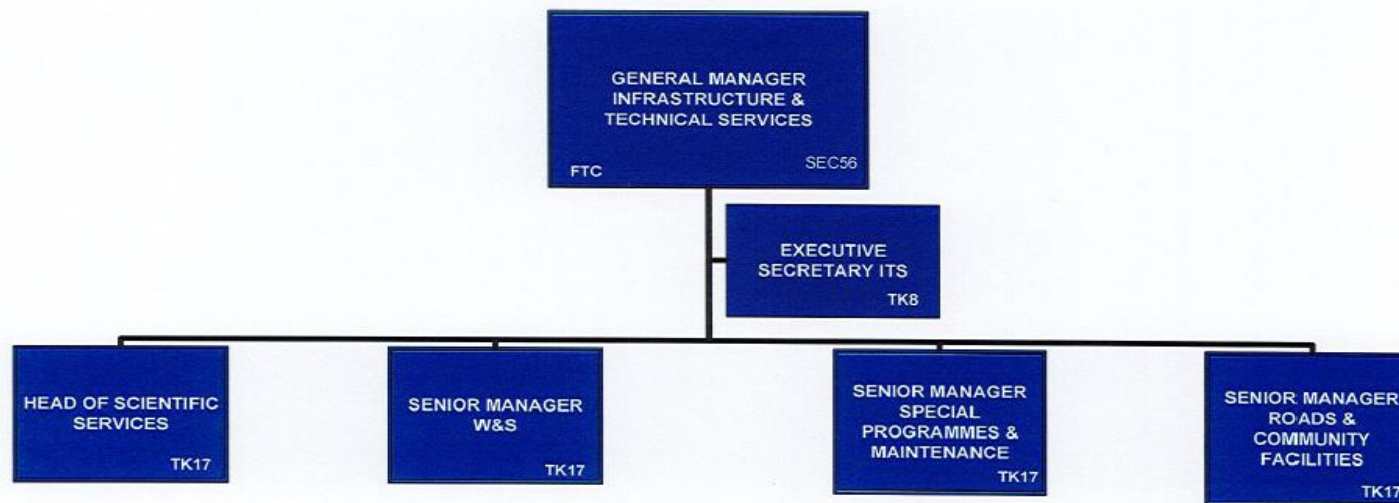
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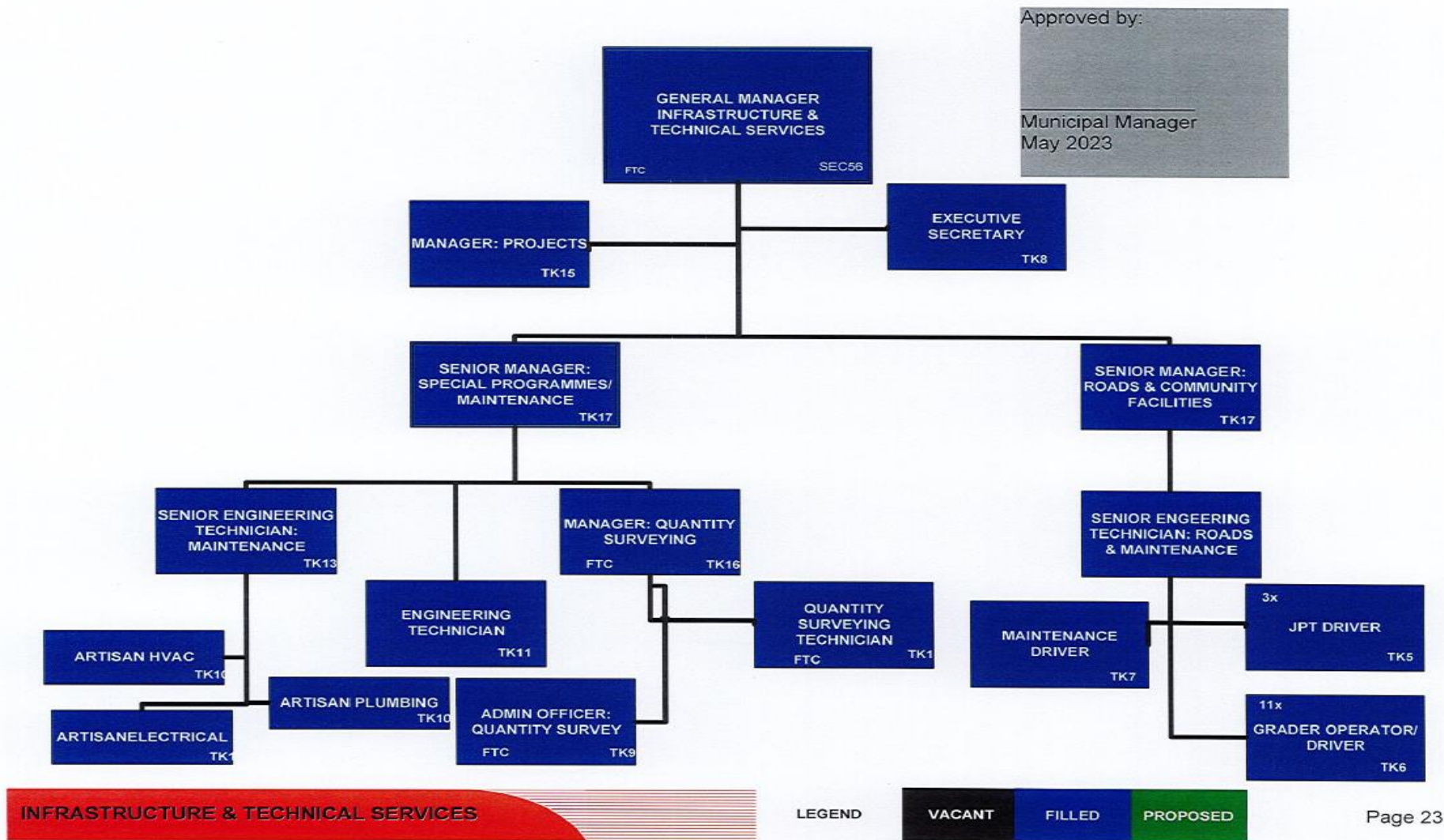
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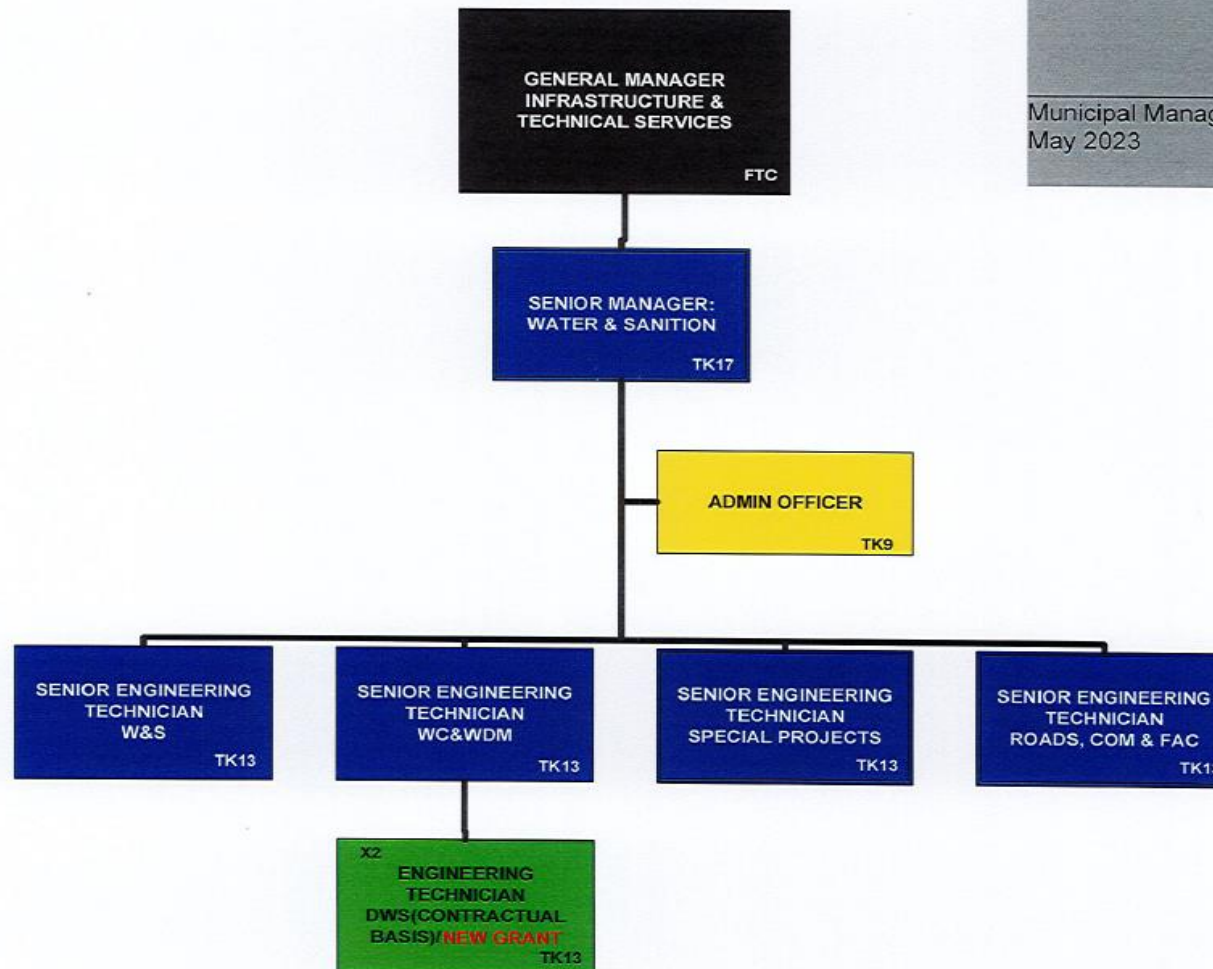
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INFRASTRUCTURE & TECHNICAL SERVICES – TOP STRUCTURE



Approved by:

Municipal Manager
May 2023



INFRASTRUCTURE & TECHNICAL SERVICES

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Municipal Manager
May 2023

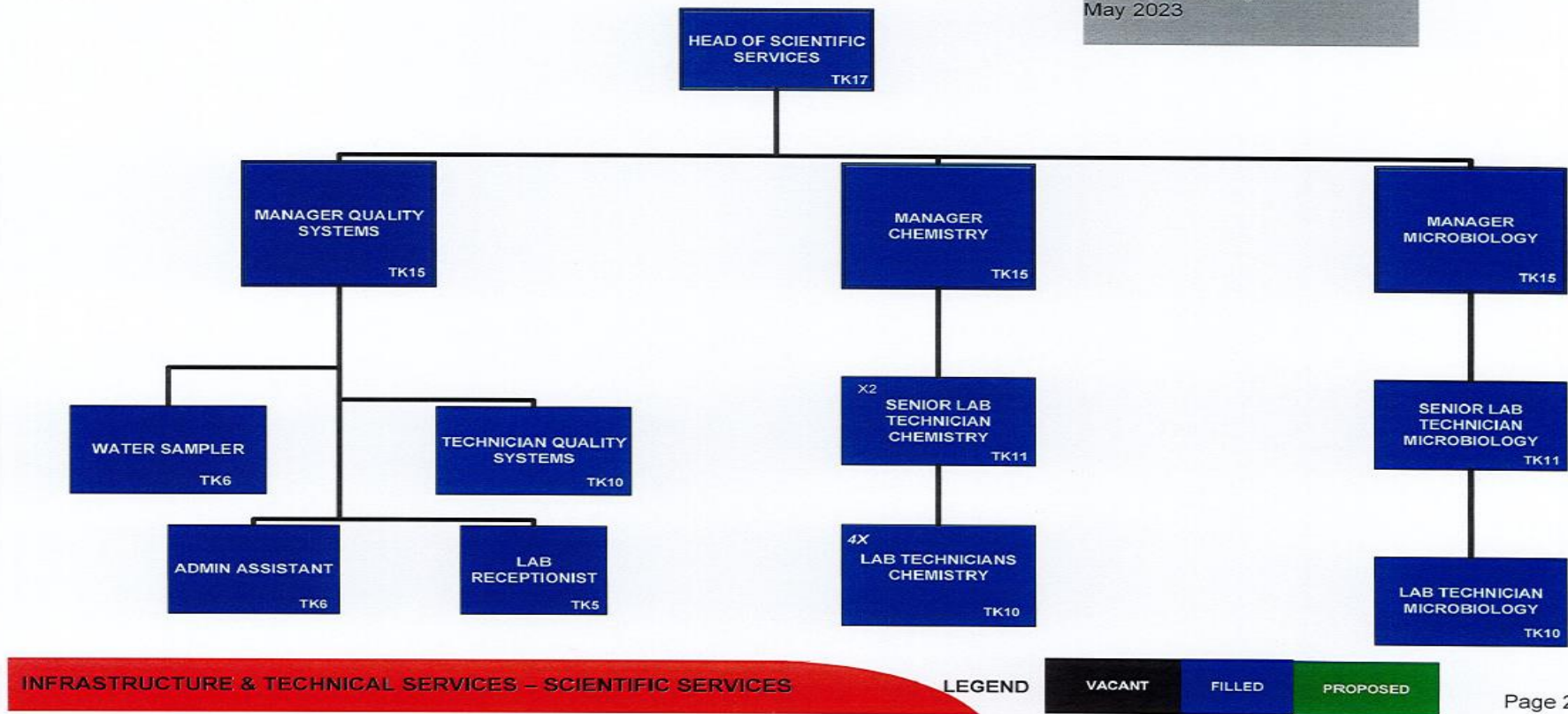


Table 74: GSDM organogram

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 2022/23

OCCUPATIONAL	POST				WHITES				INDIANS				COLOURED				AFRICANS		BLACKS		TOTAL FEMALE S	
LEVELS	LEVEL	STRENGTH	NO	%	MALE	FEMALE	NO	%	MALE	FEMALE	NO	%	MALE	FEMALE	NO	%	MALE	FEMALE	NO	%	NO	%
Top Management	0	6	0	0.00 %	0	0	0	0.00 %	0	0	0	0.00 %	0	0	6	100.00 %	5	1	6	100 %	1	25 %
Senior Management	14-18	56	3	5.26 %	3	0	1	1.75 %	1	0	0	0.00 %	0	0	52	92.98 %	27	25	52	93%	25	44 %
Professionally qualified & experienced specialists & mid-management	13	16	4	25.00 %	2	2	0	0.00 %	0	0	0	0.00 %	0	0	12	75.00 %	7	5	12	75%	7	44 %
Skilled technical & academically qualified workers, junior mgt, supervisors, foremen & superintendents	9-12	115	0	0.00 %	0	0	0	0.00 %	0	0	1	0.88 %	1	0	114	99.12 %	53	61	114	99%	61	53 %
General skilled & discretionary decision making	4-8	55	0	1.69 %	0	0	0	0.00 %	0	0	1	1.85 %	0	1	54	98.15 %	25	29	54	98%	29	54 %
Basic skilled and defined decision making	3	73	0	0.00 %	0	0	0	0.00 %	0	0	0	0.00 %	0	0	73	100.00 %	36	37	73	100 %	37	51 %
TOTAL PERMANENT		321	7	2.19 %	5	2	1	0.31 %	1	0	2	0.63 %	1	1	314	98.43 %	153	158	308	97%	160	50 %
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%
TOTAL		321	7	2.19 %	5	2	1	0.31 %	1	0	2	0.63 %	1	1	314	98.43 %	153	158	308	96.86 %	160	50 %

Total Employees

= 321

Males =

160

Females =
161

NB: Note that ISDGs and Interns are excluded from Head Count.

3.1.5 VACANCY RATE FOR GSDM – MAY 2023

Name of Municipality	Municipal building accessible to disable people	Status of organogram (approval date)	Total No of Posts	Total no of Posts Filled	No of Post Vacant	Vacancy Rate %	No of Male	No of Female	Employment of Disable people in Municipality	People employed under age of 35 year
Gert Sibande District Municipality	Yes	May 2022	359	321	38	10.24	160	161	0	76

Table 75.1 Vacancy rate: Souced from GSDM HR Report 2022/23

3.1.6 GSDM VACANT POSTS TO BE FILLED 2023/2024 FINANCIAL YEAR

NO.	POSITION	DEPT	STATUS QUO
1	Secretary: Office of the MM	MM	Vacant-budgeted for

NO.	POSITION	DEPT	STATUS QUO
1	General Assistant X 5 posts	CS	Vacant-budgeted for
2	Chief of Staff	CS	Vacant-budgeted for

NO.	POSITION	DEPT	STATUS QUO
1	Senior Manager: Disaster, Fire & Rescue Services	CSS	Vacant- budgeted for
2	Senior Air Quality & Compliance Officer	CSS	Vacant- budgeted for
3	Senior EHP (LLM & DLM)	CSS	Vacant – budgeted for
4	EHP (CALM & DLM) X2	CSS	Vacant – budgeted for
5	Senior Research Officer	CSS	Vacant – budgeted for
6	Security Officer's X3	CSS	Vacant – budgeted for
7	Senior Manager: Security Services	CSS	Vacant – budgeted for
NO.	POSITION	DEPT	STATUS QUO
1	Finance Intern X2	FIN	Vacant – budgeted for
2	Snr Manager Municipal Support	FIN	Vacant- budgeted for
NO.	POSITION	DEPT	STATUS QUO
1	RRAMS Technician X2	PEDI	Vacant- budgeted for

NO.	POSITION	DEPT	STATUS QUO
1	Senior Lab. Technician: Chemistry	ITS	Vacant- budgeted for

Table 75.2 Vacancy posts to be filled in the new F/Y: Sourced from GSDM HR Report 2022/23

3.1.7 GSDM EMPLOYMENT EQUITY PLAN/ STRATEGY 2021-2026

In line with the Employment Equity Act no 55 of 1998, Gert Sibande District Municipality is striving to promote the constitutional right of equality and eliminate unfair discrimination in employment and ensure the implementation of employment equity to redress the effects of discrimination. GSDM remains committed to providing equal employment opportunities and endorses the philosophy of affirmative action and employment equity to achieve a diverse workforce broadly representative of our people.

PURPOSE OF THE EMPLOYMENT EQUITY PLAN

The purpose of the plan is the eradication of discrimination in relation to race, gender and disability that has denied access to opportunities for education, employment, promotion and wealth creation to South Africans. The plan strives to:

- ensure that our workplace is free of discrimination.
- ensure the right of equality and opportunities in employment.
- ensure the right of every person is protected against employment discrimination on the grounds of race, gender, ethnicity or social origin, colour sexual orientation, disability, religion, culture and or political affiliation.

OBJECTIVES OF THE EMPLOYMENT EQUITY PLAN

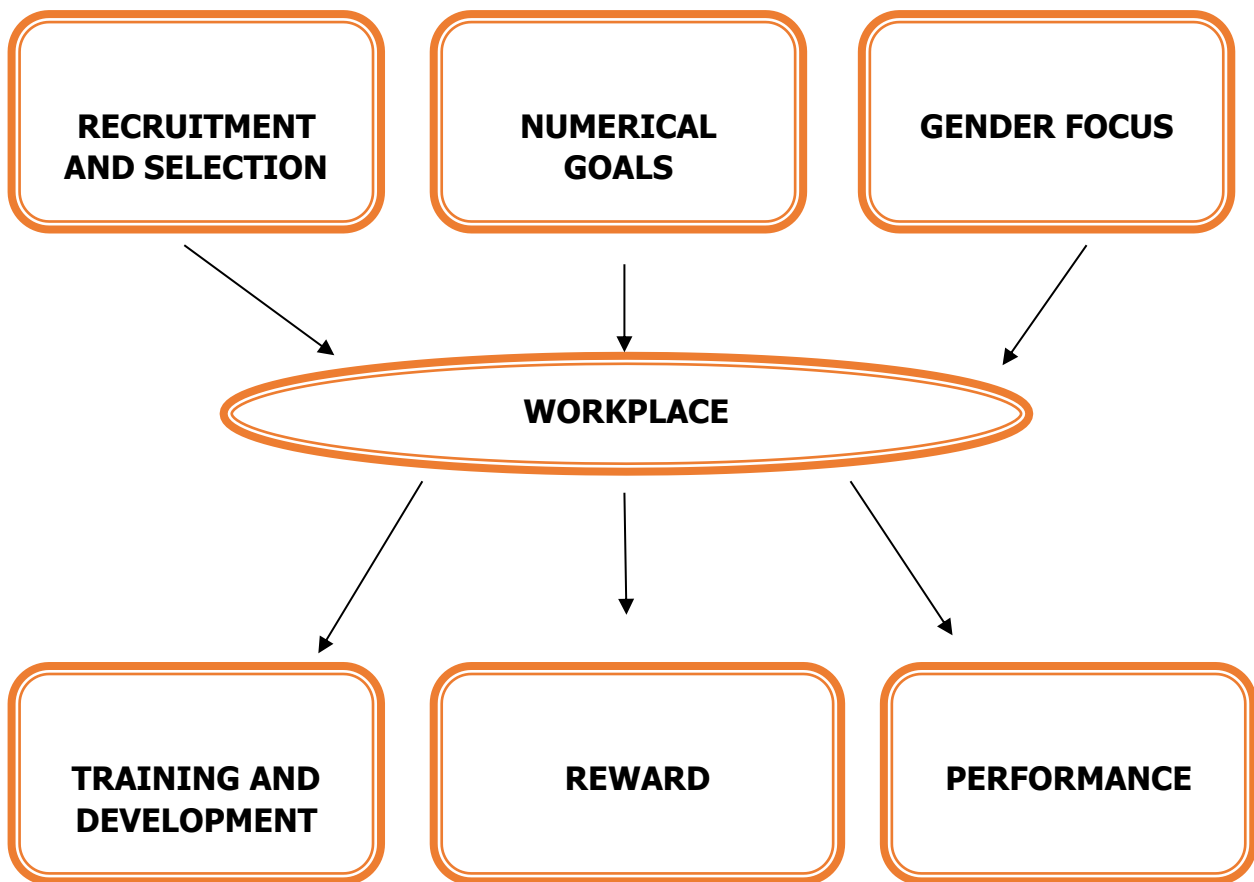
GSDM conforms to the stipulations of the employment Equity Act to promote and drive organizational transformation, elimination of unfair discrimination and equitable representation of employees in all occupational level of the workforce.

The District aims to eliminate all unfair discrimination and implement affirmative action measures by:

- creating a workplace that reflects the diversity of South African society and contributes to maximizing the human resources potential of all people.
- right to equality and employment opportunities between males and females, including people with disabilities.
- ensuring that our workplaces are free of discrimination in employment.
- enhancing and advancing skills by providing employment opportunities and training to designated and non-designated groups.
- ensuring that policies, procedures and work practices are monitored to ensure legal compliance, adherence to best practice and integration of employment equity in every aspect and area of employment.

TRANSFORMATION DIAGRAM

Gert Sibande District Municipality employment equity initiatives must impact on the Employment Equity Dimensions for sustained gains.



ROLES AND RESPONSIBILITIES

The roles and responsibilities with regard to the plan are outlined below:

COUNCIL

- Formally adopts the Employment Equity Plan
- Monitor implementation
- Provides leadership in promoting Diversity and Equality

MUNICIPAL MANAGER

- Provides leadership in promoting understanding of the plan
- Put in place institutional mechanisms for effective and efficient implementation.
- Assign responsibilities and resources
- Ensure integration of the plan into the Department's strategic plans
- Ensure that targets and objectives are met

HEADS OF DEPARTMENTS AND SENIOR MANAGERS

- Responsible for the implementation of the plan in respective departments
- Provide leadership by demonstrating personal commitment and support of the plan

SENIOR MANAGER: HUMAN RESOURCES AND ADMIN

- Ensure that effective communication on the implementation of the plan is carried out.
- Ensure proper records and personnel statistics are kept
- Ensure that training and development aspects of the plan are implemented
- Ensure that aspects relating to recruitment, selection, job description, performance management are implemented.

EMPLOYEES

(a) From designated group

- Make constructive use of training and development
- Make their views and concerns known to management
- Contribute actively to achieving the goals of the District and the transformation process.

(b) From non-designated group

- Contribute actively to achieving the goals of the District and the transformation process
- Participate actively in the implementation of the Equity Plan

COMMUNICATION STRATEGY

The District has complied with its obligations in terms of section 25(1) and notices have been displayed in the workplace informing employees about the provisions of the Act.

KEY ELEMENTS OF COMMUNICATION

- a) Displaying of posters informing employees of the provision of the employment equity act.
- b) A copy of the Employment Equity Plan will be distributed to all Organized Labour
- c) Management meetings will also serve as a forum for communicating issues and progress on implementation.

QUARTERLY MONITORING AND EVALUATION PROCEDURE

The Employment Equity Forum in conjunction with the Employment Equity Manager will monitor the implementation of the plan through the holding of meetings on quarterly basis and monitor progress.

The Forum comprised of both recognised Unions IMATU, SAMWU and Employer representatives shall:-

- Monitor the implementation of the plan
- Provide quarterly statistics reports to Senior Management on progress
- Review progress, assist in preparation of the annual report to the Department of Labour and deal with the revision of the Employment Equity Plan by providing inputs.

DEMOGRAPHIC PROFILE

Profile of the Provincial EAP by race and gender

MALE			FEMALE		
AM	African Male	52.2%	AF	African Female	41.9%
CM	Coloured Male	0.3%	CF	Coloured Female	0.0%
IM	Indian Male	0.1%	IF	Indian Female	0.1%
WM	White Male	3.5%	WF	White Female	1.8%
FM	Foreign Male	0%	FF	Foreign Female	0%
TOTAL		56.1%	TOTAL		43.9%

Table 75.3 Profile of the Provincial EAP by race and gender: Sourced from GSDM EEP 2021-26

The Economically Active Population illustrated in the table above by race and gender provides vital information to employers for the setting of employment equity numerical goals and targets.

BARRIERS AND AFFIRMATIVE ACTION MEASURES (Policies, Procedures and Practices or

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES				
	Policy	Procedure	Practice	BARRIER	PROPOSED INTERVENTION
Recruitment	X	-	-	X - Recruitment not fully informed by EE targets	Recruitment to be in line with EE targets Performance managed targets to be included in dept SDBIP for HOD's
Advertising of Positions	X	-	-	-	GSDM internal notice boards, print media, and web-site
Selection Criteria	X	-	-	-	Shortlisting compile by assigned panel members appointed by MM
Appointments	X	-	-	-	Appointments recommended by the Panel and approved by MM

Job classification and grading	X	-	-	X - In process of Review TASK JE managed SALGA	District JEU currently finalizing MLM and GSDM will be next
Remuneration and benefits	X	-	-	-	Determined by SALGBC
Terms and conditions of employment	X	-	-	-	Determined by SALGBC
Work environment and facilities	X	-	-	-	All new and promoted staff undergo Induction in relation to policies, working procedure
Training and Development	X	-	-	-	Approved Workplace Skills Plan
Performance Management	X	-	-	-	Approved PMS Policy
Succession and experience planning				X No existing policy	Draft Succession policy to be developed.
Disciplinary measures	X	-	-	-	Collective Agreements determine by SALGBC
Retention of designated groups	X	-	-	-	Draft Succession Policy will cover
Corporate Culture	X	-	-	-	Draft Service Standards and Dressing Code. Conducting climate surveys to determine perception of staff
Reasonable accommodation			X	-	Building conducive and accessible to people with disabilities
HIV & AIDS Prevention and wellness programmes	X	-	-	-	EAP co-ordinator is in place
Assigned Senior Manager to manage EE implementation	X	-	-	-	Assigned official appointed in terms of the Act
Budget allocation in support of employment equity goals	-	-	-	X No budget	No budget for 2021/2022 financial year (Only the approved vacant positions budgeted for).
Time Off for Employment Equity meetings	X	-	-	-	Council approved EE Forum sittings schedules

Table 75.4 Barriers and affirmative action measures: Sourced from GSDM EEP 2021-26

CURRENT WORKFORCE PROFILE

Total Employees, including people with disabilities

OCCUPATIONAL LEVELS	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	0	0	0	1	0	0	0	0	0	6
Senior Management	27	0	1	3	23	0	0	0	0	0	54
Professionally qualified and experienced specialist and mid-management	7	0	0	2	6	0	0	2	0	0	17
Skilled technical academically qualified workers & supervisors	54	0	0	0	60	0	0	0	0	0	114
Semi-skilled and discretionary decision making	37	0	0	0	27	1	0	0	0	0	65
Basic skilled and defined decision making	38	0	0	0	40	0	0	0	0	0	78
TOTAL PERMANENT	168	0	1	5	157	1	0	2	0	0	334
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	168	0	1	5	157	1	0	2	0	0	334

Table 75.5 Barriers and affirmative action measures: Sourced from GSDM EEP 2021-26

Employees with disability only

OCCUPATIONAL LEVELS	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialist and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical academically qualified workers, junior management, supervisors,	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Basic skilled and defined decision making	1	0	0	0	0	0	0	0	0	0	1
TOTAL PERMANENT	1	0	0	0	0	0	0	0	0	0	1
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	1	0	0	0	0	0	0	0	0	0	1

Table 75.6 Employees with disability: Sourced from GSDM EEP 2021-26

Gert Sibande District Municipality has in its employment 0.29% of people with disabilities in its entire workforce. This requires that specific

positions be identified from the vacancies which exist and such positions be reserved for recruitment of people with disabilities to achieve the 2% representation.

WORKFORCE PROFILE ANALYSIS PER OCCUPATIONAL LEVEL

An analysis of the 2021 Gert Sibande District Municipality employee profile reveals very little progress made to meet the forgoing employment targets and specifically equitable distribution of employees of all races and gender in all employment levels. Although females outnumber males, female employees are saturated in the lower levels of the organisation.

The purpose of this workforce analysis is to strive for equal representation of under-represented groups through the implementation of the Employment Equity Plan.

TOP MANAGEMENT

	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	M	F	
EAP	52.2%	0.3%	0.1%	3.5%	41.9%	0.0%	0.1%	1.8%			100%
ACTUAL	5	0	0	0	1	0	0	0			6
%	83.33%	0%	0%	0%	16.67%	0%	0%	0%			100%
VARIANCE <u>Add</u> increase representation <u>Minus</u> reduce over representation	Minus 31.13%	Add 0.3%	Add 0.1%	Add 3.5%	Add 25.23%	0	Add 0.1%	Add 1.8%			

Table 75.7 Top Management: Sourced from GSDM EEP 2021-26

Proposed strategies to address under or over representation:

Council Resolution to be executed. Representation targets to be reported on as per SDBIP.

SENIOR MANAGEMENT

	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	M	F	
EAP	52.2%	0.3%	0.1%	3.5%	41.9%	0.0%	0.1%	1.8%			100%
ACTUAL	27	0	1	3	23	0	0	0			54

%	50%	0	1.85%	5.56%	42.59%	0	0	0			100%
VARIANCE <u>Add</u> increase representation <u>Minus</u> reduce over representation	Add 2.2%	Add 0.3%	Minus 1.75%	Minus 2%	Minus 0.69%	0	Add 0.1%	Add 1.8%			

Table 75.8 Snr Management: Sourced from GSDM EEP 2021-26

Proposed strategies to address under or over representation

Personal Development Plans (PDP's) to be developed for specific officials from designated groups within the organisation who have the potential to be developed. Succession and Retention Planning Policy will assist.

PROFESSIONALLY QUAIFIED & EXPERIENCE SPECIALIST & MID -MANAGEMENT

	Male				Female				Foreign National s		TOTAL
	A	C	I	W	A	C	I	W	M	F	
EAP	52.2%	0.3%	0.1%	3.5%	41.9%	0.0%	0.1%	1.8%			100%
ACTUAL	7	0	0	2	6	0	0	2			17
%	41.17%	0	0	11.76%	35.29%	0	0	11.76%			100%
VARIANCE <u>Add</u> increase representation <u>Minus</u> reduce over representation	Add 11.03%	Add 0.3%	Add 0.1%	Minus 8.26%	Add 6.61%	0	Add 0.1%	Minus 9.96%			

Table 75.9 Professionally qualified and experienced : Sourced from GSDM EEP 2021-26

Proposed strategies to address under or overrepresentation:

Extensive training and development interventions be identified for women and under representative groups

SKILLED TECHNICAL ACCADEMEICALLY QUAIFIED WORKERS, JUNIOR MANAGEMENT, SUPERVISORS, FOREMAN AND SUPERINTENDENT

	Male				Female				Foreign National s		TOTAL
	A	C	I	W	A	C	I	W	M	F	
EAP	52.2%	0.3%	0.1%	3.5%	41.9%	0.0%	0.1%	1.8%			100%
ACTUAL	54	0	0	0	60	0	0	0			114
%	47.36%	0	0	0	52.63	0	0	0			100
VARIANCE	Add	Add	Add	Add	Minus	0	Add	Add			

Add increase representation Minus reduce over representation	10.3%	0.3%	0.1%	3.5%	10.73%		0.1%	1.8%			
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Table 75.10 Skilled technical, academically, qualified workers, jnr management, supervisors, foreman and superintendent: Sourced from GSDM EEP 2021-26

Proposed strategies to address under or over representation:

Succession and Retention Policy to address issues of retention and scarce skills. Specific positions be identified.

SEMI-SKILLED AND DISCRETIONARY DECISION MAKING

	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	M	F	
EAP	52.2%	0.3%	0.1%	3.5%	41.9%	0.0%	0.1%	1.8%			100%
ACTUAL	37	0	0	0	27	1	0	0			65
%	56.92%	0	0	0	41.54%	1.5%	0	0			100
VARIANCE Add increase representation Minus reduce over representation	Minus 4.72%	Add 0.3%	Add 0.1%	Add 3.5%	Add 0.36%	Minus 1.5%	Add 0.1%	Add 1.8%			

Table 75.11 Semi-skilled and discretionary decision making : Sourced from GSDM EEP 2021-26

Proposed strategies to address under or over representation:

Mentorship and coaching programmes be linked to identified employees to assist them in requiring the necessary skills or experience.

BASIC SKILLED AND DEFINED DECISION MAKING

	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	M	F	
EAP	52.2%	0.3%	0.1%	3.5%	41.9%	0.0%	0.1%	1.8%			100%
ACTUAL	38	0	0	0	40	0	0	0			78
%	48.72%	0	0	0	51.28%	0	0	0			100
VARIANCE Add increase representation Minus reduce over representation	Add 3.48%	Add 0.3%	Add 0.1%	Add 3.5%	Minus 9.38%	0%	Add 0.1%	Add 1.8%			

Table 75.12 Basic skilled and defined decision making: Sourced from GSDM EEP 2021-26

Proposed strategies to address under or over representation:

Intensive training interventions be developed to enhance existing skills and providing new skills. Mentorship and coaching programmes be linked to identify employees to assist them in requiring the necessary skills or experience.

NUMERICAL GOALS

Numerical goals for all employees including people with disabilities

OCCUPATIONAL LEVELS	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4	0	0	0	2	0	0	0	0	0	6
Senior Management	28	0	1	3	23	0	0	0	0	0	55
Professionally qualified and experienced specialist and mid-management	8	0	0	2	7	0	0	2	0	0	19
Skilled technical academically qualified workers & supervisors	59	0	0	3	60	0	0	0	0	0	122
Semi-skilled and discretionary decision making	37	0	0	2	27	1	0	1	0	0	68
Basic skilled and defined decision making	40	0	0	2	40	0	0	1	0	0	83
TOTAL PERMANENT	177	0	1	12	158	1	0	4	0	0	353
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	177	0	1	12	158	1	0	4	0	0	353

Table 75.13 Numerical goals for all employees including people with disabilities: Sourced from GSDM EEP 2021-26

Numerical goals for people with disability only

OCCUPATIONAL LEVELS	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialist and mid-management	0	0	0	0	1	0	0	0	0	0	1
Skilled technical academically qualified workers, junior management, supervisors,	2	0	0	0	0	0	0	0	0	0	2
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Basic skilled and defined decision making	3	0	0	0	0	0	0	0	0	0	3

TOTAL PERMANENT	5	0	0	0	1	0	0	0	0	0	6
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	5	0	0	0	1	0	0	0	0	0	6

Table 75.14 Numerical goals for people with disabilities : Sourced from GSDM EEP 2021-26

NUMERICAL TARGETS

Numerical targets for all employees including people with disability

OCCUPATIONAL LEVELS	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4	0	0	0	2	0	0	0	0	0	6
Senior Management	28	0	1	3	23	0	0	0	0	0	55
Professionally qualified and experienced specialist and mid-management	8	0	0	2	7	0	0	2	0	0	19
Skilled technical academically qualified workers & supervisors	59	0	0	3	60	0	0	0	0	0	121
Semi-skilled and discretionary decision making	37	0	0	2	27	1	0	1	0	0	68
Basic skilled and defined decision making	40	0	0	2	40	0	0	1	0	0	83
TOTAL PERMANENT	177	0	1	12	158	1	0	4	0	0	353
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	177	0	1	13	158	1	0	4	0	0	353

Table 75.15 Numerical targets for all employees including people with disabilities : Sourced from GSDM EEP 2021-26

YEARLY TARGETS: TOP MANAGEMENT (Including people with disability)

	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	M	F	
EAP (Mpumalanga Province)	52.2%	0.3%	0.1%	3.5%	41.9%	0.0%	0.1%	1.8%			100%
Numerical Targets year 5	4	0	0	0	2	0	0	0			6
%	66.67%	0	0	0	33.33%	0	0	0			100%
Numerical Targets year 4	4	0	0	0	2	0	0	0			6
%	66.67%	0	0	0	33.33%	0	0	0			100%

Numerical Targets year 3	5	0	0	0	1	0	0	0			6
%	83.33%	0%	0%	0%	16.67%	0%	0%	0%			100%
Numerical Targets year 2	5	0	0	0	1	0	0	0			6
%	83.33%	0%	0%	0%	16.67%	0%	0%	0%			100%
Numerical Targets year 1	5	0	0	0	1	0	0	0			6
%	83.33%	0%	0%	0%	16.67%	0%	0%	0%			100%
Workforce 2021	5	0	0	0	1	0	0	0			6
%	83.33%	0%	0%	0%	16.67%	0%	0%	0%			100%
VARIANCE <u>Add</u> increase representation <u>Minus</u> reduce over representation	Minus 31.13%	Add 0.3%	Add 0.1%	Add 3.5%	Add 25.23%	0	Add 0.1%	Add 1.8%			

Table 75.16 yearly targets for top management : Sourced from GSDM EEP 2021-26

YEARLY TARGETS: SENIOR MANAGEMENT (Including people with disability)

	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	M	F	
EAP (Mpumalanga Province)	52.2%	0.3%	0.1%	3.5%	41.9%	0.0%	0.1%	1.8%			100%
Numerical Targets year 5	28	0	1	3	23	0	0	0			55
%	50.91%	0	1.85%	5.46%	41.82%	0	0	0			100%
Numerical Targets year 4	28	0	1	3	23	0	0	0			55
%	50.91%	0	1.85%	5.46%	41.82%	0	0	0			100%
Numerical Targets year 3	28	0	1	3	23	0	0	0			55
%	50.91%	0	1.82%	5.46%	41.82%	0	0	0			100%
Numerical Targets year 2	27	0	1	3	23	0	0	0			54
%	50%	0	1.85%	5.56%	42.59%	0	0	0			100%
Numerical Targets year 1	27	0	1	3	23	0	0	0			54
%	50%	0	1.85%	5.55%	42.59%	0	0	0			100%
Workforce 2021	27	0	1	3	23	0	0	0			54
%	50%	0	1.85%	5.56%	42.59%	0	0	0			100%
VARIANCE <u>Add</u> increase representation <u>Minus</u> reduce over representation	Add 2.2%	Add 0.3%	Minus 1.75%	Minus 2%	Minus 0.69%	0	Add 0.1%	Add 1.8%			

Table 75.17 yearly targets for Snr management : Sourced from GSDM EEP 2021-26

YEARLY TARGETS: PROFESSIONALLY QUALIFIED & EXPERIENCE SPECIALIST & MID –MANAGEMENT (Including people with disability)

	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	M	F	
EAP	52.2%	0.3%	0.1%	3.5%	41.9%	0.0%	0.1%	1.8%			100%
Numerical Targets year 5	8	0	0	2	7	0	0	2			19
%	42.11%	0	0	10.53%	36.84%	0	0	10.53%			100%
Numerical Targets year 4	8	0	0	2	6	0	0	2			18
%	44.44%	0	0	11.11%	33.33%	0	0	11.11%			100%
Numerical Targets year 3	8	0	0	2	6	0	0	2			18
%	44.44%	0	0	11.11%	33.33%	0	0	11.11%			100%
Numerical Targets year 2	7	0	0	2	6	0	0	2			17
%	41.17%	0	0	11.76%	35.29%	0	0	11.76%			100%
Numerical Targets year 1	7	0	0	2	6	0	0	2			17
%	41.17%	0	0	11.76%	35.29%	0	0	11.76%			100%
Workforce 2021	7	0	0	2	6	0	0	2			17
%	41.17%	0	0	11.76%	35.29%	0	0	11.76%			100%
VARIANCE <u>Add</u> increase representation <u>Minus</u> reduce over representation	Add 11.03%	Add 0.3%	Add 0.1%	Minus 8.26%	Add 6.61%	0	Add 0.1%	Minus 9.96%			

Table 75.18 yearly targets for professionally qualified: Sourced from GSDM EEP 2021-26

YEARLY TARGETS: SKILLED TECHNICAL ACCADEMEICALLY QUALIFIED WORKERS, JUNIOR MANAGEMENT, SUPERVISORS, FOREMAN AND SUPERINTENDENT (Including people with disability)

	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	M	F	
EAP	52.2%	0.3%	0.1%	3.5%	41.9%	0.0%	0.1%	1.8%			100%
Numerical Targets year 5	59	0	0	3	60	0	0	0			122
%	48.36%	0	0	2.46%	49.18%	0	0	0			100%
Numerical Targets year 4	58	0	0	2	60	0	0	0			120
%	48.33%	0	0	1.67%	50%	0	0	0			100%

Numerical Targets year 3	561	0	0	2	60	0	0	0			118
%	47.46%		0	1.70	50.85	0	0	0			100%
Numerical Targets year 2	55	0	0	1	60	0	0	0			116
%	47.41%	0	0	0.86%	51.72%	0	0	0			100%
Numerical Targets year 1	54	0	0	0	60	0	0	0			114
%	47.36%	0	0	0	52.63%	0	0	0			100%
Workforce 2021	54	0	0	0	60	0	0	0			114
%	47.37%	0	0	0	52.63	0	0	0			100%
VARIANCE <u>Add</u> increase representation <u>Minus</u> reduce over representation	Add 10.3%	Add 0.3%	Add 0.1%	Add 3.5%	Minus 10.73%	0	Add 0.1%	Add 1.8%			

Table 75.19 yearly targets for skilled, academically qualified workers: Sourced from GSDM EEP 2021-26

YEARLY TARGETS: SEMI-SKILLED AND DISCRETIONARY DECISION MAKING(Including people with disability)

	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	M	F	
EAP	52.2%	0.3%	0.1%	3.5%	41.9%	0.0%	0.1%	1.8%			100%
Numerical Targets Year 5	37	0	0	0	27	1	0	1			68
%	54.41%	0	0	2.94%	39.71%	1.47%	0	1.47%			100%
Numerical Targets Year 4	37	0	0	2	27	1	0	1			68
%	54.41%	0	0	2.94%	39.71%	1.47%	0	1.47%			100%
Numerical Targets Year 3	37	0	0	1	27	1	0	1			67
%	55.22%	0	0	1.50%	40.30%	1.50%	0	1.50%			100%
Numerical Targets Year 2	37	0	0	1	27	1	0	0			66
%	56.06%	0	0	1.52%	40.91%	1.52%					100%
Numerical Targets Year 1	37	0	0	0	27	1	0	0			65
%	56.92%	0	0	0	41.54%	1.54%	0	0			100%
Workforce 2021	37	0	0	0	27	1	0	0			65
%	56.92%	0	0	0	41.54%	1.54%	0	0			100%
VARIANCE <u>Add</u> increase representation <u>Minus</u> reduce over representation	Minus 4.72%	Add 0.3%	Add 0.1%	Add 3.5%	Add 0.36%	Minus 1.5%	Add 0.1%	Add 1.8%			

Table 75.20 yearly targets for semi skilled: Sourced from GSDM EEP 2021-26

YEARLY TARGETS: BASIC SKILLED AND DEFINED DECISION MAKING (Including people with disability)

	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	M	F	
EAP	52.2%	0.3%	0.1%	3.5%	41.9%	0.0%	0.1%	1.8%			100%
Numerical Targets Year 5	40	0	0	2	40	0	0	1			83
%	48.19%	0	0	2.41%	48.19%	0	0	1.21%			100%
Numerical Targets Year 4	40	0	0	1	40	0	0	1			82
%	48.78%	0	0	1.22%	48.78%	0	0	1.22%			100%
Numerical Targets Year 3	39	0	0	1	40	0	0	1			81
%	48.15%	0	0	1.24%	49.38%	0	0	1.24%			100%
Numerical Targets Year 2	39	0	0	0	40	0	0	0			79
%	49.37%	0	0	0	50.63%	0	0	0			100
Numerical Targets Year 1	38	0	0	0	40	0	0	0			78
%	48.72%	0	0	0	51.28%	0	0	0			100
Workforce 2021	38	0	0	0	40	0	0	0			78
%	48.72%	0	0	0	51.28%	0	0	0			100
VARIANCE <u>Add</u> increase representation <u>Minus</u> reduce over representation	Add 3.48%	Add 0.3%	Add 0.1%	Add 3.5%	Minus 9.38%	0%	Add 0.1%	Add 1.8%			

Table 75.21 yearly targets for basic skilled: Sourced from GSDM EEP 2021-26

Numerical targets for people with disability only

OCCUPATIONAL LEVELS	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialist and mid-management	0	0	0	0	1	0	0	0	0	0	1
Skilled technical academically qualified workers, junior management, supervisors,	2	0	0	0	0	0	0	0	0	0	2
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Basic skilled and defined decision making	3	0	0	0	0	0	0	0	0	0	3
TOTAL PERMANENT	5	0	0	0	1	0	0	0	0	0	6
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	5	0	0	0	1	0	0	0	0	0	6

Table 75.22 Numeral targets for people living with disabilities: Sourced from GSDM EEP 2021-26

RECRUITMENT OF PEOPLE WITH DISABILITIES

ENSURE SUFFICIENT AND EFFECTIVE RECRUITMENT OF PEOPLE WITH DISABILITIES

STRATEGIC FOCUS	STRATEGIC OBJECTIVE	KEY ACTION	PERFORMANCE MEASURE
1. To ensure the effective recruitment and retention of sufficient people with disabilities	To recruit 5 people with disabilities and increase the current 0,29% status	Identification of post on all levels to be earmarked for people with disabilities	30 June 2026
		Develop a database of People with Disabilities	30 June each year

Table 75.23 Vacancy posts to be filled in the new F/Y: Sourced from GSDM EEP 2021-26

RECRUITMENT OF EMPLOYEES

STRATEGIC FOCUS	STRATEGIC OBJECTIVE	KEY ACTION	PERFORMANCE MEASURE
1. Effective recruitment and succession strategy throughout the departments	To recruit and retain best talent	Recruitment is in line with the Employment Equity targets	As per organisational Employment Equity Plan

Table 75.23 Recruitment of employees: Sourced from GSDM EEP 2021-26

TRAINING AND DEVELOPMENT OF EMPLOYEES

Provide demand driven training within the District

STRATEGIC FOCUS	STRATEGIC OBJECTIVE	KEY ACTION	PERFORMANCE MEASURE
1. To provide the appropriate training in line with skills development strategy	To afford accelerated training and build capacity of skills	Ensure that training and development budget is in place	30 June each year
		Conduct skills audit in order to identify skills gap in comparison with skills required to deliver on IDP goals	Annually
		Skills development plan is timeously prepared and submitted	30 April each year
		Submission of monthly monitoring reports to EE & SD Forum, LGSETA and SALGA	Quarterly
		Implement a internship programme in the departments for designated and non-designated groups	Each year

Table 75.25 training & development Employees: Sourced from GSDM EEP 2021-26

RETENTION OF EMPLOYEES

STRATEGIC FOCUS	STRATEGIC OBJECTIVE	KEY ACTION	PERFORMANCE MEASURE
To increase the turnover of competent employees	To establish a stable and motivated workforce	Conduct climate surveys to determine the employees perception needs and attitude towards Council and management	Questionnaires' to determine perception of employees
		Utilize the exit interview as an efficient management tool to address reasons for resignations	Retention policy to counter resignation

Table 75.26 retention of employees: Sourced from GSDM EEP 2021-26

3.1.6 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

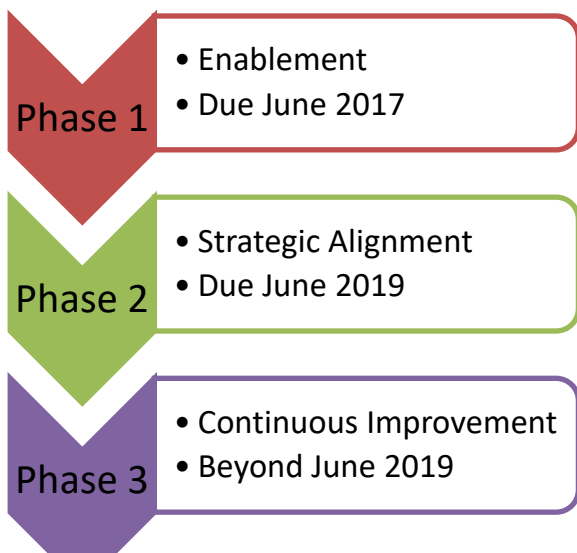


Figure 10: Roadmap to transform ICT to a Strategic Enabler: Sourced from GSDM Report

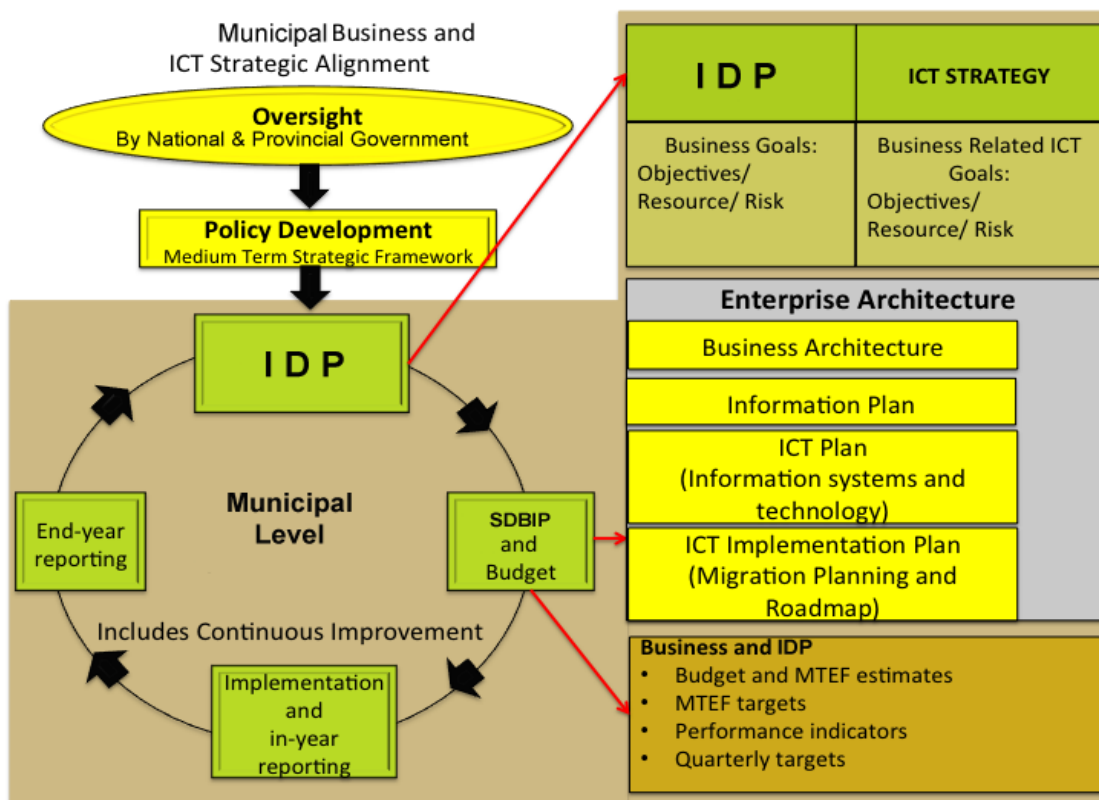


Figure 11: Relationship between the IDP ICT Strategies Sourced from GSDM Report

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 Sourced from GSDM Report

Stakeholder Relationship



Figure 13: Stakeholder relationship Sourced from GSDM Report

3.2. KPA 2 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

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. All GSDM procurement programs targeting the Youth should have a limitation on the BBBEE limited to the Youth.

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 incorporate 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.
- g) Preference should be given to women on all GSDM procurement programs on gender issues.

3.2.3 Older Persons and People with Disability

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;
- d) Preference should be given to entities belonging to Older Person and People with Disability on all GSDM procurement programs on Older Persons and People with Disability.

3.2.4 Sports and Recreation

The district must advocate for the utilization of the 15% MIG funds allocated for Sports, Parks and Recreation Facilities strictly on what it is intended to. 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
- b) SAMSRA Games
- c) GSDM Gert Sibande Cup
- d) Promotional Play Off
- e) Municipal Official Games
- f) Regional School Championship (Athletics)
- g) GSDM Marathon (Road Running, Track & Field and Cross Country)
- h) Cultural Festival
- i) Disability Sport
- j) Support for Athletes and teams representing GSDM in the Provincial and National tournaments.
- k) Older persons sports

3.2.5 Municipal Environmental Services

The District Municipality has unique and sensitive environmental sites that need protection and conservation. There is a threat to the environment within the district due to

- Poor waste management / littering/ illegal dumping
- Poor air pollution due to air pollution / biomass burning / industrial/mining agricultural activities.
- Environmental degradation due to improper development / economic activities/ socio economic conditions and poor or no rehabilitation of disturbed or polluted areas.

Sustainable development should put emphasis on ensuring little or no pollution of the environment, promotion of green economy, best practical options to promote and protect the environment, avoiding technologies, processes that are harmful to the environment.

Key Strategic Interventions to Improve Environmental Services Delivery:

The district intent to address the main challenges of environmental degradation / pollution that are mainly caused by:

- The district municipality will partner with key stakeholders to have strong action and focus on rehabilitation of polluted or disturbed natural environmental assets.
- The district will partner with key stakeholders to have focused long term environmental plan that is clearly outlining the protection of environmental assets through regulatory and developmental instruments.
- This will be achieved through environmental sensitive development and bias when balancing the need for environmental protection, economic and social development.

The district intend to in partnership with all spheres of government / key stakeholders and supporting its local municipality address environmental challenges through:

- Development and review of environmental bylaws / policy alignment to ensure bias toward environmental sustainability.
- Development of institutional capacity to render sustainable environmental services
- Strengthening capacity for regulatory services and law enforcement to protect environmental assets.
- Partnerships with key stakeholders, public private partnership to lobby and have investment in conservation of environmental asserts.

3.2.5.1 Air Quality Management

The challenge of improving the current poor air quality within the District Municipality needs refocus by the District Municipality, sector departments including private sector to be innovative and committed to move towards clean air production, reduction of carbon emissions and greenhouse gases.

Improvements of air quality with the District Municipality will require amongst other things concerted efforts and investment in green economy, renewable energy, clean production processes and methods, green building and construction methods including promotion of sustainable minimization and reuse of waste.

Key Strategic Interventions to Improve Delivery of Air Quality Services:

- The district municipality in partnership with key stakeholders, communities, and industry will focus on policy, legal instruments to review the current status quo with the aim of establishing a path towards clean air, sustainable reduction of greenhouse gases, carbon emissions through production changes, best practices using best available mitigation and abatement technologies.
- The district municipality in partnership with its Local Municipalities will develop environmental management policy including regulatory framework that is aimed at guiding all key stakeholders to participate, contribute towards achieving clean air

quality, reduction of greenhouse emissions, carbon footprint with more focus on community, key stakeholder mobilization capacity building, and awareness programs as a means to improve air quality.

- The district municipality will partner with municipalities to promote future planning of residential and commercial developments that prioritise developments that avoid contribution to poor air quality and contribute to clean environment and environmental sustainability.
- The district municipality in partnership with all stakeholders will coordinate, program and projects that support development and creation of green building or development oriented , while current economic , social activities, activities contributing to poor air quality, emission of greenhouse gases , carbon footprint need to be included in a just transition to green economy and clean air transition.

3.2.5.2 Biodiversity and Conservation

The district has unique biodiversity that need to be protected and conserved, currently there is a challenge with protecting the red data species flora and fauna that is at risk of distinction in the district. There is little programs and projects to conserve and promote biodiversity in the district. The challenge of preserving wetlands that are threatened by pollution, destructions, invasive species and community and developmental demands is putting pressure on existing biodiversity areas, threatening the extension of the district biodiversity footprint.

Key Strategic Interventions to Improve Delivery of Biodiversity and Conservation Services:

- The district municipality in its efforts to preserving the environment, focus will be on promotion of green spaces, green building designs, conservation sites, botanical gardens, and natural environments in a sustainable manner for future generations.
- The district municipality will support efforts aimed to protect endangered Flora and Fauna including wetlands, rivers, and streams.
- The district municipality will be promoting development and increasing extension of conservation areas / reserves / open public areas / zoological gardens / botanical gardens including promoting rehabilitation of polluted or disturbed areas.

District Compliance Monitoring and Enforcement Services

The district have the same national challenge of law enforcement, the regulatory services are critical for preservation, protection of environmental assets, protection of community health and wellbeing. There are various approved by-laws, regulations, national and provincial policy directives, acts norms and standards that need to be enforced consistently and the service to be sustained.

Currently, the district and its municipalities have minimum capacity to do compliance monitoring and enforcement of all legislation and regulatory tools. There is also limited resources to capacitate or enable efficient and effective monitoring and law enforcement. The district has currently partnered with national prosecuting authority and the judiciary to enhance the state capacity to improve law enforcement capabilities.

Integrated compliance monitoring and enforcement is a challenge due to challenges of authorisation of officials to enforce the legislation, limited resources to do effective and efficient regulatory services. Institutional arrangements challenges of administrative support services and legal service support are not adequate to enhance compliance monitoring and enforcement services. The alignment of all local municipalities monitoring, and law enforcement services is a weakness and shortfall.

There is a shortfall of resources for monitoring and capabilities to do effective law enforcement. The district and its local municipalities are moving towards strengthening its capacity, institutional alignment, and provision of resources to improve compliance monitoring and enforcement services. There is also a challenge with other law enforcement agencies to understand how to participate, support, and enforce environmental and municipal health legislation.

Key Strategic Interventions to Improve Compliance and Enforcement Services:

- The district will work in partnership with key law enforcement agencies, national prosecuting authority and the judiciary to improve the district and its local municipality's capacity to provide enhanced, effective, efficient, acceptable, reliable enforcement services.
- The district will initiate alignment / review/ development and review of regulatory services aimed at increasing law enforcement services.
- The district will mobilise resources to support the delivery of compliance monitoring and enforcement services including providing continuous training, skills development of officers.
- The district will promote programs to strengthen compliance monitoring and law enforcement of its regulatory tools.
- The district will develop systems and operating procedures that will enhance capacity of the municipalities to do effective compliance monitoring and enforcement.
- The district will partner with key stakeholders and communities to promote the culture of law abiding, and community support for law enforcement.
- The district will embrace / support promote the use of best available technology, innovate systems, law enforcement methodologies to enhance its capacity to provide compliance monitoring and enforcement.

3.2.5.3 Waste Management

Waste management possess a challenge in the district, there is a breakdown of waste management service delivery, ailing waste management fleet, poor management of landfill sites, the current licensed landfill are running out of air space and no future plans in place to develop new integrated landfill sites. Local municipalities have inadequate or poor policies to manage waste management current operating systems, model, emphasis, standard operating procedures, and strategies are mealy focused on refuse collection.

The district and its local municipalities have approved integrated waste management plans, as sector plans the intension of the plans were to assist in the planning and management of waste in the district. There is also a growing challenge of increasing illegal disposal of medical and hazardous waste in general landfill sites including indiscriminate dumping of domestic and commercial waste. Waste reporting is slowly improving although not comprehensive and adequate.

The implementation of waste strategy is not well coordinated and formalised by all spheres of government there is an initiative to start databases within the district to be able to assist with databases that will provide information for planning, thus there is more uncoordinated recycling, waste pickers, waste collectors in the local municipalities, the available buyback centres are not effectively utilised, and the waste economy is still not being fully exploited. The formal waste recyclers facilities have not been transformed to promote expansion of the industry.

There is no programs to introduce compulsory separation of waste at source in formal areas of the economy including at residential level. The local municipalities have no policy or regulatory framework in place to create an environment that will promote and support the implementation of national waste strategy. The implementation of these sector plans is a challenge mainly due to little / minimal or inadequate capital investment needed for implementation thereof.

Increasing population migration from rural areas to urban areas has significantly increased the generation of waste and putting strain in the ability of the local municipalities to provide effective and adequate, accessible, cost effective and reliable waste management services. The capacity of the sphere of government to effect, implement waste policy and plans is challenged due to limited resources.

Community and stakeholder mobilisation is needed including policy review to improve provision of waste management services. Population consumption patterns have changed with developments around residential or communities with slow adjustments in mitigating the increase waste generation.

Key Strategic Interventions to Improve Delivery of Waste Management Services:

- The district intent to mitigate waste management challenges with focus and effort towards implementation of national waste management strategies, promotion, and support of the growth of waste economy within the district, supporting re-use, recycling, and separation of waste at generation including at household level programs as part of waste minimisation and avoidance.
- The development and management of landfill sites is a huge challenge for local municipalities, the focus is to have integrated regional landfill sites that will be managed and operated economically with strategic intent to support the waste economy.
- There is a need to attend to Illegal and indiscriminate disposal of waste through the strengthening of law enforcement, by-law review to improve capacity of the municipalities to reduce environmental pollution.
- The district will be ailing delivery of waste management services review of service delivery mechanism thus there will be focus on service delivery mechanism review and significant capital investment in waste resource.

- The district will have medium to long term current strategic to develop integrated regional sites that are planned , build, operated in line with best technologies, best practices , best practical options that ensure environmental sustainability and long-term rehabilitation.
- The support of waste collectors, by -back centres, waste pickers forms part of the strategy to mobilise stakeholder involvement and community participations in the waste economy.
- Public, private partnership will be perused to provide waste management services that are sustainable, affordable, and efficient in implementation of the national waste strategy.
- The district will partner with spheres of government and key stakeholders to strengthen the capacity of the local municipalities with resources and competent skills to provide waste management services that are efficient, sustainable, reliable, and cost effective, thus a need for fundamental service delivery review and waste management operating system or mechanism change is necessary.

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

3.2.5.4 Climate Change adaptation and mitigation

There is progress in terms of policy development around climate change, with the district adopting its climate change vulnerability assessment and respond plan. The challenge is the transition to green and just economy. The district host four (4) coal fired power stations and a refinery, multiple open cast mines; agricultural activities and small industries, the contribution of these to climate change is significant. The challenge is the transition and significant contribution needed to change to renewable, clean energy production and reduction of carbon footprint within the district.

The district aims to mobilise all key stakeholders to form partnership towards transition to low carbon emission, reduction of greenhouse emissions and support for just transition and development. Development of policy and review of current service delivery mechanism is needed to achieve the transition. The district predict changes in weather patterns that will affect temperatures, rainfall with negative impact that may trigger disaster incidents , socio economic challenges maybe exacerbated by the effect of climate change.

There is anticipation of new emerging diseases or escalation of current environmental induced diseases or health conditions that may be endemic or became pandemics. The agricultural sector maybe also affected negatively in terms of its production / vectors and pests. Flooding, tornados are also a tread that is exacerbated by the current changes in the climate that need short- and long-term mitigation/ planning and investment in mitigation.

Key Strategic Interventions to Improve Climate Change Services:

- The district municipality through partnership, collaboration and community mobilisation will review the climate change and adaptation policy to strengthen the contribution of the mitigation to climate change.
- The district will partner with key stakeholders and other spheres of government to monitor the situation and plan for future adaptation and mitigation.
- The adaptation strategies will be focusing more on moving the district towards a just transition that favourable to promoting green economy, green development, promotion of projects or development for clean energy and reduction of greenhouse emissions and carbon footprint.
- The district adaptation and mitigation plan will coordinate all stakeholders to mitigate and assist in adaptation for the communities. There is a need to review policy, operating procedures, and service delivery systems to adapt to new emerging trends and challenges related to climate changes.
- The district approach will be community and stakeholder mobilisation as crucial to achieve one mitigation plan for implementation by all stakeholders and spheres of government.
- The district aims to partner with stakeholders to improve its skills and capacity to adapt to climate change challenges, provide support to its local municipalities and develop capacity to implement mitigation including implementation of programs and projects to mitigate climate change.
- The district will support innovation, initiatives and technological advances and initiatives that will contribute to mitigation of climate change impacts.

3.2.5.5 Environmental Management Services

The district has a challenge of environmental sustainability and conservation, such that some of key environmental assets are at risk due to socioeconomic factors, economic development including land use. There is a need to promote conservation and protection of environmental assets in the district with the aim of increasing conservation areas, rehabilitation of wetlands, and protection of endangered flora and fauna.

There is a challenge within the district of capacity and resources to provide environmental management services by all spheres of government. Protection, conservation of critical environmental assets, programs and projects is not aligned or focused to increase environmental sustainability and conservation footprint.

Environmental pollution degradation is a challenge, stakeholder and community mobilisation is needed to implement programs and projects aimed at environmental rehabilitation of polluted areas, mitigation in strategic environmental assets including protection of key environmental assets that are of significant or strategic nature to the country. There is a

need for policy development, review to protect environmental assets including improving capacity for environmental law enforcement.

The need for environmental protection conservation, and support for protection of strategic environmental assets that should not be disturbed or altered but must be used for environmental sustainability for future generations. The district have a need for a plan to address the threat to its environment through policy and partnership. The district has a challenge of rehabilitation of mines and other disturbed areas.

Key strategic interventions to improve Environmental Services delivery:

- a) The district municipality will mobilise resources to support projects and programs aimed at environmental sustainability, rehabilitation, and conservation.
- b) The district municipality will coordinate and mobilise key stakeholders, community to implement environmentally sustainable projects and programs.
- c) The district municipality will review environmental tools, best available practices to improve its capacity to address environmental challenges.
- d) The district municipality will strengthen monitoring, inspection of its environmental assets including integrating technological tools, monitoring technologies to improve surveillance, monitoring and inspections.
- e) District Municipality will partner with key stakeholders and communities to increase awareness and knowledge of environmental pollution challenges,
- f) District Municipality will support programs that are aimed at improving the growth and protection of red data species in the district.
- g) District Municipality will promote, support programs, projects aimed at avoiding destruction, alteration, disturbance of environmental assets as a priority on any proposed development.
- h) District Municipality will support promotion and development of conservation areas, environmental centres and parks, botanical gardens, zoological gardens and indigenous plants and species.
- i) Programs and projects to eradicate invasive species will be promoted and supported, focus will be on avoiding environmental pollution and degradation with efforts to put mitigation programs and projects where there is environmental pollution by all stakeholders.
- j) DISTRICT MUNICIPALITY will promote and facilitate community development that aims to promote sustainable environmental practice, conservation of environmental assets, including expansion and development of conservation areas.

3.2.5.6 Municipal Health Services

District Municipality has been building capacity to provide Municipal Health Services to its communities, there are environmental health challenges facing the communities that are historical and require structural adjustments, regulatory review to transform environmental health service delivery mechanisms. The need to ensure provision of effective, efficient, affordable, quality, and sustainable environmental health services is a priority to ensure quality health for all.

Extending accessibility of environmental health services is a priority to reduce ill-health, prevent diseases and improving community health status, thus reducing the burden of disease and the cost of health services within the district. The introduction of national health insurance [NHI] program will mostly rely on environmental health services to strengthen promotional health services together with municipal health as primarily a preventative health service that can promote health and reduce the cost of NHI.

It has been noted by Researchers that the physical environment is important in determination of population health status. Also looked at from the opposite sense, health status could be an indicator of the state of the environment. Bakkes J.A (1994) further notes that the direct effects of the environment on public health are small, however several diseases are caused or influenced by exposure to environmental effects.

Currently, environmental health services are rendered from The Department of Health in each sub-district mainly to government premises (i.e., hospitals) and monitoring of hazardous substances, while the District Municipality remains the executive authority to deliver Municipal Health Services as clearly defined in the Municipal Structures Act, 1998, and the National Health Act, 2003.

District Municipality is still faced with huge environmental health challenges due to its predominantly rural nature and backlog in delivery of environmental health services including socioeconomic challenges. Currently there is a huge challenge amongst communities with indoor air pollution, water pollution, and food safety, infestation of vectors and pests as well as environmental hygiene that contribute to the deteriorating health status of the community.

District Municipality still has a challenge of meeting the norms and standards for providing municipal health services due to insufficient injection of resources needed to address the historical challenges and lacking capital investment to improve rendering of environmental health services.

There is a need to strengthen the capacity and skills of Municipal Health section to improve provision of municipal health services in line with the ever-changing and emerging environmental health threats and health condition. Climate change is begging to have significant impact on environmental health conditions and is putting a strain on environmental health services and calls for more resources for mitigation and adaptation. The need to introduce improved technological advances to transform delivery of Municipal Health services is urgent.

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;
- i) chemical safety;
- j) indoor air quality; and
- k) noise control

Key issues to be addressed within the communities **pertaining to Municipal Health Services include:**

- a) Improving water quality monitoring
- b) Improving environmental hygiene
- c) Improving food safety monitoring and access to food control services
- d) Increase access to municipal health services.
- e) Supporting initiatives to reduce the burden of disease within the district.
- f) Promoting law enforcement around issues pertaining to Municipal Health services.
- g) Improving regulatory services within Municipal health services.
- h) Increasing monitoring of waste management services.
- i) Supporting implementation of national waste management strategies
- j) Promoting and supporting partnerships with key stakeholders to address environmental health issues.
- k) Promoting and supporting community and stakeholder mobilisation to participate in environmental health service delivery mechanisms.

Key strategic approach to improve Municipal Health Services delivery:

- DISTRICT MUNICIPALITY will align its resources and focus to prevent environmental health conditions that are detrimental to its communities, with the aim of increasing its capacity to render environmental health services to all.
- DISTRICT MUNICIPALITY will embrace technological advances and research to improve the quality and impact of environmental health services.

- The use of best practices including best available technologies to conduct inspections, investigations, and monitoring of environmental health indicators will be deployed as part of service delivery improvements.
- District municipality will promote and support provision of resources, skills, and partnerships to increase the capacity and capability of its staff to render quality and effective environmental health services.

District municipality will partner and support universities with work Integrated Learning programs as part of increasing the body knowledge.

- a) District municipality will also as part of rendering environmental health services contribute and support community development projects aimed at promoting sustainable environments for improved community health status and environmental conditions.
- b) District municipality intend to-development & Review of By-Laws,
- c) District municipality will embark on the development of the District Health Plans
- d) District Municipality will coordinate the establishment of the District Health Council
- e) District municipality intend improving capacity and skills for environmental health compliance monitoring and enforcement;
- f) Extend access of Municipal Health Services to rural communities with Gert Sibande district;
- g) District municipality will strengthen community participation and involvement in government issues through community and stakeholder mobilisation.
- h) District municipality will promote Inter-sectoral collaboration and partnership through the IGR forums
- i) District municipality will strengthen and improve capacity to do surveillance and monitoring of high-risk communities, environmental health through technology intervention, innovation, and research.

3.2.5.7 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.

The challenge within the district is availability of suitable land to develop regional cemeteries to cater for the population. The availability of resources for planning and establishment of

cemeteries is a challenge, including maintenance of existing cemeteries and graveyards. Further, DISTRICT MUNICIPALITY is still experiencing a challenge of domestic burials in rural communities including traditional burial methods.

Key Issues identified as far as cemeteries and graveyards in the DISTRICT MUNICIPALITY are concerned:

- a) Investigating availability of suitable land to develop regional cemeteries for the district.
- b) Development of strategies to provide sustainable environmentally friendly services for disposal of the dead.
- c) Development of sustainable, comprehensive policy for the management of cemeteries, crematoriums, and graveyards.
- d) Transforming provision of services relating to disposal of the dead.
- e) Coordination and planning of burial sites within rural communities

3.2.6 Gert Sibande Library Services

Gert Sibande District Municipality Library was officially opened on the 15th of May 2014 within its head offices in order to assist the GSDM community, which has been struggling to go 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 on 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.

3.2.7 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

Disaster Risk Management has proven to still be an area of concern in South Africa as a whole. This was evident in the management of the global epidemic that occurred in South Africa from February 2020 with the emergence of Coronavirus Disease which led to the country and many other states to declare a State of National Disaster. Coronavirus disease exposed the country's state of readiness to respond to disasters. One of the strengths of disaster risk management was the effective disaster communication strategies implemented from all levels of response (globally to local level). However, weaknesses were also evident in that initially there was a lack of political will and support from strategic partners, which led to responses to be delayed and reactive rather than proactive. Institutional and financial capacity was a challenge at the core of delaying responses as the country at all levels did not have sufficient resources readily available to implement response and recovery plans.

Lessons learned from the disaster risk management of Coronavirus diseases have provided the District Municipality with best practices to adopt for sustainable disaster risk reduction, relief, reconstruction, and recovery. The District Municipality therefore intends to promote and support disaster management research as a strategic tool for disaster and emergency preparedness,

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's) 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
- f) Emerging pandemics and epidemics.

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.

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

3.2.8 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

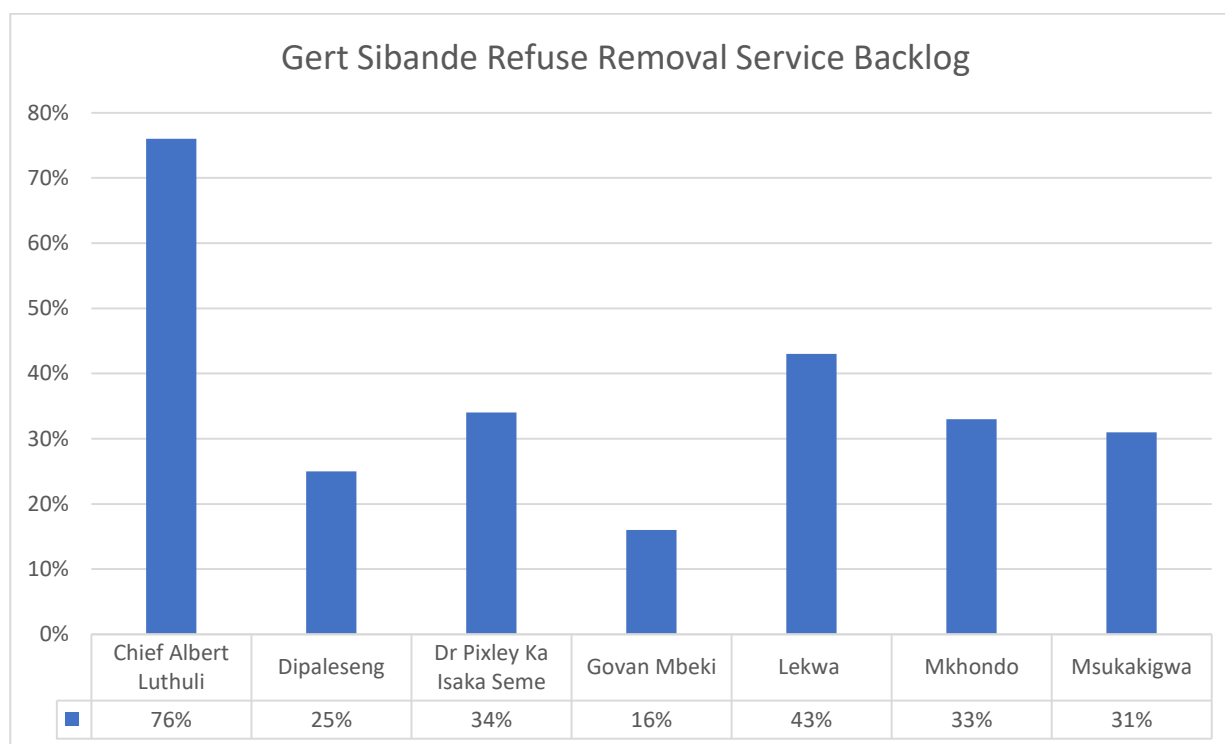


Figure 14: Refuse Removal Service Backlog

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%, Dr Pixley Ka Isaka Seme at 34%, Mkhondo at 33% and Msukakigwa at 31%. Dipaleseng and Govan Mbeki had the least refuse removal backlogs at 25% and 16% respectively.

3.2.9 Climate Change adaptation and mitigation

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

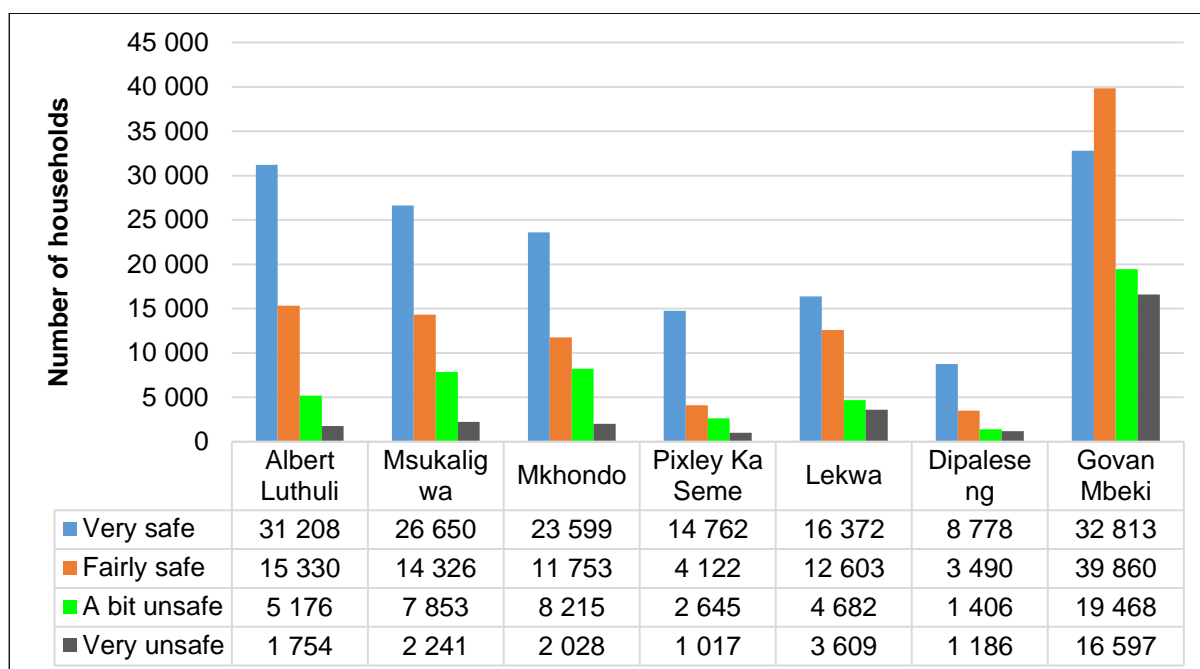


Figure 15: Safety (Crime) figures Stats SA, Community Survey, 2016

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.

3.2.12 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.

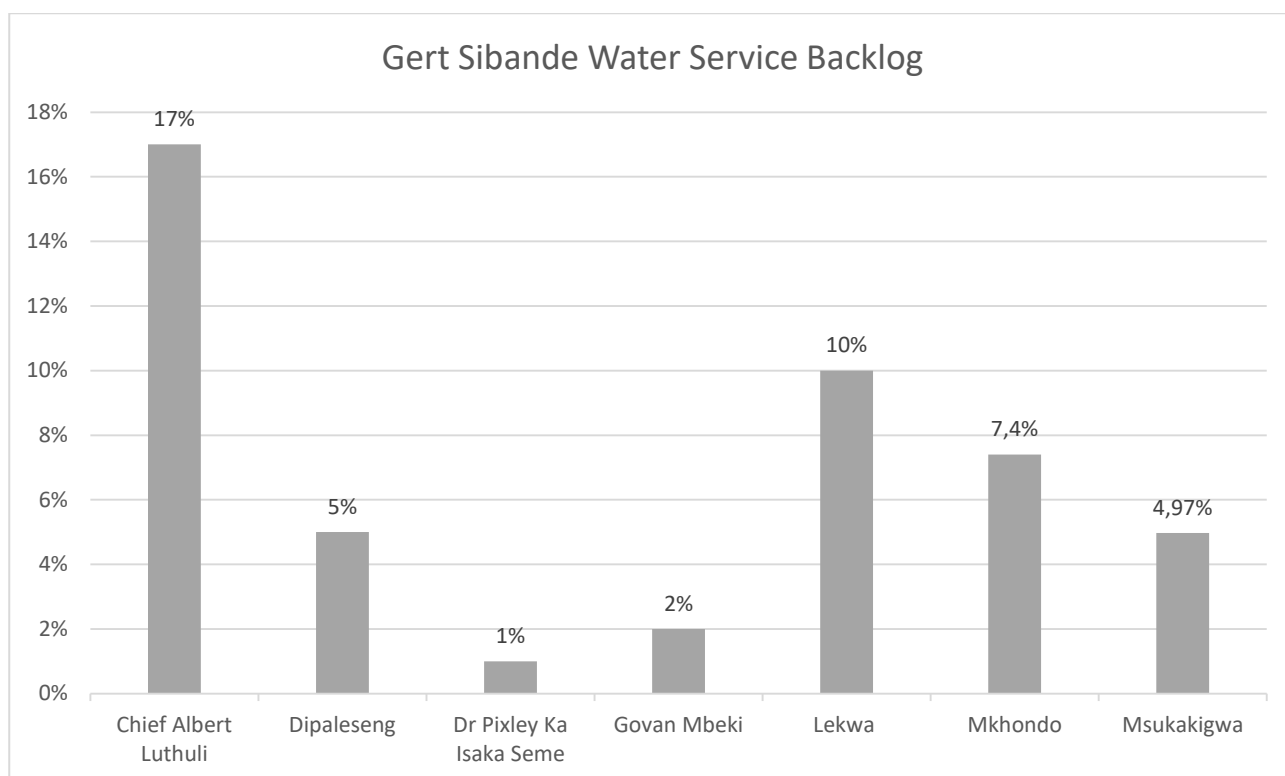


Figure 16: Water Service backlog

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

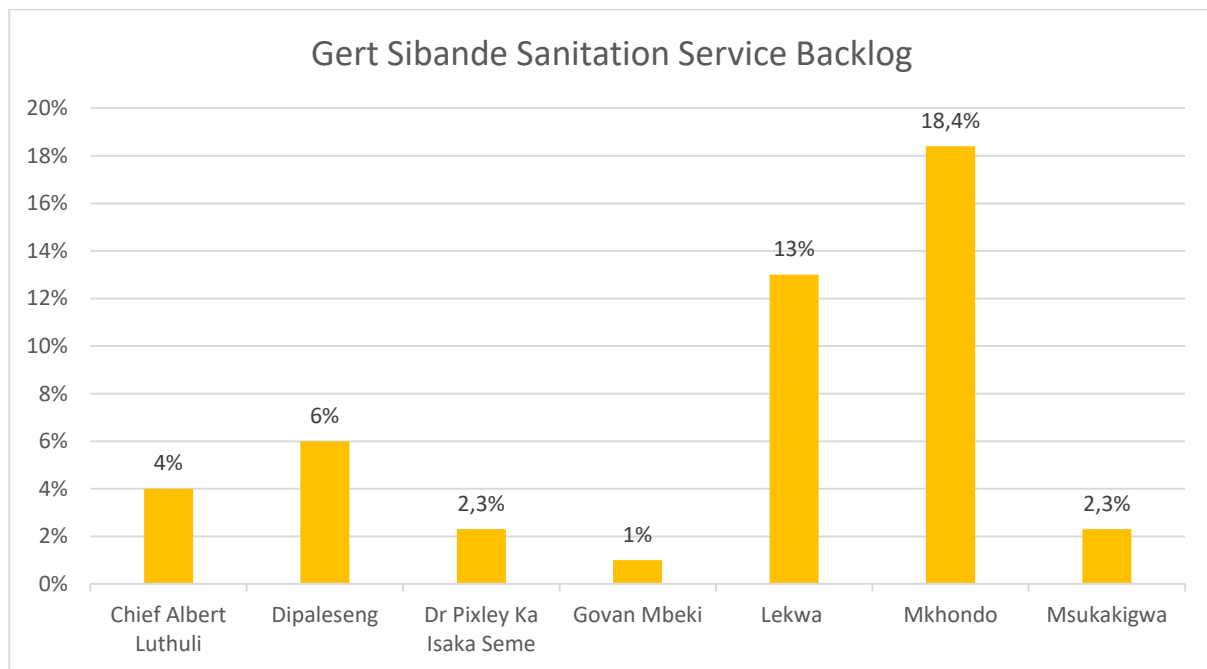


Figure 17: Sanitation Service Backlog

Govan Mbeki had the lowest backlog in the provision of sanitation standing at 1%. Lekwa and Mkhondo had the highest backlogs at 13% and 18,4% respectively.

Electrical Service backlog

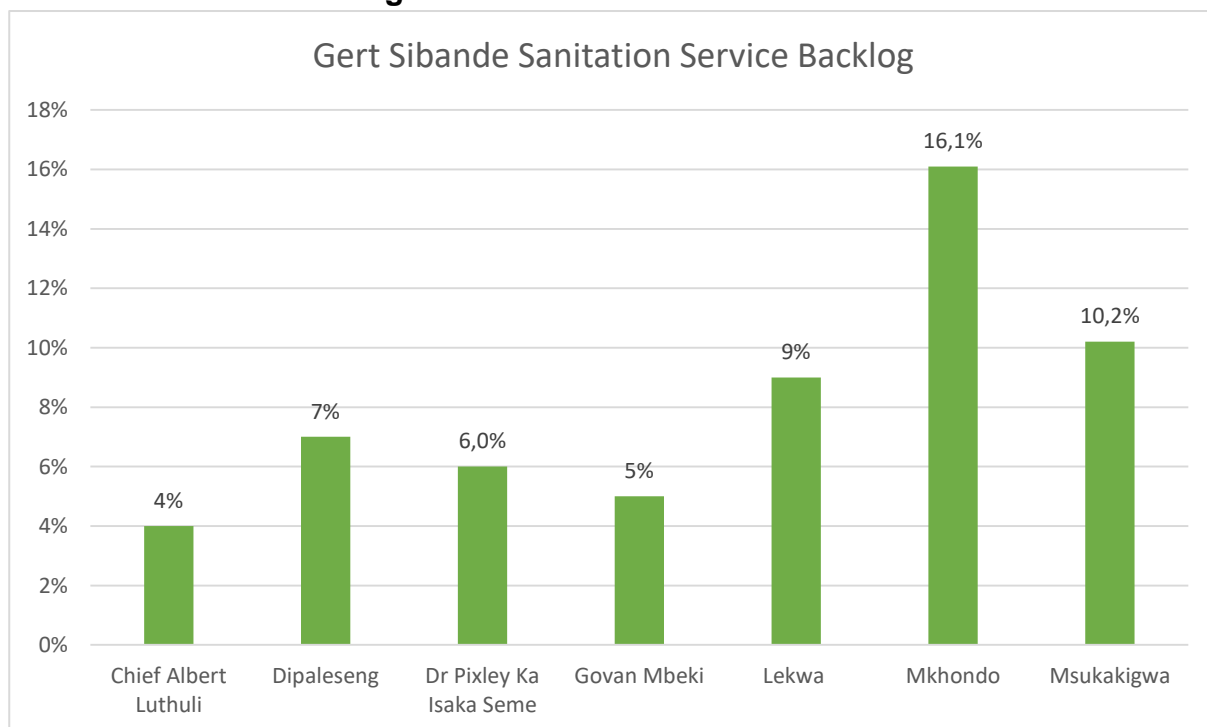


Figure 18: Electrical Service Backlog

Mkhondo LM had the highest electricity backlog in the district at 16.1% followed by Msukaligwa LM at 10.2%

Refuse Removal Service Backlog

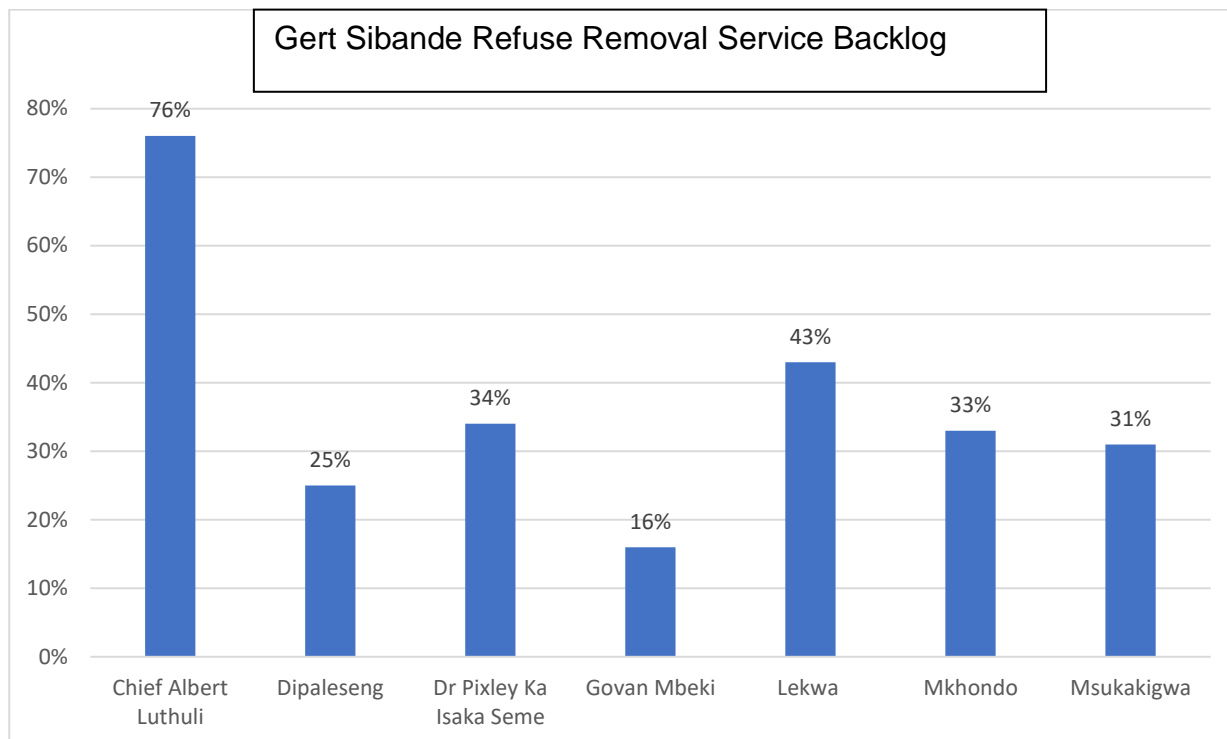


Figure 19: Refuse Removal Service Backlog

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%, Dr Pixley Ka Isaka Seme at 34%, Mkhondo at 33% and Msukakigwa at 31%. Dipaleseng and Govan Mbeki had the least refuse removal backlogs at 25% and 16% respectively.

3.2.13 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.

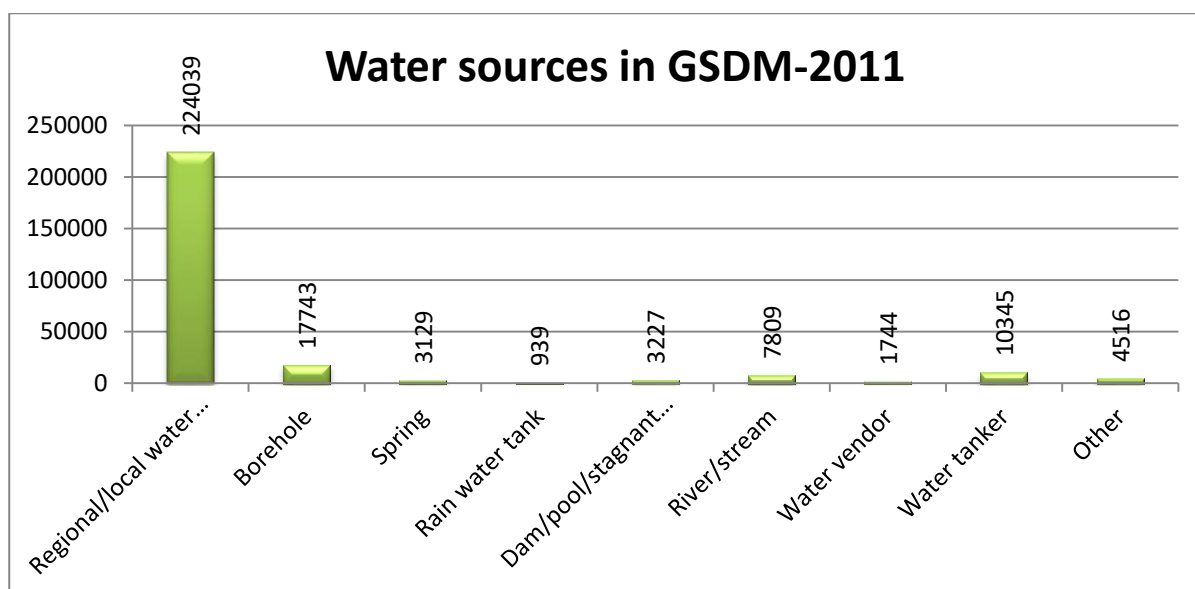


Figure 20: Water Sources in GSDM, Stats SA, 2011

3.2.14 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 76: 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.

3.2.15 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.

3.2.16 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.

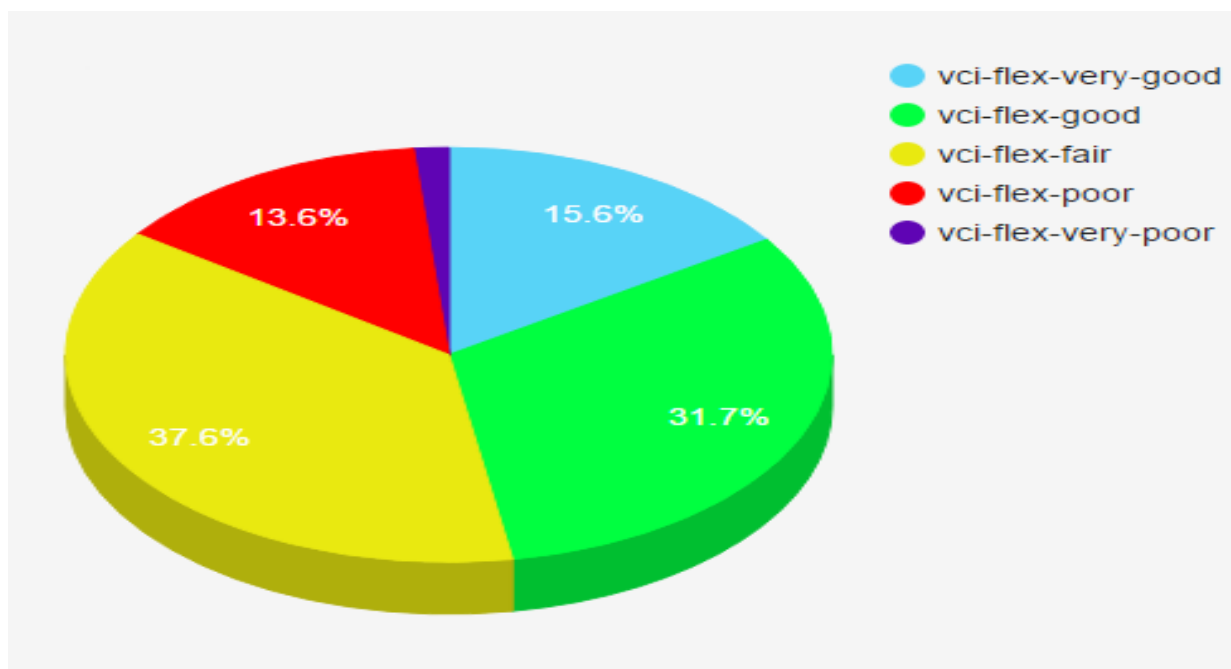


Figure 21: Visual condition index summary for municipal roads in GSDM from RRAMS

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 77: Visual condition summary per Local Municipality from RRAMS

3.2.17 Research and Development

The District Currently has informal research capacity that is not formally structured, therefore knowledge and intellectual property is not properly archived and secured. The establishment of the Research Unit is aimed at ensuring that the District Municipality moves towards institutionalising research culture and practices for the benefit of the Municipalities and communities including to contribute towards academic research knowledge, economic development, community development and social cohesion.

The District Municipality will compete in a globally competitive research, innovation, and development environment with an intent to amongst the leaders in that space. In achieving sustainable development goals, national growth path, national development plan outcomes for improved quality of life, environmental conditions and economic development, the District Municipality will strengthen its research and development capacity to inform, influence and direct planning, policy development and service delivery mechanisms.

This intent requires continuous research on policy and systems to deliver services that aims to improve service delivery, innovation, and development. Research and Development will focus on the production of service delivery research policy and systems outputs intended to improve service delivery standards, and to expand the pool of knowledge in our society.

The Key issues to be addressed on research and development will be as follows:

- a) To build District Municipality sustainable capacity to provide / conduct effective, quality research services.
- b) To conduct regular quality research aimed at improving service delivery, environmental protection and sustainability, socioeconomic development, social cohesion, community health status, inform policy development / review and development.
- c) To promote the district capabilities and profile to provide credible research services.
- d) To partner, lobby for external and internal funding for research programs or projects.
- e) To partner / support national, regional, and industry-specific research initiatives that promote or support the district research aims or objectives.
- f) To maximize the impact and recognition (sector and academically) of District Municipality's research services in the community.
- g) To assist in ensuring District Municipality's intellectual property is protected, including contributing to the body of research academic knowledge.
- h) To develop capacity and skills of the Municipality to provide leading and innovative research services.
- i) To enhance Disaster Management Research capabilities for prevention and mitigation of disasters
- j) To strengthen Municipal Health and Environmental Research capacity to promote healthy lifestyles, prevent diseases and environmental catastrophes including mitigation.
- k) To promote marketing of research and development services, and the District Profile.

3.2.18 Gender Base Violence and Femicide

GBV &F is enabled by the prevalence of gender inequality and is rooted in patriarchal gender norms. It is defined as any act against women that results in, or is likely to result in, physical, sexual, economic or psychological harm or suffering which include threats of such acts as coercion or arbitrary deprivation of liberty, whether occurring in public or in

private life. It affects women throughout their life cycle (before birth to elder abuse) and is often exacerbated by cultural, economic, ideological, technological, political, religious, social and environmental factors.

The goal of the Gert Sibande District Municipality is to eliminate gender-based violence (GBV) in a holistic, systematic, complementary and comprehensive manner through multi-sectoral, and multi-dimensional approach, and to provide appropriate care and services to survivors of GBV.

Gert Sibande has not been spared from the inhumane occurrences of violence against women, children, LGBTQI+ including people with disabilities. The statistics released for the fourth quarter of 2021/22 clearly indicate that gender-based violence in Gert Sibande is not subsiding, but continues to increase. The statistics portray an increase in GBVF reported cases in Gert Sibande District as the second highest, with reported cases in 2020/21 and 2021/22 Financial Year that is a **17.5%** increase.

Key issues to be addressed on GBV&F

1. Ensure the review, adoption and implementation of protective laws and policies
2. To engage and coordinate different sectors concerned with social issues.
3. To encourage the establishment of and maintenance of a coordinated reporting system.
4. To support and encourage investigation of problems related to Gender Base Violence and Femicide.
5. To support performance of sector departments and NGO's within the social sphere.
6. To establish and maintain contact with other forums within and outside of Gert Sibande District.
7. To collectively deal with the overall district challenges of Social Development, poverty, GBV, HIV/AIDS, Marginalized groups, treatment and prevention of substance abuse (research, skills and information),
8. Advocacy and community mobilization and awareness raising for the prevention of GBV.
9. Build capacity or relevant sectors (health, legal/justice, security, education, and social welfare systems) for the development and implementation of comprehensive services for the management and care of survivors/victims of GBV in order to address immediate consequences as well as to reduce the likelihood of long-term negative effects related to victimization, as well as survivors'/victims 'vulnerabilities to future incidents of violence.

KPA 3: LOCAL ECONOMIC DEVELOPMENT

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:

- 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 Nootgedacht 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



Figure 22: Mpumalanga vision 2016

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 several 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. Programmes

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.

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.

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.

3.3.10. 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.

3.3.11 Fourth (4th) 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.

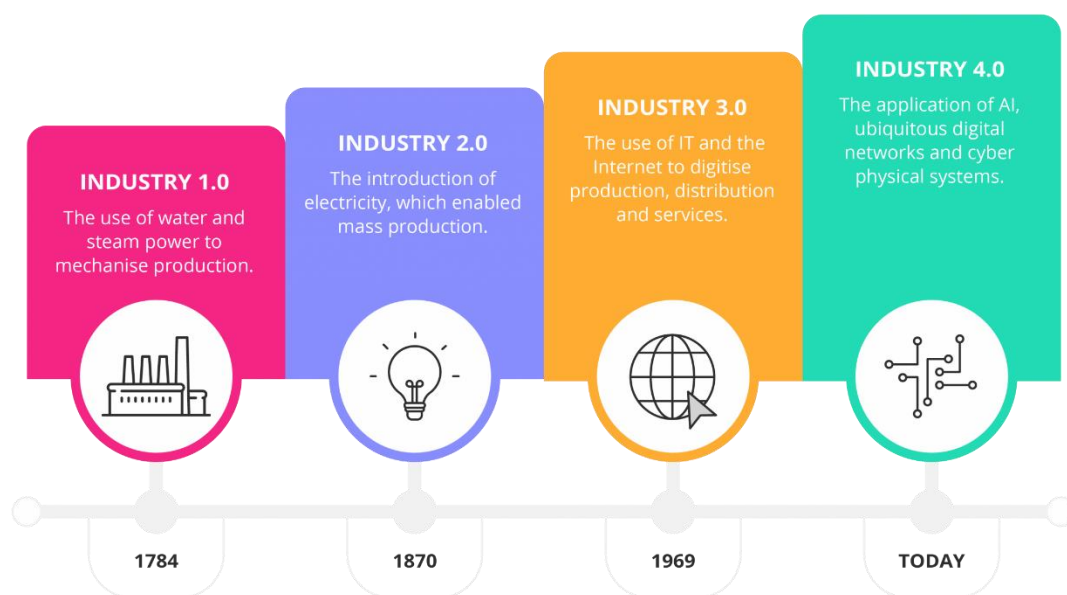


Figure 23:4th industrial revolution

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

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 through the Municipal support unit with dedicated staff.
- 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, Laboratory as well as the airport 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 funding to assist the Local Municipalities is becoming lesser every financial year. The graphic below indicate the pace at which the equitable share is increasing including the revenue mix of the district.

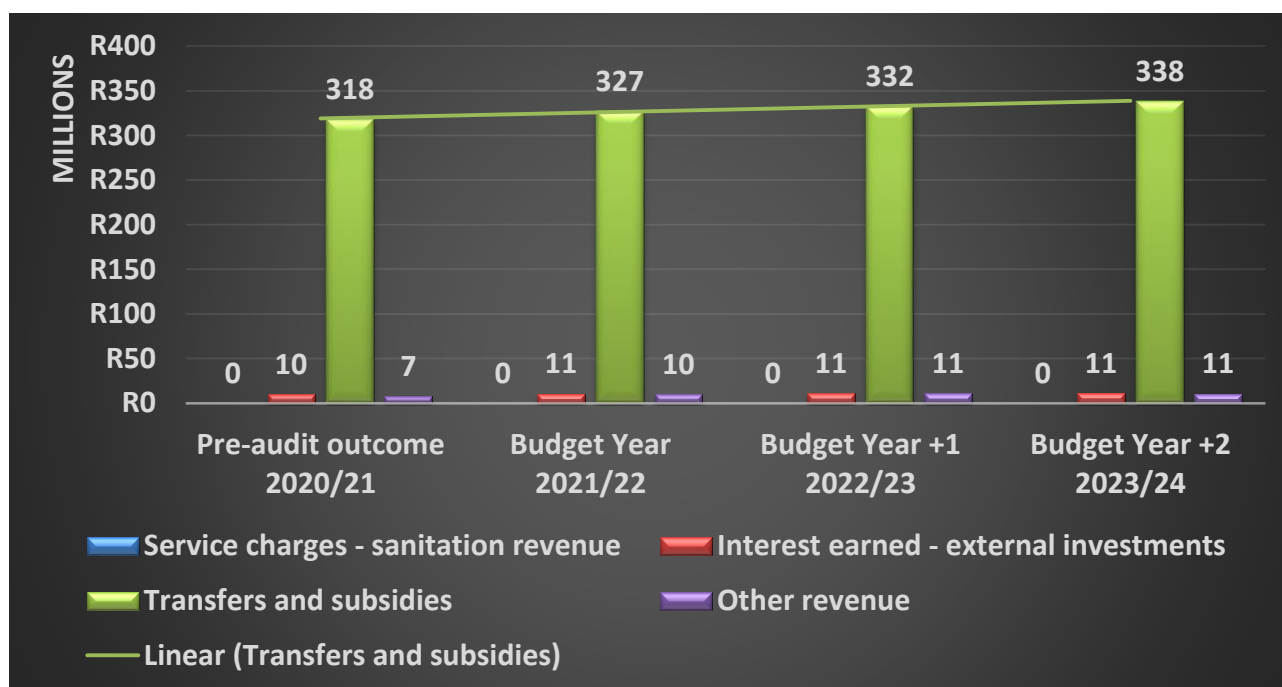


Figure 24: Increase in revenue

There is a greater need for the district and local municipalities to develop Revenue enhancement Strategy where it do not exist, where it exist it need to be reviewed. These should be practical taking into account what is possible for each to implement.

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.

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. There will be continuous engagement with the various financial systems in the district where these processes are streamlined to ensure that there is greater integration. The only challenge is for the change management to be elevated so that we do not get resistance on the implementation.

The integration should be amongst the 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.

3.4.1. 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

This strategy would have to be reviewed as things change with time. This will allow input from those on the ground such as municipal support staff to share some of the challenges in implementation of the strategy.

3.4.2. 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. However, this is diminishing each financial year due to the slow rate of increase in equitable share compared to higher increases in terms of employee compensations. Please refer to the graphic below which indicate the percentage of the employee compensation compared to the operational revenue:

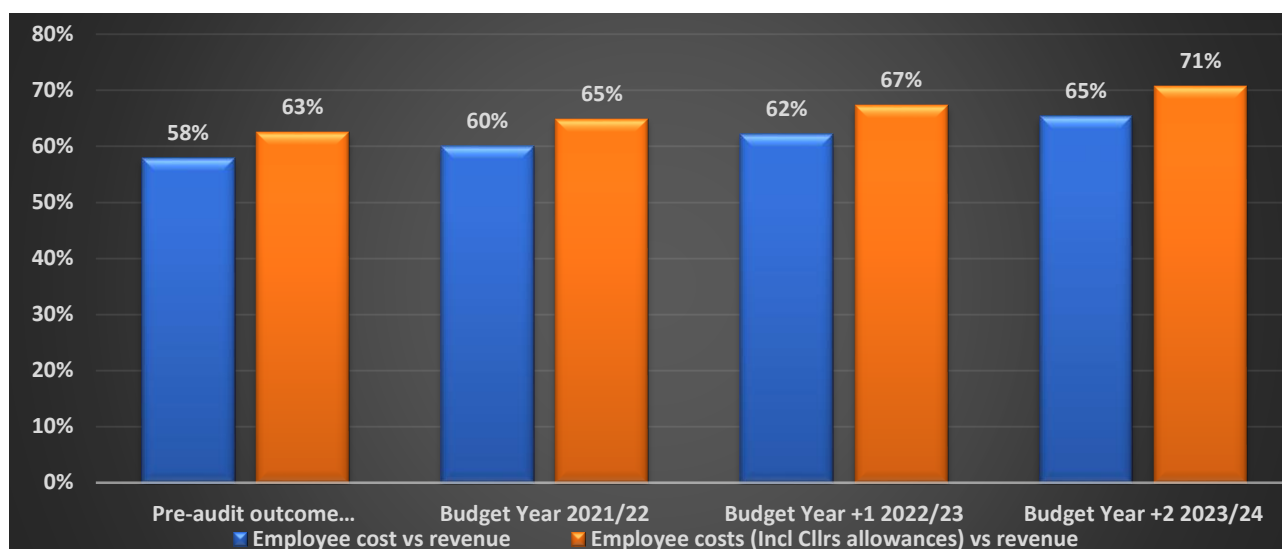


Figure 25: Employee Cost vs Revenue

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
- i) There is a greater need to review the organogram of the District to ensure that it is fit for purpose. In the main time there is need to place moratorium on filling vacant positions as they became available.
- j) Operational cost need to be reviewed to ensure that the institution do not pay way more than it supposed to.

3.4.3. Audit outcomes:

Gert Sibande District Municipality has managed to stabilise its internal controls which led to obtaining three unqualified with no findings (“clean audit”) audit outcomes and two unqualified with one finding on compliance over the past 5 financial years. This good governance is expected to continue in the next five financial periods. For this to be achieved the following are the key role players:

- Council – Rigorous oversight that the council played over work done by management will ensure that the quality of the reports that are produced are continuously improved.
- Mayoral committee – Provide leadership and guide management in implementation of the council strategies. This is also a stakeholder that led by example and set a good tone at the top.
- Management – Continuous overseeing the implementation of Council resolutions and strategies in manner that is compliant with all the applicable legislations.
- Staff – They are the one who implement all these strategies and also ensure that the internal controls are adhered to on day to day basis. They are the ones who ensure that things do happen and are done correctly.

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.

Table 77: Municipal Audit Findings

Auditee	Audit opinions				
	2020-21	2019-20	2018-19	2017-18	2016-17
Chief Albert Luthuli	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings
Mkhondo	Unqualified with findings	Qualified	Qualified	Qualified	Qualified
Msukaligwa	Qualified	Adverse	Adverse	Adverse	Qualified
Govan Mbeki	Qualified	Disclaimer	Disclaimer	Disclaimer	Unqualified with findings
Gert Sibande District	Unqualified with no findings	Unqualified with findings	Unqualified with no findings	Unqualified with no findings	Unqualified with findings
Dipaleseng	Disclaimer	Disclaimer	Disclaimer	Qualified	Unqualified with findings
Dr Pixley Ka Isaka Seme	Qualified	Disclaimer	Disclaimer	Unqualified with findings	Unqualified with findings
Lekwa	Disclaimer	Disclaimer	Disclaimer	Qualified	Unqualified with findings

3.4.4. 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 Infrastructure Development to include upgrading of bulk services, introducing incentives, review of tariff structures.
- c) On Finance Matter – reviewing of contracts ensuring that all investment properties are taken into consideration
- d) Improvement of Cash Collection, Billing Circles to be Shortened, Profiling of Customers, Automated meter reading.
- e) Personal to target top hundred financial institutions/businesses, Capacity of debtors Department to be increased, disconnection and reconnection to be aggressively instituted.
- f) Data Purification and Cleansing to be given priorities.
- g) Stringent Cash Management to be introduced, Daily, Weekly and Monthly cash forecasting
- h) Cost Curtailment regulations to be strictly applied and non – priority expenditure to be eradicate
- i) Capacity building in the finance departments at the local municipalities in the form of rolling out regular trainings.

3.5. KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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 (CDW's)

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	22	Late birth registrations RDP houses cracked
Lekwa LM	15	12	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	8	Ward 1,3,4 & 5 vacant

Table 78: CDWS

War operational plans

Municipality	Operational Plans	No of ward submitted	Not submitted
Chief Albert Luthuli L M	25	00	Not submitted due to Covid-19
Dipaleseng LM	6	00	Not submitted due to Covid-19
Govan Mbeki LM	0	00	Not submitted due to Covid-19
Lekwa LM	15	00	Not submitted due to Covid-19
Mkhondo LM	19	00	Not submitted due to Covid-19
Msukaligwa LM	19	00	Not submitted due to Covid-19

Dr Pixley ka Isaka Seme LM	11	00	Not submitted due to Covid-19
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Table 79: War operational plans

War rooms

Municipality	Functional	Non Functional	Comments	Established
Chief Albert Luthuli LM	0	25	Due to Covid-19	25
Dipaleseng LM	2	6	Due to Covid-19	
Govan Mbeki LM	00	32	Due to Covid-19	
Lekwa LM	0	15	Due to Covid-19	Office space
Mkhondo LM	0	19	Due to Covid-19	
Msukaligwa LM	0	19	Due to Covid-19	18
Dr Pixley ka Isaka Seme LM	0	11	Due to Covid-19	

Table 80: 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 31: 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 ummomo 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 82: IGR Fora

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 2023/24 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.

3.6.1 GSDM Spatial Development Framework, 2022

The spatial development framework four strategic objectives that shaped the Strategic Focus Areas (Areas of intervention):

Strategic Objective 1: Focus development on regional spatial development initiatives, development corridors, development zones and nodes.

This entails supportive spatial development initiatives on a regional and sub regional scale in order to ensure:

- The mobility of movement of goods and people within the district promoting trade involving:
 - The reinforcement of the N17/N2 Corridor to ensure:
 - The efficient movement of freight and vehicles between Gauteng and Richards Bay and Ethekewini harbours.
 - The improvement of the Transnational Development Corridor (N17) between Ermelo and Eswatini.
 - The improvement of the Petrochemical link between Secunda and Middelburg (N4- Maputo Corridor)
 - The improvement of links with development nodes within Nkangala District, the Free State Province, Kwa Zulu Natal and adjoining municipalities.
 - The enhancement of cross border trade and tourism
 - The provision of industries focused on Agriculture, Forestry, Petro-chemical, also exporting through Richards Bay and Ethekewini harbours.
- Economic Development Initiatives to include:
 - The Secunda Petrochemical Industrial and Technology Park
 - A potential Forestry Industrial Technology Park at Mkhondo
 - The Agripark Initiative including:
 - The Agri Hub at Mkhondo
 - Farmer Production Support Units
- Management of natural assets and development of tourism initiatives enhancing economic links between tourism foci areas.
- The continuous upgrading of local airports' capacities including:
 - The Secunda Airport.

- The Ermelo Airport as pilot training airport
- Airfields focusing on tourism

Strategic Objective 2: Protect biodiversity, water and agricultural resources

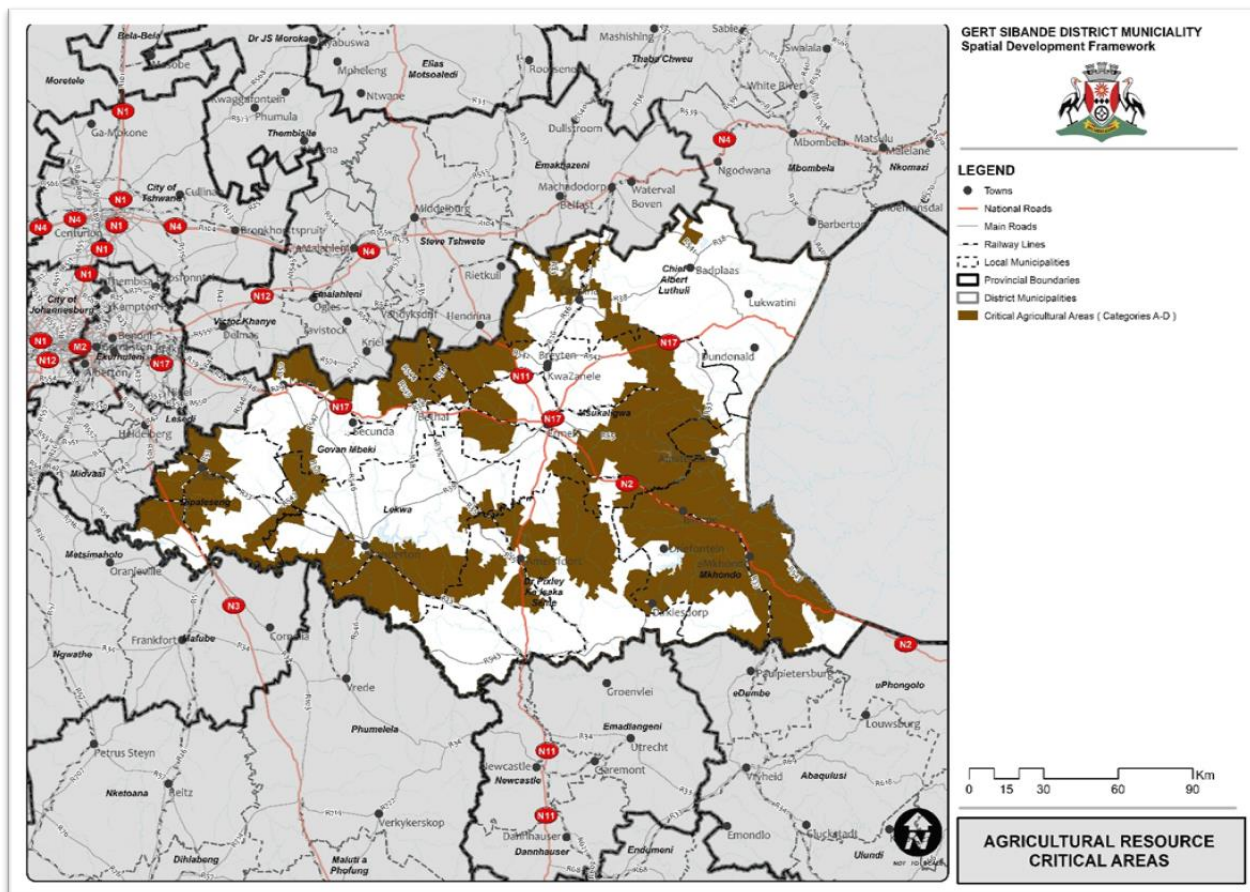
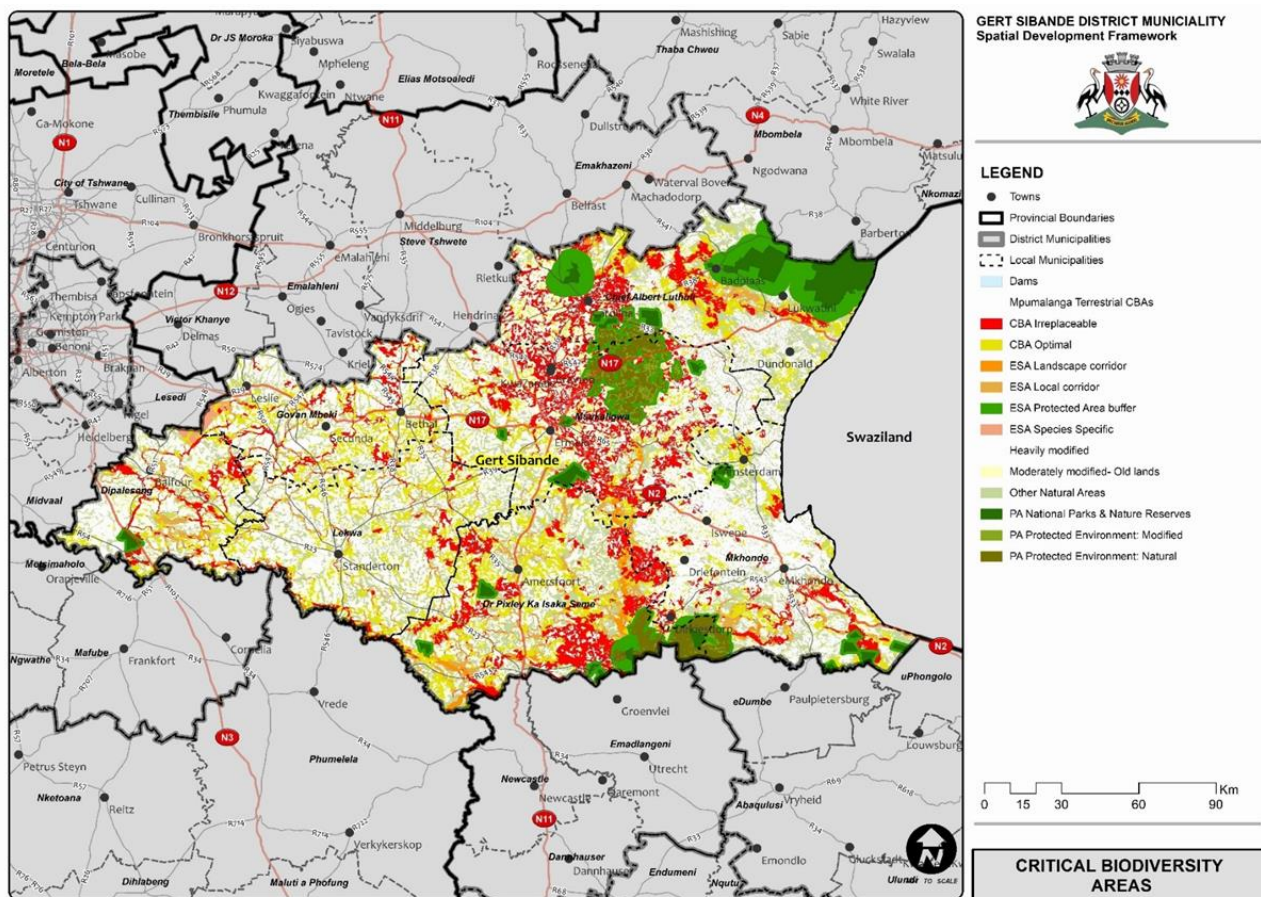
This strategic focus area is concerned with protection and enhancement ecological infrastructure including Management of Water Resources

- Maintaining the water recharge for all the major river and wetland systems including Chriisiesmeer and Wakkerstroom
- In addition to the river and wetland features, other important areas for water-related processes include wetland systems, which play a keystone regulatory role in the hydrology of the district by:
 - absorbing and storing freshwater
 - maintaining and moderating the flow of rivers
 - improving water quality
 - maintaining the ecological and structural integrity of river systems
 - buffering surrounding landscapes (and associated land uses) from flooding

Climate Change:

- Providing intact and well-functioning natural ecosystems resilient to the impacts of climate change relative to highly modified (e.g., degraded areas) or anthropogenic landscapes (e.g. croplands, mines and settlements).

Protection of Critical Biodiversity areas and high potential agricultural land depicted in the maps below:



Strategic Objective 3: Sustainable Urban Development

This strategic objective is concerned with the development of sustainable cities and towns where people live and work aligning livelihood opportunities and services and creating more functionally integrated, balanced and vibrant urban settlements and townships through:

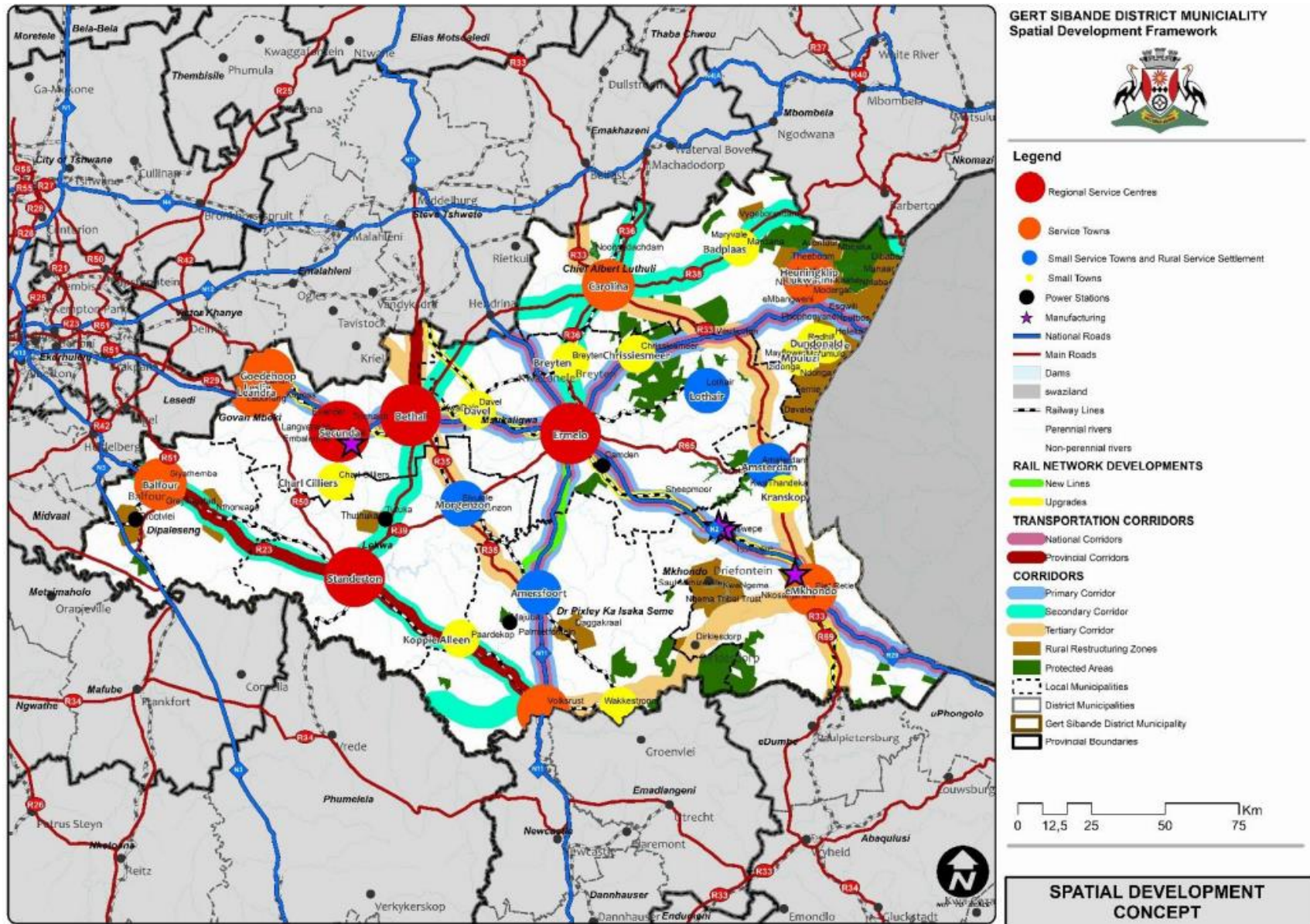
- Integrated Urban Planning and Management through
- Integrated Transport and Mobility through the following policy priorities
- Integrated sustainable human settlements through the following policy priorities
- Integrated urban infrastructure through the following policy priorities
- Efficient land governance and management through the following policy priorities
- Inclusive economic development through the following policy priorities

Strategic Objective 4: Sustainable Rural development

Rural Development within Gert Sibande District needs to provide vibrant, equitable and sustainable rural communities and food security for all. In order to achieve this, the following must be done:

- Security of tenure
- Sustainable Human Settlement
- Resource Based Economic Activity
- Functional rural economic nodes and systems
- Supporting rural economic development

These strategic objectives find expression on the SDF map below:



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

Municipality	SDF	LUS	SPLUM By-Law
Chief Albert Luthuli	Compliant	Compliant	Yes
Dipaleseng	Compliant	Compliant	Yes
Dr. Pixley Ka Isaka Seme	Complaint	Compliant	Yes
Govan Mbeki	Compliant and Under review	Compliant	Yes
Mkhondo	Under review	Compliant	Yes
Msukaligwa	Complaint	Complaint	Yes
Lekwa	Compliant	Complaint	Yes

Table 83: Land use management tools

Tribunal Constituent Municipality	Municipal Planning Tribunal Status
Govan Mbeki	Functional
Chief Albert Luthuli	
Dipaleseng	
Dr. Pixley Ka Isaka Seme	
Lekwa	
Mkhondo	
Msukaligwa	

Table 84: Municipal Tribunal Status

The District Municipality is funding, co-ordinating and administrating a Joint Municipal Planning Tribunal on behalf of 7 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 sites for human settlements to support the NDP outcome 8 program of transforming human 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 85: 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 and
- e) Conduct traffic counts on municipal roads to name but a few.

GIS Functionality								
	CALM	Dipaleseng	DPKIS	GMM	LEKWA	Mkhondo	Msukali gwa5	GSDM
GIS Hardware	N	Y	N	Y	Y	N	Y	Y
Software	GSDM	GSDM	GSDM	GSDM	GSDM	GSDM	GSDM	Y
GIS Practitioner	0	01	0	01	01	0	01	03

Table 85: 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	6	3	9
Geographical Information Science	4	3	7
Land Surveying	5	0	5

Table 86: ISDG employees

GSDM INNOVATION

In line with the 4th industrial revolution, the GSDM is adapting municipal operations to incorporate technological advancement. Council has adopted the use of UAVs/Drones in the performance of public services. To date, the municipality has trained six (6) drone pilots, two (2) drone technicians and procured and registered two drones with the South African Civil Aviation Authority. Processes are underway to obtain a Remote Operating Certificate (ROC) which permits the GSDM to operate drones.



Figure 26:GSDM Drone Fleet (Phantom 4 and Matrice 200)

This capability will assist the GSDM and its constituent municipalities in services such as infrastructure assessment, firefighting, contour surveying, land use surveys and air quality monitoring.

INDUSTRIALIZATION STRATEGY

The GSDM nodal development strategy focuses on strengthening the services offered in the various hierarchy. The Gert Sibande Aerospace Industrial Hub, located on the existing Ermelo Airport (FAEO) is one of the industrial hubs planned to stimulate and diversify the district economy.



Figure 27: Gert Sibande Industrial Hub

Gert Sibande Aerospace Industrial Hub Conceptual Layout Plan

DISTRICT CONNECTIVITY

The seat of the district is located in Ermelo which is central to all the economic nodes and municipal administration offices. The District is connected to the rest of the country and the world economy by the following network of transport infrastructure all intersecting in Ermelo:

Road

N17 – link to Gauteng on West & Eswatini on the East

N11 – Link to Middelburg (Steel Hub)

N2 – Link to Richards Bay Harbour

Rail

Coal link railway line to Richard Bay Harbour to the South and Lephalale mining cluster to the North

CHAPTER 4: PERFORMANCE MANAGEMENT

PERFORMANCE MANAGEMENT SYSTEM

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 SCORE CARD

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Strategic Objectives	Strategic goal	Programme	Owner	KPI	KPI Ref	Baseline 2021/22	5 year Target	ANNUAL IMPLEMENTATION				
								2022/23	2023/24	2024/25	2025/26	2026/27
Improved institutional performance	High performing institution	Institutional Capacity Development	CS	Reviewed GSDM organizational structure submitted to Council	1.1	1	5	1	1	1	1	1
				% of employees from employment equity target groups appointed in the three highest levels of management as per the approved EE plan (GKPI) by 30 June	1.2	94,90%	85%	85%	85%	85%	85%	85%
				% of employees conducted performance assessments by 30 June (below sec 56)	1.3	N/A -New measurement	100%	100%	100%	100%	100%	100%
				% of allocated budget spent on implementing the Workplace Skills Plan (GKPI) by 30 June	1.4	74,70%	15%	40%	65%	90%	90%	90%

Table 86: Municipal transformation and organisational development

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Objectives	Strategic goal	Programme	Owner	KPI	KPI Ref	Baseline 2021/22	5 year Target	ANNUAL IMPLEMENTATION				
								2022/23	2023/24	2024/25	2025/26	2026/27
To accelerate provision of immediate & long-term bulk infrastructure development	Improved access to basic services	Water and Sanitation	ITS	Number of GSDM funded Water and Sanitation infrastructure projects completed by 30 June	2.1	2	5	1	1	1	1	1
				% of Water and Sanitation projects (implemented on behalf of LMs) completed by 30 June (implementation phase)	2.2	N/A-New KPI	100%	10%	30%	50%	70%	100%
		Laboratory Services	ITS	% of water quality tests conducted against the number of samples received	2.3	N/A-New KPI	100%	100%	100%	100%	100%	100%
				Maintain Laboratory accreditation status by SANAS by 30 June	2.4	100%	100%	100%	100%	100%	100%	100%

Strategic Objectives	Strategic goal	Programme	Owner	KPI	KPI Ref	Baseline 2021/22	5 year Target	ANNUAL IMPLEMENTATION				
								2022/23	2023/24	2024/25	2025/26	2026/27
		Roads maintenance	ITS	Total square metres (m ²) of roads repaired	2.5	36748m ²	73400 m ²	13800 m ²	14900 m ²	14900 m ²	14900 m ²	14900 m ²
To improve access and service level to municipal community and social services to 60%	Sustainable , innovative quality services to all.	Municipal Health Services	CSS	% of water samples taken from local municipalities per month compared to scheduled target	2.6	87%	80%	80%	80%	80%	80%	80%
				Number of food handling and preparation facility inspections conducted in terms of the Foodstuffs, Cosmetics, Disinfectant Act (FCDA)	2.7	4318	18500	3700	3700	3700	3700	3700
		Customer Services	CSS	% of municipal environmental and health surveillance complaints as documented on complaints register attended to within 21 days	2.8	N/A-New KPI	100%	100%	100%	100%	100%	100%

Strategic Objectives	Strategic goal	Programme	Owner	KPI	KPI Ref	Baseline 2021/22	5 year Target	ANNUAL IMPLEMENTATION				
								2022/23	2023/24	2024/25	2025/26	2026/27
		Research and Development	CSS	Number of Service Delivery Research and development conducted in line with the Municipality's approved research and development (R&D) programme 2022/2027	2.9	N/A-New KPI	12	0	3	3	3	3
To improve access and service level to municipal community and social services	Sustainable , innovative quality services to all.	Transversal programmes	CSS	Number of HIV/AIDS programs implemented by 30 June. (Including HCT and MMC)	2.10	New measurement	20	4	4	4	4	4
				Number of Gender Based Violence and femicide programs implemented by 30 June	2.11	New measurement	20	4	4	4	4	4

Strategic Objectives	Strategic goal	Programme	Owner	KPI	KPI Ref	Baseline 2021/22	5 year Target	ANNUAL IMPLEMENTATION				
								2022/23	2023/24	2024/25	2025/26	2026/27
		Public Safety and Security Services		Development of an Integrated Community Safety Strategy for Local Government in the District	2.12	N/A- New KPI	1	N/A	1	N/A	N/A	N/A
				Review of Security Protocols for Facilities of Gert Sibande District Municipality	2.13	N/A- New KPI	2	N/A	1	N/A	N/A	1
To improve access and service level to municipal community and social services	Sustainable , innovative quality services to all	Library and Information Services	CSS	Number of Library awareness programmes implemented	2.14	9	40	8	8	8	8	8
		Disaster Management	CSS	Monitoring and evaluation conducted on disaster management in 7 local municipalities by 30 June	2.15	N/A- New KPI	35	7	7	7	7	7
				Review of the District Disaster	2.16		1	N/A	1	N/A	N/A	N/A

Strategic Objectives	Strategic goal	Programme	Owner	KPI	KPI Ref	Baseline 2021/22	5 year Target	ANNUAL IMPLEMENTATION				
								2022/23	2023/24	2024/25	2025/26	2026/27
				Management Framework and Plan		N/A-New KPI						
To improve access and service level to municipal community and social services	Sustainable , innovative quality services to all	Environmental Management Services	CSS	Number of behaviour change awareness programmes implemented [to increase re-use, recycling, recovery)	2.17	N/A-New KPI	23	7(reuse programmes)	7(recycling programmes)	7(recovery programmes)	1(recovery programmes)	1(recovery programmes)
				Number of alternative waste treatment programmes implemented for diverting waste away from landfill]	2.18	N/A-New KPI	1	N/A	N/A	N/A	1(alternate waste treatment)	N/A
To improve access and service level to municipal community and social services	Sustainable , innovative quality services to all	Environmental Management Services		Number of new landfill sites, waste transfer sites, drop off facilities and buy back centres established [2 (landfill sites); 4 (buy back centres); 6 (Waste transfer sites); 3 (drop off facilities)]	2.19	N/A-New KPI	15	0	0	5	5	5

Strategic Objectives	Strategic goal	Programme	Owner	KPI	KPI Ref	Baseline 2021/22	5 year Target	ANNUAL IMPLEMENTATION				
								2022/23	2023/24	2024/25	2025/26	2026/27
				Number of Air Quality Management Plans developed in the 7 LMs	2.20	N/A-New KPI	8	0	2	3	2	1
				% of atmospheric emission license applications received and processed within 90 days	2.21	100%	100%	100%	100%	100%	100%	100%
				% of Environmental Impact Assessment applications received and commented on within 90 days	2.22	100%	100%	100%	100%	100%	100%	100%
				Number of bylaws for biodiversity management developed for the 7 LMs	2.23	N/A-New KPI	8	0	2	3	2	1
				Number of Climate Change Vulnerability Assessment, Adaptation and Response Strategies developed for the 7 LMs	2.24	N/A-New KPI	8	0	2	3	2	1

Table 87: Basic service delivery and infrastructure development

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic Objectives	Strategic goal	Programme	Owner	KPI	KPI Ref	Baseline 2021/22	5 year Target	ANNUAL IMPLEMENTATION				
								2022/23	2023/24	2024/25	2025/26	2026/27
To stimulate economic growth	Economic growth	Sector development	PEDI	Number of LED identified strategic projects implemented by 30 June	3.1	3	10	2	2	2	2	2
		Enterprise development		Number of support initiatives to GSDM Enterprise Development Programme beneficiaries 30 June	3.2	N/A- New KPI	9	3	3	3	N/A	N/A
		Special initiatives		Number of job opportunities created through municipality's Local Economic Development initiatives including capital projects (GKPI)	3.3	515	750	150	250	250	250	250

Table 88: Local economic development

KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives	Strategic goal	Programme	Owner	KPI	KPI Ref	Baseline 2021/22	5 year Target	ANNUAL IMPLEMENTATION				
								2022/23	2023/24	2024/25	2025/26	2026/27
Improved audit outcome and improved revenue regeneration	Sound financial and administrative management	Financial Management	OMM	Unqualified audit outcome	4.1	Unqualified	5 - Unqualified	1 - Unqualified	1 - Unqualified	1 - Unqualified	1 - Unqualified	1 - Unqualified
			FS	Cost coverage ratio as 30 June (GKPI)	4.2	258%	100%	100%	100%	100%	100%	100%
		Asset Management	FS	GRAP compliant asset register (measured in terms of AG report)	4.3	100%	100%	100%	100%	100%	100%	100%
		Supply Chain Management	FS	% of awards above R200 000 made to service provider with BBBEE status of 4 and less	4.4	100%	70%	70%	70%	70%	70%	70%
		Budget Management and Reporting	FS	Final MTREF budget tabled and approved by Council by 31 May	4.5	1	5	1	1	1	1	1
			ITS	% of a municipality's capital budget actually spent on capital projects	4.6	98,68%	90%	90%	90%	90%	90%	90%

Strategic Objectives	Strategic goal	Programme	Owner	KPI	KPI Ref	Baseline 2021/22	5 year Target	ANNUAL IMPLEMENTATION				
								2022/23	2023/24	2024/25	2025/26	2026/27
				identified in terms of the IDP by 30 June (GKPI)								
		Municipal Support	FS	Number of Local Municipalities supported by GSDM through Municipal Support Programme	4.7	3	TBC – three municipalities will be assisted at a time	3	3	3	3	3

Table 89: Municipal financial viability and management

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Objectives	Strategic goal	Programme	Owner	KPI	KPI Ref	Baseline 2021/22	5 year Target	ANNUAL IMPLEMENTATION				
								2022/23	2023/24	2024/25	2025/26	2026/27
Improved governance and administration	Ethical and accountable institution	Internal Audit	OMM	Reviewed and approved Risk Based Internal Audit Coverage Plan by 30 June	5.1	1	5	1	1	1	1	1
			OMM	% of Audit Committee resolutions implemented per quarter	5.2	N/A- New KPI	100%	100%	100%	100%	100%	100%
		Risk Management	OMM	Reviewed and approved Strategic Risk Register by 30 June	5.3	1	5	1	1	1	1	1
				Number of Risk management, ethics, anti fraud & anti corruption workshop held by 30 June (GSDM & LMs)	5.4	1	16	3	4	4	3	2

Strategic Objectives	Strategic goal	Programme	Owner	KPI	KPI Ref	Baseline 2021/22	5 year Target	ANNUAL IMPLEMENTATION				
								2022/23	2023/24	2024/25	2025/26	2026/27
		Performance Management	OMM	Final SDBIP approved by Executive Mayor within 28 days after approval of budget	5.5	1	5	1	1	1	1	1
Improved governance and administration	Ethical and accountable institutions	Information and Communication Technology (ICT)	CS	% of ICT Steering Committee resolutions implemented per quarter	5.6	N/A- New KPI	100%	100%	100%	100%	100%	100%
		Public participation	CS	Number of IDP/Budget consultations held by 30 June	5.7	14	70	14	14	14	14	14
		Communication	OMM	Adopted Annual Report by end of January	5.8	1	5	1	1	1	1	1

Strategic Objectives	Strategic goal	Programme	Owner	KPI	KPI Ref	Baseline 2021/22	5 year Target	ANNUAL IMPLEMENTATION				
								2022/23	2023/24	2024/25	2025/26	2026/27
		Governance and Administration		Final IDP tabled and approved by Council by 31 May	5.9	1	5	1	1	1	1	1
				% of Auditor General findings resolved as per the approved Audit Action plan by 30 June	5.10	100%	100%	100%	100%	100%	100%	100%
				% of Council resolutions implemented per quarter	5.11	N/A- New KPI	100%	100%	100%	100%	100%	100%

Table 90: Good governance and public participation

KPA 6: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE

Strategic Objectives	Strategic goal	Programme	Owner	KPI	KPI Ref	Baseline 2021/22	5 year Target	ANNUAL IMPLEMENTATION				
								2022/23	2023/24	2024/25	2025/26	2026/27
Spatial transformation facilitation	Smart settlements	Strengthening forward planning	PEDI	Number of Land suitability studies conducted by 30 June	6.1	2	10	2	2	2	2	2
		Development Control and facilitation		% of compliant Land Development applications concluded by 30 June	6.2	N/A- New KPI	65%	65%	65%	65%	65%	65%
		Intelligence gathering and Monitoring		Number of Spatial Data systems developed by 30 June	6.3	N/A- New KPI	3	3	N/A	N/A	N/A	N/A

		Industrial township development		Number of industrial township development projects implemented.	6.4	N/A- New KPI	10	2	2	2	2	2
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Table 91: Spartial Development analysis and rationale

CHAPTER 5: GSDM STRATEGIES, SECTOR PLANS AND POLICIES

NO.	POLICY NAME	POLICY NUMBER	STATUS	DATE OF APPROVAL OR REVIEW
FINANCE				
1.	Supply Chain Management Policy	C36/05/2017	Approved	26/01/2023
2.	Cash Management Policy	C36/05/2017	Approved	26/05/2022
3.	Budget Policy	C36/05/2017	Approved	26/05/2022
4.	Petty Cash Policy	C36/05/2017	Approved	26/05/2022
5.	Virement Policy	C36/05/2017	Approved	26/05/2022
6.	Impairment and Sundry Debtors Policy	C36/05/2017	Approved	26/05/2022
7.	Assets Management Policy	C36/05/2017	Approved	26/05/2022
8.	Credit Payment Policy	C108/12/2012		26/05/2022
9.	Credit Control and Debt Collection	C45/05/2018	Approved	26/05/2022
10.	Cost Containment Policy	C49/06/2018	Approved	26/05/2022
11.	Inventory Management Policy	C37/05/2020	Approved	26/05/2022
RISK MANAGEMENT				
1.	Anti-Fraud and Anti-Corruption Policy	C108/12/2012	Approved	03/12/2020
2.	Fraud Prevention Plan	C108/12/2012	Approved	03/12/2020
3.	Risk Management	C108/12/2012	Approved	03/12/2020
4.	Risk Management Strategy	C108/12/2012	Approved	03/12/2020
INFORMATION AND COMMUNICATIONS TECHNOLOGY				
1.	Corporate Governance of ICT Framework	C108/12/2012	Approved	03/12/2020
2.	ICT Steering Committee Charter Policy	C47/06/2017	Approved	03/12/2020
3.	ICT Security Policy	C88/12/2019	Approved	03/12/2020
4.	Digital Office Policy	C48/12/2016	Approved	29/06/2021
5.	Tools of Trade Policy	C48/12/2016	Approved	22/07/2022
6.	Cell phone and Data allowance Policy	C65/06/2015	Approved	22/07/2022
7.	ICT Continuity Plan	C64/10/2014	Approved	06/12/2018
8.	ICT Strategy Policy 2017-2030	C47/06/2017	Approved	29/06/2017
9.	Social Media Policy	C52/06/2018	Approved	28/06/2018
HUMAN RESOURCES				
1.	HR Strategy	C64/10/2014	Approved	26/05/2022

2.	Attendance and Punctuality policy	C36/07/2013	Approved	17/04/2018
3.	Alcohol and Drugs Abuse Policy	C36/07/2013	Approved	17/04/2018
4.	Training and Development Policy	C36/07/2013	Approved	22/07/2022
5.	Bereavement Policy	C36/07/2013	Approved	17/04/2018
6.	Children Development and Empowerment	C36/07/2013	Approved	17/04/2018
7.	Bursary Scheme for Community Policy	C108/12/2012	Approved	17/04/2018
8.	Code of Conduct Policy	C115/11/2015	Approved	17/04/2018
9.	Compensation for Occupational injuries and disease policy	C108/12/2012	Approved	25/07/2019
10.	Performance Management for staff below section 56	C64/10/2014	Approved	17/04/2018
11.	Determination of Commencing Salary appointment Policy	C64/10/2014	Approved	17/04/2018
12.	Recruitment and selection of appointment policy	C64/10/2014	Approved	22/07/2022
13.	Overtime Policy	C36/07/2013	Approved	03/12/2020
14.	Induction of New Employees Policy	C108/12/2012	Approved	17/04/2018
15.	Leave Policy	C64/10/2014	Approved	22/07/2022
16.	Bereavement Policy	C37/04/2018	Approved	17/04/2018
17.	Fleet Management Policy	C36/07/2013	Approved	29/12/2021
18.	Letting and Hiring of GSDM Premises and other Facilities	C115/11/2015	Approved	29/06/2021
19.	Acting Allowance	C108/12/2012	Approved	03/12/2020
20.	Subsistence and Travelling Allowance	C108/12/2012	Approved	26/05/2022
21.	Employment Equity Policy	C116/12/2018	Approved	06/12/2018
22.	Practical Training Volunteering	C108/12/2012	Approved	28/06/2018
23.	Task Job Evaluation	C64/10/2014	Approved	28/06/2018
24.	Smoking Policy	C108/12/2012	Approved	28/06/2018
25.	Employees Assistance Programme Policy	C64/10/2014	Approved	22/07/2022
26.	EAP Plan	C52/06/2018	Approved	29/06/2021
27.	Employee Conditional Study	C36/07/2013	Approved	22/07/2022

28.	Succession Policy	C52/06/2018	Approved	28/06/2018
29.	Draft Danger Allowance Policy	New	Approved	27/08/2020
30.	Sexual Harassment Policy	C36/07/2013	Approved	06/12/2018
31.	Relocation Policy	C36/07/2013	Approved	28/06/2018
32.	Placement Policy	C108/12/2012	Approved	28/06/2018
33.	Record Management Policy	C61/12/2013	Approved	22/07/2022
34.	Procedure Manual for Record Management	C77/08/2017	Approved	22/07/2022
35.	Termination of Employment Policy	C27/03/2022	Approved	26/05/2022
36.	Private Work and Declaration of Interests	C121/10/2022	Approved	31/10/2022
37.	Human Resources Standard and Operation Procedure	C27/03/2022	Approved	21/03/2022
INTERNAL AUDIT				
1.	Audit and Performance Committee Charter	C47/06/2017	Approved	22/07/2022
PLANNING, ECONOMIC DEVELOPMENT & INNOVATION				
1.	EPWP Policy	C37/04/2018	Approved	26/05/2022
EXECUTIVE MAYOR-SPECIAL PROGRAMMES				
1.	HIV, TB and STI's Policy	C108/12/2012	Approved	28/06/2018
2.	Youth Development Empowerment Strategy	C52/06/2018	Approved	28/06/2018
LEGAL				
1.	Policy on Standing Rules and Orders By-Laws	C25/03/2017	Approved	26/05/2022
2.	Systems of Delegation	C99/12/2017	Approved	26/05/2022
COMMUNITY AND SOCIAL SERVICES				
1.	Waste By-Laws	C64/10/2014	Approved	
2.	Local Authority: Noise by-laws for Municipal health and Environmental Services/ water Quality	C63/03/2015	Approved	06/12/2018
3.	Local Authority: Municipal Health By-laws for Municipal Health and Environmental Services	C63/03/2015	Approved	06/12/2018
4.	Municipal Air Quality Management By-laws for Municipal Health and Environmental Services	C63/03/2015	Approved	06/12/2018

5.	Tariffs Policy for Municipal Health and Environmental Services/ Water quality services	C36/05/2017	Approved	26/05/2022
6.	Library Policy	C64/10/2014	Approved	20/02/2020
7.	Research Policy and Strategy	C83/06/2022	Approved	23/06/2022
8.	Disability Strategy	C76/06/2022	Approved	23/06/2023
MUNICIPAL MANAGER				
1.	Communication Strategy	C77/08/2017	Approved	23/06/2022
2.	IGR Strategy	C76/06/2022	Approved	23/06/2022

Table 92: Gsdm strategies, sector plans and policies

CHAPTER 6: GSDM BUDGET

ITEM C /05/2023

DRAFT BUDGET 2023/2024, 2024/2025 AND 2025/2026 FINANCIAL YEARS

4/1/2 – 2023/2024

REPORT OF THE CHIEF FINANCIAL OFFICER

INTRODUCTION

The purpose of this report is to table the Draft Budget for the 2023/2024 Medium Term Revenue and Expenditure Framework (MTREF) which takes into consideration, where practical previous Budget Circulars addressing the format and guidelines to be adopted when preparing the Draft Budget. Further, to inform Council of key aspects that has influenced the compilation of the above-mentioned budget and to consider recommendations on the financing and approval of this budget. In addition preparation has been in compliance with the New Format Reform Initiatives Promulgated in terms of the Gazette No. 32141 Municipal Budget and Reporting Regulations (MBRR). Also to ensure that the Draft Budget will be prepared in compliance with the Regulations requirements of the Municipal Standard Chart of Accounts (mSCOA) – per MFMA Circular No. 80 and Government Gazette No. 37577 and addressing municipal revenue generation challenges. The Draft Budget also has been prepared on the basis of limiting non-priority spending and implementing stringent cost –containment measures as per MFMA circular 82.

BACKGROUND

It must be noted that in addition to complying with the new format in terms of Gazette no 32141, the budget has been prepared in terms of the MFMA Circular no 123 other previous years relevant Municipal Budget MFMA Circulars.

Further, the MFMA requires that the Draft Budget be tabled before 1st April 2023 to comply with the Regulations and the final budget is to be adopted by Council on or before 31st May 2023.

It must be highlighted that currently there are IDP/ Budget related consultations being undertaken whereby extensive deliberations are held and following on from these meetings, the 2023/24 MTREF Budget is being prepared.

The consultation workshops were held at all seven local municipalities as follows;

LOCAL MUNICIPALITY
Mkhondo
Dipaleseng
Dr Pixley Ka Isaka Seme
Lekwa
Msukaligwa
Chief Albert Luthuli
Govan Mbeki

OVERVIEW OF THE BUDGET PROCESS AND THE ALIGNMENT OF THE ANNUAL BUDGET WITH THE IDP

It must be noted and as referred to above the next five year Integrated Development Plan (IDP) is also being prepared and this process will permit the District to re-examine plans and strategies to include strategic matters reflected in the IDP. Also, to ensure that these plans contain strategies that informs Institutional and Financial Planning through the entire budget process and are in line with key national and provincial government policies and programmes.

Further, the final annual budget will be fully aligned to the IDP process and will be linked to 07 Government priorities as per Medium Term Strategic Framework (MTSF) which include the following:

1. *A capable, ethical and developmental state*
2. *Economic transformation and job creation*
3. *Education, skills and health*
4. *Consolidating the social wage through reliable and quality basic services*
5. *Spatial integration, human settlements and local government*
6. *Social cohesion and safe communities*
7. *A better Africa and World*

BUDGET FOR FINANCIAL YEARS ENDING 2023/24, 2024/25 and 2025/26

Factors influencing the budget.

The inflation forecast recommended in terms of the MFMA Circular No 123 when preparing the 2023/24 budget and MTREF projections are as follows:

<u>Year</u>	<u>Percentage</u>
2022/2024	- 5.3%
2024/2025	- 4.9%
2025/2026	- 4.7%

FUNDING CHOICES AND MANAGEMENT ISSUES IN TERMS OF CIRCULAR NO.123

The Circulars reflects on the following aspects:

- Employee related costs in terms of a collective agreement commencing the 1st of July 2021 to the 30th June 2024.

- ❖ *2023/24 Financial Year – 2023/24 CPI*
- ❖ *2024/25 Financial Year – 2024/25 projected CPI*
- ❖ *2025/26 Financial Year – 2025/26 projected CPI*

- Municipalities to continue to implement the cost-containment measures on the six focus areas namely;
 - ❖ Consultancy fees
 - ❖ No credit cards
 - ❖ Travel and related costs
 - ❖ Advertising & catering
 - ❖ Events costs and accommodation

- Budgeting for unfunded/ underfunded mandates
- In terms of the regulation the municipality is required to implement cost containment policy which was approved Council.
- Municipalities are reminded to implement issues that were dealt with in previous MFMA budget circulars

INCOME PROJECTIONS OVER THE ENSUING YEARS

As illustrated per the table below is the Revenue Earning Projections in terms of the DORA Allocations, as well as corresponding expenditure allocations to be funded.

Total Revenue	2024	2025	2026
Interest Cheque and Investments Account	21 069 670	21 073 150	22 126 810
<i>Administrative Fees</i>	24 500 000	27 355 230	32 608 420
<i>Sundry income and sale of goods</i>	-	-	-
<i>Tender Deposits</i>	37 510	39 390	41 360
<i>Staff Recoveries</i>	39 090	41 050	43 100
<i>LGSETA</i>	334 960	351 710	369 300
Service Charges	1 000 000	1 000 000	1 000 000
Health Income	700 000	800 000	900 000
Airport- rental income	550 000	550 000	550 000
Grant Rural Roads	2 485 000	2 597 000	2 713 000
Grant Expand Public Works Programme	1 947 000		
Infrastructure Skills Development Grant	13 107 000	15 286 000	14 519 000
Municipal Financial Grant	1 000 000	1 000 000	1 138 000
Equitable Share	16 931 000	17 965 000	17 395 000
Revenue Replacement Grant	310 505 000	324 436 000	343 848 000
Accumulated surplus	15 500 000	16 000 000	16 000 000
Total Revenue	409 706 230	428 494 530	453 251 990

GRANT INCOME IN TERMS OF DIVISION OF REVENUE ACT (DORA)

SegmentDesc	2024	2025	2026
104055080 Municipal InfraServices Grant Rural Roads	- 2 485 000	- 2 597 000	- 2 713 000
105055040 Planning Develop Prog Grant EPWP	- 1 947 000		
099055096 Corporate Services ISDG	- 13 107 000	- 15 286 000	- 14 519 000
610055040 Budget Reform Grant	- 1 000 000	- 1 000 000	- 1 138 000
102055090 SCM Revenue Replacement Grant	- 310 505 000	- 324 436 000	- 343 848 000
102055020 Supply Chain Management Equitable Share	- 16 931 000	- 17 965 000	- 17 395 000
Total Grants schedule	- 345 975 000	- 361 284 000	- 379 613 000

OTHER INCOME

Description	2024	2025	2026
Interest Cheque and Investments Accounts	21 069 670	21 073 150	22 126 810
<i>Administrative Fees</i>	24 500 000	27 355 230	32 608 420
<i>Sundry income and sale of goods</i>			
<i>Tender Deposits</i>	37 510	39 390	41 360
<i>Staff Recoveries</i>	39 090	41 050	43 100
<i>LGSETA</i>	334 960	351 710	369 300
Service Charges	1 000 000	1 000 000	1 000 000
Health Income	700 000	800 000	900 000
Airport- rental income	550 000	550 000	550 000
Total Revenue excluding grants	48 231 230	51 210 530	57 638 990

Income from Tariffs

The tariff income earnings relate to income from the Laboratory operations (both private clients and local municipalities), planning (airport) and the health monitoring operations on By-Laws for the MTREF period.

Interest & Other Income

Interest earnings are likely to be received from the major financial institutions where GSDM investments are held. Other income comprises the sale of tenders and telephone recoupment, deposits on tenders etc.

EXPENDITURE PROJECTIONS OVER THE ENSUING YEARS

Outlined below are the overall expenditure projections for the ensuing years:-

Expenditure	2024	2025	2026
Employee cost	231 914 410	248 469 490	265 862 290
Remuneration of Councillors	15 943 070	16 740 230	17 577 230
Depreciation	26 821 250	28 162 310	29 570 430
General expenditure	117 474 500	122 673 690	127 261 880
Finance cost	1 480 000	1 554 000	1 631 700
Transfers and subsidies	7 750 000	8 137 500	8 544 390
Total expenditure	401 383 230	425 737 220	450 447 920

ALLOCATIONS TO LOCAL MUNICIPALITIES

Funding has also been provided for the Direct Allocations on behalf of Local Municipalities over the three year MTREF period. With regard to the Direct Allocations these amounts relate to project expenditure financed on behalf of the seven local municipalities, which predominantly relate to water quality testing projects.

With regard to the Departmental Allocations, funds were mainly applied towards bursaries, people with disabilities, municipal health, co-operatives, LED and Tourism ensuring that other subsidiary activities are performed adequately. The direct allocations must be prioritized and be in line with the powers and functions of the District Council.

SegmentDesc	2024	2025	2026
110256027 Municipal Manager Promotion of the District	878 000	921 900	968 000
Office of the Municipal Manager	878 000	921 900	968 000
111256112 ITS Pothole Repair Materials Aspha	2 100 000	2 205 000	2 315 250
111256765 ITS Borehole Maintenance	3 000 000	3 150 000	3 307 500
111256200 Rehabilitation of Roads	4 000 000	4 200 000	4 410 000
Infrastructure and Technical Services	9 100 000	9 555 000	10 032 750
112256005 SAMRA GAMES	650 000	682 500	716 630
112256097 Corporate Services ISDG	13 107 000	15 286 000	14 519 000
Corporate Services	13 757 000	15 968 500	15 235 630

SegmentDesc	2024	2025	2026
113256008 Comm Soc Serv Cordination of HIV & AIDS	250 000	262 500	275 630
113256012 Community Soc Serv Disaster Management	250 000	262 500	275 630
113256013 Comm Soc Serv Women Dev Capacity	350 000	367 500	385 880
113256014 Comm Soc Serv Religious Affairs	70 000	73 500	77 180
113256016 Comm Soc Serv Rights of a Child	270 000	283 500	297 680
113256017 Community Social Serv Municipal Health	500 000	525 000	551 250
113256018 Comm Soc Serv People with Disability & Elderly	200 000	210 000	220 500
113256091 Community Soc Serv Reg Lib IS	450 000	472 500	496 130
113256108 Community Soc Serv Enviromental Services	450 000	472 500	496 130
113256015 Comm Soc serv Research and Development	180 000	189 000	198 450
Community & Social Services	2 970 000	3 118 500	3 274 460
115256009 Planning Rev CollData Cleanse	1 000 000	1 050 000	1 102 500
115256015 Planning Traditional Affairs	50 000	52 500	55 130
115256022 Planning LED Tourism Agriculture	381 000	400 050	420 050
115256081 Planning Regional Airport Planning	1 600 000	1 680 000	1 764 000
115256084 Planning Siyathuthuka Albert Luthuli	642 404	674 520	708 250
115256085 Planning Siyathuthuka Msukaligwa	583 160	612 320	642 940
115256086 Planning Siyathuthuka Govan Mbeki	607 723	638 110	670 020
115256087 Planning Siyathuthuka Mkhondo	673 134	706 790	742 130
115256088 Planning Siyathuthuka Lekwa	310 541	326 070	342 370
115256089 Planning Siyathuthuka Dipaleseng	489 297	513 760	539 450
115256090 Planning Siyathuthuka Dr Pixley Ka Seme	587 741	617 130	647 990
115256095 Planning RR Asset Manage System	2 485 000	2 597 000	2 713 000
115256106 Planning CoOperatives	400 000	420 000	441 000
115256107 Planning Munic Plan Sector Plan	400 000	420 000	441 000
115256108 Planning Rural Agric Development	350 000	367 500	385 880
115256109 Feasibility Studies	500 000	525 000	551 250
Planning, Economic Development and Innovation	11 060 000	11 600 750	12 166 960
SegmentDesc	2024	2025	2026
116255818 Executive Mayor Committee Donations	410 000	430 500	452 030
116256004 Culture;Sport and Recreation	200 000	210 000	220 500
116256011 Exec Mayor Comm Youth Development	761 600	799 680	839 660
116256094 Exec Mayor Comm Mayoral Imbizo's	1 400 000	409 500	429 980
116256119 Executive Mayor Committee Donations Traditional Co	390 000	409 500	429 980
Office of the Executive Mayor	3 161 600	2 259 180	2 372 150
119256118 Office of the Chief Whip Community Projects	250 000	262 500	275 630
118256026 Off of the Speaker Capacity Building	119 000	124 950	131 200
118256093 Office of the Speaker Public Participation	650 000	682 500	716 630
Office of the Speaker	1 019 000	1 069 950	1 123 460
114256541 Financial Services Operation Clean Audit	300 000	315 000	330 750
Financial Services	300 000	315 000	330 750
Total	42 245 600	44 808 780	45 504 160

ADMINISTRATION OF THE ACT

Illustrated below is the Administration of the Act expenditure over the three year MTREF period.

DETAIL	VOTE	BUDGET 2024	BUDGET 2025	BUDGET 2026
COUNCIL				
Executive Mayor & Mayoral Committee	100	12 237 688	12 849 560	13 496 020
Speaker, Chief Whip & Councillors	106	8 758 970	9 196 930	9 656 780
Council support	096	24 885 570	26 623 470	28 478 810
TOTAL :COUNCIL		45 882 228	48 669 960	51 631 610
MUNICIPAL MANAGER				
Municipal Manager	101	9 092 230	9 672 700	10 961 700
Internal audit	092	11 219 670	11 879 350	12 578 930
Communication	109	4 840 280	5 209 150	4 934 440
Risk Management	630	156 680	164 510	172 740
Performance Management	640	28 200	29 610	31 300
IDP	620	2 657 160	2 827 070	3 008 030
TOTAL :MUNICIPAL MANAGER		27 994 220	29 782 390	31 687 140
PLANNING & ECONOMIC DEVELOPMENT				
Planning Services	091	21 907 040	23 429 290	25 057 530
TOTAL: PLANNING & ECONOMIC DEVELOPMENT		21 907 040	23 429 290	25 057 530
CORPORATE SERVICES				
Building	094	38 649 990	42 633 550	45 024 940
IT	095	23 763 260	25 084 450	26 424 870
Legal	097	8 163 670	8 634 190	9 132 590
Human Resources	098	11 358 740	12 055 630	12 796 380
Administration.	099	30 125 800	30 185 250	32 136 440
TOTAL CORPORATE SERVICES		112 061 460	118 593 070	125 515 220
FINANCE				
Finance	107	25 298 010	26 980 750	28 776 880
Supply Chain Management	102	7 281 030	7 772 450	8 297 350
Budget and Treasury Office	610	3 155 400	3 363 440	3 585 380
TOTAL:FINANCE		35 734 440	38 116 640	40 659 610
MUNICIPAL INFRASTRUCTURE & SERVICES				
Roads & Community Facilities	105	7 941 890	8 491 320	9 078 860
Infrastructure Maintenance	104	23 506 792	25 367 620	26 216 780
Water & Sanitation	093	16 648 870	17 157 990	18 941 930
Project Management Unit	650	2 420 540	2 582 870	2 756 220
TOTAL:MUNICIPAL INFRASTRUCTURE & SERVICES		50 518 092	53 599 800	56 993 790
COMMUNITY & SOCIAL SERVICES				
Community & Social Services	108	13 149 880	14 063 980	15 041 740
Municipal Health Services	103	31 921 930	34 156 465	36 490 330
Security Services	089	11 955 300	10 959 150	11 724 950
Disaster	090	4 497 550	4 742 790	5 057 900
Research Management Unit	660	65 490	68 760	72 200
TOTAL:COMMUNITY & SOCIAL SERVICES		61 590 150	63 991 145	68 387 120
GRAND TOTAL		355 687 630	386 331 850	410 617 340

Outlined below is a summary of the Revenue and Expenditure for the three-year MTREF Financial Years.

Total Revenue	2024	2025	2026
Interest Cheque and Investments Account	21 069 670	21 073 150	22 126 810
<i>Administrative Fees</i>	24 500 000	27 355 230	32 608 420
<i>Sundry income and sale of goods</i>	-	-	-
<i>Tender Deposits</i>	37 510	39 390	41 360
<i>Staff Recoveries</i>	39 090	41 050	43 100
<i>LGSETA</i>	334 960	351 710	369 300
Service Charges	1 000 000	1 000 000	1 000 000
Health Income	700 000	800 000	900 000
Airport- rental income	550 000	550 000	550 000
Grant Rural Roads	2 485 000	2 597 000	2 713 000
Grant Expande Public Works Programme	1 947 000		
Infrastructure Skills Development Grant	13 107 000	15 286 000	14 519 000
Municipal Financial Grant	1 000 000	1 000 000	1 138 000
Equitable Share	16 931 000	17 965 000	17 395 000
Revenue Replacement Grant	310 505 000	324 436 000	343 848 000
Accumulated surplus	15 500 000	16 000 000	16 000 000
Total Revenue	409 706 230	428 494 530	453 251 990
Expenditure	2024	2025	2026
Employee cost	231 914 410	248 469 490	265 862 290
Remuneration of Councillors	15 943 070	16 740 230	17 577 230
Depreciation	26 821 250	28 162 310	29 570 430
General expenditure	117 474 500	122 673 690	127 261 880
<i>Contracted services</i>	<i>42 091 912</i>	<i>43 320 870</i>	<i>45 473 080</i>
<i>Inventory consumed</i>	<i>2 825 150</i>	<i>2 966 410</i>	<i>3 114 760</i>
<i>Operating lease</i>	<i>2 282 580</i>	<i>2 396 710</i>	<i>2 516 550</i>
<i>Operational cost</i>	<i>70 274 858</i>	<i>73 989 700</i>	<i>76 157 490</i>
Finance cost	1 480 000	1 554 000	1 631 700
Transfers and subsidies	7 750 000	8 137 500	8 544 390
Total expenditure	401 383 230	425 737 220	450 447 920
Surplus/ (Deficit)	8 323 000	2 757 310	2 804 070
Capital expenditure	8 277 000	2 218 000	3 000 000
Total expenditure	409 660 230	427 955 220	453 447 920
Surplus/(Deficit)	46 000	539 310	-195 930

CAPITAL BUDGET

The Capital Budget for the ensuing years are summarized as follows:

SegmentDesc	2024	2025	2026
411305135 Computer Software			
411305050 Asset Management Computer Equipment	2 477 000	1 568 000	
411305096 Asset Management Lab Equipment	300 000	300 000	3 000 000
411305040 Asset Management Furniture Equipment			
411305128 Machinery and Equipment(Airconditioning)-General		350 000	
411305100 Municipal Buildings- General			
411305104 Asset Management Yellow Fleet	5 500 000		
Total	8 277 000	2 218 000	3 000 000

Grader operator programme and water testing:

Over the past financial period the District has been faced with a funding challenges where the unconditional grants that are used to fund various programmes including the water quality testing and grader operator has been increasing with only 1% to 2%.

RECOMMENDATIONS

1. That the Draft Budget for 2023/2024, 2024/2025, and 2025/2026 **BE APPROVED**. Refer Attachment (A1 Schedule with supporting tables relating to Capital budget, staff salaries and Councillors remuneration and grants received.
2. That the draft multi-year Annual Budget of Capital and Operating Expenditure as illustrated in the annexure attached for 2023/2024, 2024/2025 and 2025/2026 **BE APPROVED**.
3. That local municipalities continue to budget for grader fuel as well as laboratory consumables provided by GSDM **BE APPROVED**
4. That the IDP/Budget consultation meetings were held at the seven Local Municipalities **BE NOTED**.
5. That, the following budget related policies **BE APPROVED:-**
 - a) Supply Chain Management Policy

- b) Cash Management and Investment Policy
- c) Budget Policy
- d) Fixed Assets Policy
- e) Tariffs for Municipal Health and Environmental Services/ library services/water quality services and Airport Revenue
- f) Impairment of Sundry Debtors Policy
- g) Virement Policy
- h) Petty Cash Policy
- i) Credit Control and Customer Care Policy
- j) Cost containment Policy
- 6. That, the Municipal Manager be delegated to authorize the Quality Certificate relating to the Annual Budget and supporting documentation , **BE APPROVED**
- 7. That, the cost containment policy and regulation be implemented fully by the administration, **BE NOTED**

CHAPTER 7: SECTOR DEPARTMENTAL PROJECTS

7.1 DARDLEA

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost (from previous financial years) R'000
Chief Albert Luthuli	Inkalané project/ Development of vegetable production	Ms L Msibi /Emanzana-Basplaas /26.0557°S, 30.4860°E	Phase2: Supply and delivery of 2 X tractor Output: 2 tractors supplied	2 600	30 119
	Steyndorp vegetable project/ Development of vegetable production	Mr E Nkosi /Steynsdorp-Ermelo/ 25° 09 06.88"S, 20° 59 52.08" E	Completion of Refurbishment of ribblock pipeline (2nd phase): Output: 600m pipeline developed	3 767	4 977
	Thobela Royal/ Development of Peach Orchards	Mr B Thobela/ Nhlazatshe- Tjakastad/ 26°03'54.60 , 30°83'99.10	Development of a peach orchard Output: 50-hectare orchard developed	31 136	31 136
	Inkanyezi Poultry Project/ Construction of 2x 21000 broiler houses	Ms L Dhludlu/ Nhlazatshe- Tjakastad/ 25°59'07.8"S, 30°50'33.0"E	Construction of 2 X 21 600 poultry houses Output: 2 X 21 600 poultry houses	7 660	7 660
Mkhondo	Gumbi project/ Development of vegetable production	Mr S Gumbi/ Driefontein/ 27°0'30.36"S, 30°26'40.66"E	Completion of Construction of a packhouse Output - Pack house constructed	1 628	3 002
	One Stop Centre/ Construct a four-storey office block	Ms N Makhanya/ Mkhondo (Stateland)/ S	Completion of Construction of a one stop Centre	19 000	60 425

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost (from previous financial years) R'000
		27°00' 54.0", E 30°46' 48.6".			
	Mkhondo Agrihub /Development and Commissioning of an Agrihub in Mkhondo,	Ms N Makhanya/ Mkhondo (State land)/ Harmony park- ward 14/ S 27°01'55.1, E20°48'41.5	Repair of roof	-25 000	15 000
Goven Mbeki Msukwaligwa	Mpumalanga Agri-Park/ Development of Agri-park	Mr Masina and Ms /Secunda (State land)/ 26°31'8.65"S, 29° 8'40.32"E	Establishment of an Agri-Park Outputs: Tunnels, Cannabis, Poultry houses, Piggery Houses Aquaponics	20 000	180 000
Msukaligwa	Mpumalanga Vet Lab (MPVL)/ Vet lab incinerator refurbishment	Dr I Mbaya/ Ermelo, Nooidgedacht (Stateland)/ 26°30' 37. S, 29°57' 39 9.49E	Refurbishment of Post Mortem room and incinerator for MPVL	4 208	4 208

7.2 DALRRD

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Gert Sibande District	1. Gert Sibande District Rural Development Sector Plan	Residents of Gert Sibande District	Gert Sibande District Rural Development Sector Plan.	299	427
Chief Albert Luthuli	2. Elukwatini/Manzana Rural Intervention Area Precinct Plan	Manzana & Elukwatini area	Elukwatini/Manzana Rural Intervention Area Precinct Plan.	294	453
Pixley Ka Seme	3. Acquisition of Portion 22, 24 & 24 of the farm Elandspoort 99 HS	Mr December Mnculwane	Acquisition of the farm to secure the legally insecure land tenure rights.	1 100	1 100
Msukaligwa		Ms Nonhlanhla Mtsweni	2 houses, borehole drilling and equipping, fence.	2 494	2 494

	4. Development of Portion 6 of the farm Witpunt 267 IT				
Mkhondo	5. Development of Portion 12 (Portion of Portion 6) Donkerhoek NO 172 HT	Mzikayifani Hadebe, Mbhutiza Amos Hadebe, Robert Hadebe, Bonginkosi Hadebe, Thulani Hadebe, Qolani Hadebe, Thembi Hadebe, Samaria Madonsela-Hadebe, Emelina Hadebe	Construction of fence.	606	606
Chief Albert Luthuli	6. Acquisition and development of Portion 0 (R/E) of the Farm Komatidraai 417 JT	Mr Kuyiti Nkambule	1 house, borehole drilling and equipping, fence and access road.	1 668	1 668
Pixley Ka Seme	7. Acquisition and development of Portion 12 (a portion of	Mr Norman Mncube	Acquisition of the farm to secure the legally	212	212

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
portion 2) of the Farm Mooiplaats 12 HT			Insecure land tenure rights.		
Lekwa	8. Acquisition of PTN 1 of the farm Onverwags 411 IS	Mr Mandla Dlongolo	Acquisition of the farm to secure the legally insecure land tenure rights.	5 205	5 205
Lekwa	9. Acquisition of PTN 44 of the farm Vlakfontein 386 IS	Ms Tryphina Nkabinde	Acquisition of the farm to secure the legally insecure land tenure rights.	3 500	3 500
Msukaligwa	10. Development of Portion 11 (PTN of PTN 9) of the farm Tweefontein 249 IS	Ms Ennie Lukhele	Access road and cattle handling facility.	1 284	1 284

Msukaligwa	11. Development of Portion 0(r/e) of the farm Tarbet NO. 65 HS	Petrus Duba, Zodwa Nkosi, Khekhe Nkabinde, Sitoto Zulu, Janie Nkosi, July Duba, Fana Masina, Tobie Duba, Mkhwezi Zulu, Doctor Magayela	Access road, 18 Houses, borehole and equipping, 8 green houses tunnels and fence.	29 000	29 000
Chief Albert Luthuli	12. Construction of tractor shed in Dundonald village in CALM	Isihlahla cooperative	Construction of Tractor Shed.	4 000	4 000
Mkhondo	13. Donkerhoek Upgrading of Infrastructure	Donkerhoek community	Upgrading of 1 bridge and 4 culverts and realignment of pave road.	18 000	18 000
Chief Albert Luthuli	14. Supply and install milling equipment in Dundonald	Isihlahla cooperative	Quad roller mill replaced.	900	900

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Lekwa	15. Portion 4 (Portion of Portion 2) of the farm Eensgevonden No. 373 IS	Marnard Eiedomme	Infrastructure for the chicken houses.	18 477	18 477
Pixley Ka Seme	16. Portion 28 of the farm Vlakfontein No.484 IS, Portion 27 of the farm Protest No.485	Simphiwe Farming Cooperative	Infrastructure, mechanisation and Potato production inputs.	14 501	14 501
Pixley Ka Seme	17. Remaining Extent of the farm Liefgekozen 336 IT, The farm Kalkoenkrans 366 IT,	Sibethuba Farming	Infrastructure for the farm.	7 000	7 000

Govan Mbeki	18. Remaining Extent of Portion 0 of the farm Welmoed 35 HS	Bongalilly projects	Infrastructure, mechanisation and livestock production inputs.	4 900	4 900
Chief Albert Luthuli	19. 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	Dvunge Trust	Infrastructure, mechanisation and production inputs.	38 000	38 000
Chief Albert Luthuli	20. Remaining Extent of the farm Theeboom 729 JT	BakaNkosi Ginindza Communal Property Association	Infrastructure, mechanisation and production inputs.	10 000	10 000
Chief Albert Luthuli	21. Portion 24 , 26 of the farm Grootvlei 293 IS	Shalkh Marhiqa Communal Property Association	Infrastructure, mechanisation and production inputs.	10 000	10 000

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Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Dipaliseng	22. Portion 1 of the farm Herpsfontein No. 610 IR	Lephotomakwelele Farmers	Infrastructure, mechanisation and production inputs.	5 000	5 000
Msukaligwa	23. Remaining Extent of Portion 0 of the farm Smutsoog 214 IS	MKSN Pty Ltd	Infrastructure, mechanisation and production inputs.	5 000	5 000
Pixley Ka Seme	24. Portion 13 of the farm Welgedacht 82 HS,	ZD Thanjekwayo	Infrastructure, mechanisation and livestock production inputs.	4 945	4 945
Lekwa	25. Portion 1, 11, 15 (Remaining Extent) and	N/A	25 200 broilers 225 ha total extent.	60 000 Asking price	60 000 Asking price

	33 & 34 of the Farm Kareebosch 413 IS				
Mkhondo	26. Portion 14 (Remaining Extent) of the Farm Wolvenkop 724 IT	N/A	Timber farm. 117 ha total extent.	Market- related	Market- related
Govan Mbeki	27. Portion 11 of the Farm Yzervarkfontein Number 106 IS	N/A	Egg-layer farm 48 ha	12 024	12 024
Lekwa	28. Portion 18 (A Portion of Portion 3) of the farm Rietkuil 397 IS	N/A	Piggery 39 ha	48 000 Asking price	48 000 Asking price
Goven Mbeki	29. Portion 5 and 6 of the farm Kalabasfontein 232 IS, Portion 0, 1, 7, 8, 9 & 12 (Remaining	N/A	Livestock and cropping, feedlot and packhouse 8382,84.	480 000 Asking price	480 000 Asking

	Extent) and Portion 2, 10, 11, 14, 15, 16, 17, 21, 22 & 23 of the farm Kuilfontein 234 IS,				
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Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Portion 2, 6,7, 8 & 9 (Remaining Extent) and Portion 10 & 11 of the farm Nooitgedacht 251 IS, Portion 2 (Remaining Extent) and Portion 1 of the farm Spion Kop 252 IS, Portion 3 & 6 of the farm Vaalbank 233 IS and Portion 4 (Remaining Extent) and Portion 7, 11 & 13 of the farm Witbank 236 IS					
Chief Albert Luthuli	30. Supply and delivery of implements, production inputs, training, payment of electricity, diesel, toolbox, lubricants and appointment of personnel	Dundonald	Implements, production inputs, training, payment of electricity, diesel, toolbox, lubricants and appointment of personnel.	8 650	8 650
Mkhondo		Mkhondo	Livestock.	6 000	6 000

	31. Supply and delivery of livestock				
Mkhondo	32. Supply and delivery of production inputs, training, toolbox, diesel and lubricants	Mkhondo	Production inputs, training, toolbox, diesel and lubricants.	2 000	2 000
Mkhondo	33. No. of youth recruited through NARYSEC Programme	Emalandeni Communal Property Association	40 youth recruited for NARYSEC	1 800	3 780
Chief Albert Luthuli	34. No. of youth recruited through NARYSEC Programme	Simunye Communal Property Association	55 youth recruited for NARYSEC	2 283	5 197
Msukaligwa	35. Number of NARYSEC youth trained	Msukaligwa Community	25 youth trained in Water and Wastewater treatment control	1 213	2 363

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7.3 DSD

#	Type of Infrastructure	Name of Project	Project Allocation '000	Milestone as at March 2023	Timelines	Comments
SOPA PRONOUNCEMENT PROJECTS (Cont.)						
	Residential Facilities for Elderly Persons	Gert Sibande Residential Facilities for Elderly Persons	22 000	Site visited at eManzana and it is fully serviced.	<u>Planning & Design & Procurement</u> 01 Apr 2023- 31 July 2023 <u>Execution</u> 01 Aug 2023 – 31 July 2024 <u>Completion</u> 31 May 2024	Prototype plan in place and ready for execution. It is confirmed to be a DPWRT Site, closer to health facility, and with Bulk Infrastructure.

Areas of intervention	Medium term (3 years- MTEF)					
	Project Description	Budget allocation	District municipality	Location (GIS coordinates	Project Leader	Social Partners
Victim empowerment	Establishment of Khuseleka One Stop Centre for Victims of GBV&F (service to be included shelter, court, police station and clinic)	DPWI allocation	Chief Albert- Luthuli	Badplass	Programme 4: Victim Empowerment	DPWI DoH DOJ HAWKS SAPS

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Warbuton Branch Office	Administration	Install mobile block of 11 x offices	Office building constructed	01/04/2023	30/09/2023	28 000	2 000
Morgenzone branch office	Administration	Install a mobile block of 11 x offices	Office building constructed	12/12/2022	30/04/2023	5 800	1 545

7.4 DALRRD

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Gert Sibande District	Gert Sibande District Rural Development Sector Plan	Residents of Gert Sibande District	Gert Sibande District Rural Development Sector Plan.	299	427
Chief Albert Luthuli	Elukwatini/Manzana Rural Intervention Area Precinct Plan	Manzana & Elukwatini area	Elukwatini/Manzana Rural Intervention Area Precinct Plan.	294	453
Pixley Ka Seme	Acquisition of Portion 22, 24 & 24 of the farm Elandspoort 99 HS	Mr December Mnculwane	Acquisition of the farm to secure the legally insecure land tenure rights.	1 100	1 100
Msukaligwa	Development of Portion 6 of the farm Witpunt 267 IT	Ms Nonhlanhla Mtsweni	2 houses, borehole drilling and equipping, fence.	2 494	2 494
Mkhondo	Development of Portion 12 (Portion of Portion 6) Donkerhoek N0 172 HT	Mzikayifani Hadebe, Mbhutiza Amos Hadebe, Robert Hadebe, Bonginkosi Hadebe, Thulani Hadebe, Qolani Hadebe, Thembi Hadebe, Samaria Madonsela-Hadebe, Emelina Hadebe	Construction of fence.	606	606

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Chief Albert Luthuli	Acquisition and development of Portion 0 (R/E) of the Farm Komatidraai 417 JT	Mr Kuyiti Nkambule	1 house, borehole drilling and equipping, fence and access road.	1 668	1 668
Pixley Ka Seme	Acquisition and development of Portion 12 (a portion of portion 2) of the Farm Mooiplaats 12 HT	Mr Norman Mncube	Acquisition of the farm to secure the legally insecure land tenure rights.	212	212
Lekwa	Acquisition of PTN 1 of the farm Onverwags 411 IS	Mr Mandla Dlongolo	Acquisition of the farm to secure the legally insecure land tenure rights.	5 205	5 205
Lekwa	Acquisition of PTN 44 of the farm Vlakfontein 386 IS	Ms Tryphina Nkabinde	Acquisition of the farm to secure the legally insecure land tenure rights.	3 500	3 500
Msukaligwa	Development of Portion 11 (PTN of PTN 9) of the farm Tweefontein 249 IS	Ms Ennie Lukhele	Access road and cattle handling facility.	1 284	1 284
Msukaligwa	Development of Portion 0(r/e) of the farm Tarbet N0. 65 HS	Petrus Duba, Zodwa Nkosi, Khekhe Nkabinde, Sitoto Zulu, Janie Nkosi, July Duba, Fana Masina,	Access road, 18 Houses, borehole and equipping, 8 green houses tunnels and fence.	29 000	29 000

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
		Tobie Duba, Mkhwezi Zulu, Doctor Magayela			
Chief Albert Luthuli	Construction of tractor shed in Dundonald village in CALM	Isihlahla cooperative	Construction of Tractor Shed.	4 000	4 000
Mkhondo	Donkerhoek Upgrading of Infrastructure	Donkerhoek community	Upgrading of 1 bridge and 4 culverts and realignment of pave road.	18 000	18 000
Chief Albert Luthuli	Supply and install milling equipment in Dundonald	Isihlahla cooperative	Quad roller mill replaced.	900	900
Lekwa	Portion 4 (Portion of Portion 2) of the farm Eensgevonden No. 373 IS	Marnard Eiedomme	Infrastructure for the chicken houses.	18 477	18 477
Pixley Ka Seme	Portion 28 of the farm Vlakfontein No.484 IS, Portion 27 of the farm Protest No.485	Simphiwe Farming Cooperative	Infrastructure, mechanisation and Potato production inputs.	14 501	14 501
Pixley Ka Seme	Remaining Extent of the farm Liefgekozen 336 IT, The farm Kalkoenkrans 366 IT,	Sibethuba Farming	Infrastructure for the farm.	7 000	7 000
Govan Mbeki	Remaining Extent of Portion 0 of the farm Welmoed 35 HS	Bongalilly projects	Infrastructure, mechanisation and	4 900	4 900

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
			livestock production inputs.		
Chief Albert Luthuli	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	Dvunge Trust	Infrastructure, mechanisation and production inputs.	38 000	38 000
Chief Albert Luthuli	Remaining Extent of the farm Theeboom 729 JT	BakaNkosi Ginindza Communal Property Association	Infrastructure, mechanisation and production inputs.	10 000	10 000
Chief Albert Luthuli	Portion 24 , 26 of the farm Grootvlei 293 IS	Shalkh Marhiqa Communal Property Association	Infrastructure, mechanisation and production inputs.	10 000	10 000
Dipaliseng	Portion 1 of the farm Herpsfontein No. 610 IR	Lephotomakwelele Farmers	Infrastructure, mechanisation and production inputs.	5 000	5 000
Msukaligwa	Remaining Extent of Portion 0 of the farm Smutsoog 214 IS	MKSN Pty Ltd	Infrastructure, mechanisation and production inputs.	5 000	5 000

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Pixley Ka Seme	Portion 13 of the farm Welgedacht 82 HS,	ZD Thanjekwayo	Infrastructure, mechanisation and livestock production inputs.	4 945	4 945
Lekwa	Portion 1, 11, 15 (Remaining Extent) and 33 & 34 of the Farm Kareebosch 413 IS	N/A	25 200 broilers 225 ha total extent.	60 000 Asking price	60 000 Asking price
Mkhondo	Portion 14 (Remaining Extent) of the Farm Wolvenkop 724 IT	N/A	Timber farm. 117 ha total extent.	Market- related	Market-related
Govan Mbeki	Portion 11 of the Farm Yzervarkfontein Number 106 IS	N/A	Egg-layer farm 48 ha	12 024	12 024
Lekwa	Portion 18 (A Portion of Portion 3) of the farm Rietkuil 397 IS	N/A	Piggery 39 ha	48 000 Asking price	48 000 Asking price
Goven Mbeki	Portion 5 and 6 of the farm Kalabasfontein 232 IS, Portion 0, 1, 7, 8, 9 & 12 (Remaining Extent) and Portion 2, 10, 11, 14, 15, 16, 17, 21, 22 & 23 of the farm Kuilfontein 234 IS, Portion 2, 6,7, 8 & 9 (Remaining Extent) and Portion 10 & 11 of the farm	N/A	Livestock and cropping, feedlot and packhouse 8382,84.	480 000 Asking price	480 000 Asking price

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
	Nooitgedacht 251 IS, Portion 2 (Remaining Extent) and Portion 1 of the farm Spion Kop 252 IS, Portion 3 & 6 of the farm Vaalbank 233 IS and Portion 4 (Remaining Extent) and Portion 7, 11 & 13 of the farm Witbank 236 IS				
Chief Albert Luthuli	Supply and delivery of implements, production inputs, training, payment of electricity, diesel, toolbox, lubricants and appointment of personnel	Dundonald	Implements, production inputs, training, payment of electricity, diesel, toolbox, lubricants and appointment of personnel.	8 650	8 650
Mkhondo	Supply and delivery of livestock	Mkhondo	Livestock.	6 000	6 000
Mkhondo	Supply and delivery of production inputs, training, toolbox, diesel and lubricants	Mkhondo	Production inputs, training, toolbox, diesel and lubricants.	2 000	2 000
Mkhondo	No. of youth recruited through NARYSEC Programme	Emalandeni Communal Property Association	40 youth recruited for NARYSEC	1 800	3 780

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Chief Albert Luthuli	No. of youth recruited through NARYSEC Programme	Simunye Communal Property Association	55 youth recruited for NARYSEC	2 283	5 197
Msukaligwa	Number of NARYSEC youth trained	Msukaligwa Community	25 youth trained in Water and Wastewater treatment control	1 213	2 363

7.5 DCSSL

Project	Project Beneficiary/ Ward/Location	2023/24 Budget Allocation (Annual) R'000
Msukaligwa		
Rural Safety initiative Stock theft awareness campaign	Amsterdam	12
Support to Community Safety Forum (CSFs)	Ermelo Gert Sibande District Municipality	26
Support to Community Policing Forum (CPFs)	Sheepmoor Breyten Lothair Ermelo Davel Chrissismeer	78
Job Massification: Recruitment and Deployment of Tourism Safety Monitors for a 12 Months Closed Contract @R2432.22 pm	16 Young people Ermelo	467
Transport Regulation Programmes:	Msukaligwa Local Municipality	Operational

Project	Project Beneficiary/ Ward/Location	2023/24 Budget Allocation (Annual) R'000
Safety Engineering Traffic Law Enforcement Road Safety Education Transport Administration and Licensing and; Overload Control		
Project	Project Beneficiary/ Ward/Location	2023/24 Budget Allocation (Annual) R'000
Mkhondo		
Educational awareness campaigns Border Security Awareness Campaign	Mahamba Border Post	14
Vulnerable Groups initiative Campaign against the abuse of the disabled	Driefontein	12
Contact Crime Initiative Campaign against domestic violence	Mabola	12
Support to Community Safety Forum (CSF)	Mkhondo Local Municipality	13
Support to Community Policing Forum (CPFs)	Dirkiesdorp Amsterdam	26
Job Massification: Recruitment and Deployment of Tourism Safety Monitors for a 12 Months Closed Contract @R2432.22 pm	19 young people Mahamba Port of Entry:4 Piet Retief:11 Nerston Port of Entry:4	555
Transport Regulation Programme: Safety Engineering Traffic Law Enforcement Road Safety Education Transport Administration and Licensing; Overload Control	Mkhondo Local Municipality	Operational

Project	Project Beneficiary/ Ward/Location	2023/24 Budget Allocation (Annual) R'000
Project	Project Beneficiary/ Ward/Location	2023/24 Budget Allocation (Annual) R'000
CHIEF ALBERT LUTHULI		
Educational awareness campaigns Sports against crime awareness campaign Human Trafficking campaign	Elukwatini Badplaas	28
Rural Safety Initiative Stock theft awareness campaign	Elukwatini	12
Vulnerable Groups Initiative Child Protection Week	Lothair	15
Support to Community Safety Forum (CSF)	Chief Albert Luthuli Local Municipality	13
Support to Community Policing Forum (CPFs)	Elukwatini Haartebeeskop Ekulindeni Mahamba Mayflower Badplaas Carolina Fernie	104
Job Massification: Recruitment and Deployment of Tourism Safety Monitors for a 12 Months Closed Contract @R2432.22 pm	26 young people EManzana:4 Ekulindeni:4 Carolina:5 Mpuluzi:4	759

Project	Project Beneficiary/ Ward/Location	2023/24 Budget Allocation (Annual) R'000
	Elukwatini:3 Oshoek Port of Entry:6	
Transport Regulation Programmes: Safety Engineering Traffic Law Enforcement Road Safety Education Transport Administration and Licensing and; Overload Control	Chief Albert Luthuli Local Municipality	Operational
GOVAN MBEKI		
Educational awareness campaigns Sports against crime awareness campaign Gender Based Violence Campaigns Human Trafficking Awareness Campaigns Liquor traders events	Leandra Embalenhle and Emzinoni Charl Cilliers and Emzinoni Bethal and Kinross	112
Contact Crime Initiative: Campaign against rape	Trichardt	12
Support to Community Safety Forum (CSF)	Govan Mbeki Local Municipality	13
Support to Community Policing Forum (CPFs)	Embalenhle Leslie Trichardt Kinross	130

Project	Project Beneficiary/ Ward/Location	2023/24 Budget Allocation (Annual) R'000
	Secunda Val Evander Charl Cilliers Emzinoni Bethal	
Job Massification: Recruitment and Deployment of Tourism Safety Monitors for a 12 Months Closed Contract @R2432.22 pm	10 young people Secunda :2 Leslie:4 Bethal:4	292
Transport Regulation Programme: Safety Engineering Traffic Law Enforcement Road Safety Education Transport Administration and Licensing; Overload Control	Govan Mbeki Local Municipality	Operational
Dipaleseng		
Community Outreach Programme (Imbizo)	Dipaliseng Local Municipality	850
Educational awareness campaigns Liquor traders event Gender Based Violence Campaign	Greylingstad Balfour	28
Support to Community Safety Forum (CSF)	Dipaliseng Local Municipality	13
Support to Community Policing Forum (CPFs)	Balfour Grootvlei Greylingstad	39

Project	Project Beneficiary/ Ward/Location	2023/24 Budget Allocation (Annual) R'000
Job Massification: Recruitment and Deployment of Tourism Safety Monitors for a 12 Months Closed Contract @R2432.22 pm	2 young people Balfour:2	58
Transport Regulation Programme: Safety Engineering Traffic Law Enforcement Road Safety Education Transport Administration and Licensing and; Overload Control	Dipaliseng Local Municipality	Operational
Project	Project Beneficiary/ Ward/Location	2023/24 Budget Allocation (Annual) R'000
Dr. Pixley Ka Isaka Seme		
Educational awareness campaigns Liquor traders workshop	Volksrust	14
Contact Crime initiative Assault GBH and Assault Common Awareness Campaign	Amersfoort	12
Support to Community Safety Forum (CSF)	Dr. Pixley ka Isaka Seme Local Municipality	13
Support to Community Policing Forum (CPFs)	Amersfoort Perdekop Daggakraal Volksrust Wakkerstroom	65
Job Massification: Recruitment and Deployment of Tourism Safety Monitors for a 12 Months Closed Contract @R2432.22 pm	8 young people Volksrust:4 Wakkerstroom:4	233
Transport Regulation Programme: Safety Engineering	Dr. Pixley ka Isaka Seme Local Municipality	Operational

Project	Project Beneficiary/ Ward/Location	2023/24 Budget Allocation (Annual) R'000
Traffic Law Enforcement Road Safety Education Transport Administration and Licensing and; Overload Control		
Project	Project Beneficiary/ Ward/Location	2023/24 Budget Allocation (Annual) R'000
Lekwa		
Educational awareness campaigns Liquor traders event	Standerton	14
Rural Safety Initiative Paralegal event	Val	12
Support to Community Safety Forum (CSF)	Lekwa Local Municipality	13
Support to Community Policing Forum (CPFs)	Sakhile Morgenzon Standerton	39
Job Massification: Recruitment and Deployment of Tourism Safety Monitors for a 12 Months Closed Contract @R2432.22 pm	5 young people Standerton	146
Transport Regulation Programme Safety Engineering Traffic Law Enforcement Road Safety Education Transport Administration and Licensing and; Overload Control	Dr. Pixley ka Isaka Seme Local Municipality	Operational

7.6 DWS

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Chief Albert Luthuli	RBIG Schedule 5B- Empuluzi/Methula/Amsterdam Bulk Water Supply	Empuluzi/Methula/Amsterdam	Construction Phase	305 793	674 301
	RBIG Schedule 5B- Eerstehoek/Ekulindeni Bulk Water Supply	Eerstehoek/Ekulindeni	Construction Phase		
	WSIG- Chief Albert Luthuli	LM to prioritise Beneficiaries	Chief Albert Luthuli LM	104 937	288 207
Dipaleseng	RBIG Schedule 6B- Balf/Siyat/Grey/Wille/Nthor Bulk Water Supply	Balfour;Siyathemba;Greylingstad;Willemoor; Nthorwane	Construction Phase	60 000	111 399
Dr Pixley Ka Isaka Seme	WSIG- Dr Pixley Ka Isaka Seme LM	LM to prioritise Beneficiaries	Dr Pixley Ka Isaka Seme LM	15 000	64 047

Govan Mbeki	RBIG Schedule /6B- Embalenhle Bulk Sewer and WWTW's Refurbishment & Upgrading	Embalenhle	Govan Mbeki LM	5 000	65 000
Lekwa	RBIG Schedule 6B- Lekwa Water Services	Lekwa LM	Lekwa LM	175 000	334 602
	WSIG- Lekwa	Lekwa LM	Lekwa LM	50 000	261 489
Msukaligwa	RBIG Schedule 5B-Msukaligwa Regional Water Supply Scheme (Phase 1)	Msukaligwa	Msukaligwa LM	50 000	210 000
	WSIG- Msukaligwa LM	LM to prioritise Beneficiaries	Msukaligwa LM	30 000	103 460
Mkhondo	RBIG Schedule 6B- Amsterdam and Sheepmoor Bulk Water Supply	Amsterdam and Sheepmoor	Mkhondo LM	70 000	270 000

7.7 DCSR

District: Gert Sibande					
Local Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Mkondo LM	Construction of new public library and installation of books and ICT service needed	Ethandukukhanya Public Library -27.0064972, 30.8022845.	100% Completion	6,000	19,500
Msukalikwa LM	New Library at plenary	Waburton Public Library -26.2513 30.4374	25% Completion	6,000	19,500
Msukalikwa LM	Maintenance of the existing public libraries	Silindile Public Library	100% Completion	667	667
Dipaleseng	Maintenance of the existing public libraries	Grootvlei Public Library	100% Completion	667	667

Local Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
All Local Public Libraries within Gert Sibande District	5745 electronic books accessible to 45 public libraries Library Reading material provided to empower learners and communities with knowledge through supply of new library materials to public libraries	<ul style="list-style-type: none"> • 7x Albert Luthuli • 4x Mkhondo • 8x Msukaligwa • 4x Dipaliseng • 11x Govan Mbeki • 5x Lekwa • 6x Dr Pixley Ka Isaka Seme 	5745 electronic books	900	900
<ul style="list-style-type: none"> • Msukaligwa LM • Chief Albert Luthuli LM • Mkhondo LM • Govan Mbeki LM • Dr. Pixely Ka Isaka Seme LM • Lekwa LM • Dipaleseng LM 	Mini library project implemented to increase access to library service for people living with sight disability	Ermelo, Wesselton, Elukwatini, Bethal ,ZN Mkhwanazi,Mkhondo, Lebuhang, Mbalenhle, Volkrus, Sakhile, Balfour and Emthonjeni	12 libraries offering services to the blind	618	618

District: Gert Sibande					
Local Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Chief Albert Luthuli LM, Govern Mbeki LM	Signature event composed of 2 pillars such as, Choral music, Film Xperience,	<ul style="list-style-type: none"> Local artist Amakhosi communities 	Mpumalanga Cultural Xperience Hosted	850	850
All Local Municipalities within Gert Sibande District	Raise awareness about national symbols conducted in communities	All Local Municipalities within Gert Sibande	7 Public awareness activations on the "I am the flag campaign	144	144
All Local Municipalities within Gert Sibande District	Proposed of name change are submitted through LGNC, and PGNC to the minister of Sports Arts and Culture for reviewal	2 local Municipalities in Gert Sibande District	2 proposed name changed through LGNC and PGNC	100	100
All local Municipalities within Gert Sibande District	Signify the rich history of the country by elevating certain days into public holidays so that they can be celebrated or commemorated	All Local Municipalities and will benefit all Municipalities Gert Sibande District	2 National and Historical days Celebrated	3,000	3,000
Gert Sibande District	Formal declaration and protection of heritage resources	Gert Sibande District	2 heritage sites assessments conducted	267	267

District: Gert Sibande					
Local Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
All Local Municipalities in Gert Sibande District	Cooperatives supported to increase marketing platforms for exposure of arts and craft products	Local arts and craft cooperatives	7 Arts and Craft cooperatives supported	165	165
Gert Sibande District	Project implemented to increase scope of implementing Arts and Culture projects	Gert Sibande District,	23 Arts and Culture EPWP jobs opportunities created	947	947
All Local Municipalities within Gert Sibande District	Structures supported to promote Arts and Culture	All Local Municipalities within Gert Sibande District	3 community structures supported	2,204	2,204
Gert Sibande	People from different demographic background who will discuss on how to respect, reconcile and tolerate each other so that we can be united as a nation in diversity	The dialogue will happen at Gert Sibande District and will benefit all Municipalities in the Province	Conversation Dialogue Conducted	200	200

District: Gert Sibande					
Local Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
All Local Municipalities within Gert Sibande District	People actively participating in organised sport and active recreation events such as indigenous games, Big walk rural sports, golden games and etc.	2941 Athletes in each Local Municipality	20 587 people actively participating in organised sport and active recreation events	528	528
All Local Municipalities in Gert Sibande	Local leagues organised by federations or associations in communities where club development program is established.	Local leagues at Gert Sibande Region	8 local leagues supported	6,571	6,571
Govan Mbeki LM	Boxing high profile game in Govan Mbeki LM supported and also enhance sport tourism in the Province	All Local Municipalities within Gert Sibande	High Profile game Hosting of Boxing tournament	1,200	1,200

District: Gert Sibande					
Local Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
All Local Municipalities within Gert Sibande District	Schools, hubs and clubs supported with equipment and/attire in an effort to provide opportunities for participation	Schools, Hubs and Clubs	25 Schools,10 hubs and 20 clubs provided with sport equipment	1,780	1,780
All Local Municipalities within Gert Sibande District	learners participating in school sport tournaments at a district, Provincial and National level	Learners participating in all Local Municipalities	2000 learners participating in school sport tournaments at a district level	2,008	2,008
Chief Albert Luthuli	Cycling Tour organised to promote sport tourism and emerging Mpumalanga cyclist	Structure is based in the City of Gert Sibande and the route include 4 Municipalities (Steve Tshwete, Chief Albert Luthuli, City of Mbombela and Thaba Chweu	Provincial Cycling Tour hosted	500	500

District: Gert Sibande					
Local Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2023/24Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
All Local Municipalities within Gert Sibande District	Refers to 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	Athletes supported through the sports academy programme at Gert Sibande Region	100 athletes supported by the sports academies to access scientific support programme	648	648
Municipalities within Gert Sibande District	2023 Netball World Cup interventions implemented	All Local Municipalities within Gert Sibande District	3 Netball World Cup interventions implemented <ul style="list-style-type: none"> • Local Netball tournaments • Netball World Cup Trophy Tour and handover to another Province • Netball Fan Parks 	3,000	3,000

7.8 DHS

Nr	Project Description	Scope of Works / Key Deliverables	Allocated Budget 2023/24 '000	Progress to Date	Planned Deliverables for 2023/24	Key Milestone Date
8	Integrated Residential Development Programme (IRDP) Silobela, Chief Albert Luthuli Local Municipality	Township establishment	R 0	Township establishment complete	Achieved	Achieved
		Servicing of 3 481 sites with water and sewer	R 10 939	Designs completed	200 sites serviced	Nov 2023
		Installation of bulk water and sewer <i>Sewer pump stations</i> <i>Rising and outfall main</i> <i>Reservoir</i>	R 10 000	Project initiation with all stakeholders DWS Gert Sibande District Chief Albert Luthuli LM	Complete designs and agreements with all stakeholders	Mar 2024
		Construction of low-cost houses and the registration of title deeds will commence in the outer years pending the completion of bulk infrastructure installation.				

Nr	Project Description	Scope of Works / Key Deliverables	Allocated Budget 2023/24 '000	Progress to Date	Planned Deliverables for 2023/24	Key Milestone Date
9	Integrated Residential Development Programme (IRDP) Vukuzakhe, Pixley Ka Isaka Seme Local Municipality	Township establishment	R 0	Township establishment complete	Achieved	Achieved
		Servicing of 751 sites with water and sewer	R 0	751 sites servicing completed	Achieved	Achieved
		Installation of bulk sewer (Installation done by the local municipality)	R 0	Forty (40)% completion of bulk sewer	100% complete of bulk sewer	Aug 2023
		Construction of 730 low-cost houses	R 24 222	315 low-cost houses completed	Completion of 182 low-cost houses and the registration of title deeds	Mar 2024
		Construction of additional low-cost houses will continue in the outer years.				

Nr	Project Description	Scope of Works / Key Deliverables	Allocated Budget 2023/24 '000	Progress to Date	Planned Deliverables for 2023/24	Key Milestone Date
10	Integrated Residential Development Programme (IRDP) Ermelo Ext 44, Msukaligwa Local Municipality	Township establishment	R 0	Township establishment complete	Achieved	Achieved
		Servicing of 5 921 sites with water and sewer	R 19 143	1 700 sites servicing completed	200 sites serviced	Nov 2023
		Installation of bulk sewer <i>Sewer pump stations</i> <i>Outfall link and rising mains</i>	R 15 000	Ten (10)% completion of (designs)	100% complete of bulk water and sewer	Mar 2024
		Construction of low-cost houses and the registration of title deeds will commence in the outer years pending the completion of site servicing and bulk infrastructure installation.				

Nr	Project Description	Scope of Works / Key Deliverables	Allocated Budget 2023/24 ‘000	Progress to Date	Planned Deliverables for 2023/24	Key Milestone Date
11	Integrated Residential Development Programme (IRDP) Leslie Ext 8, Govan Mbeki Local Municipality	Township establishment	R 0	Township establishment complete	Achieved	Achieved
		Servicing of 3 686 sites with water and sewer	R 44 874	Contractors are appointed	600 sites serviced	Mar 2024
		Installation of bulk sewer (phase 1) <i>Sewer pump station</i> <i>Rising and outfall sewer</i>	R 11 000	Designs ongoing	100% complete of bulk of phase sewer 1	Aug 2023
		Construction of low-cost houses and the registration of title deeds will commence in the outer years pending the completion of bulk infrastructure installation, site servicing and rapid land release.				

Nr	Project Description	Scope of Works / Key Deliverables	Allocated Budget 2023/24 ‘000	Progress to Date	Planned Deliverables for 2023/24	Key Milestone Date
12	Integrated Residential Development Programme (IRDP) Secunda West, Govan Mbeki Local Municipality	Township establishment	R 0	Township establishment complete	Achieved	Achieved
		Servicing of 6 730 sites with water and sewer	R 21 877	400 sites servicing completed	400 sites serviced	Feb 2024
		Construction of low-cost houses and the registration of title deeds will commence in the outer years pending the completion of sites servicing and bulk infrastructure installation.				

Nr	Project Description	Scope of Works / Key Deliverables	Allocated Budget 2023/24 '000	Progress to Date	Planned Deliverables for 2023/24	Key Milestone Date
13	Integrated Residential Development Programme (IRDP) Amsterdam, Mkhondo Local Municipality	Township establishment	R 0	Township establishment complete	Achieved	Achieved
		Servicing of 1 000 sites with water and sewer	R 10 938	500 sites servicing completed	200 sites serviced	Nov 2023
		Construction of low-cost houses and the registration of title deeds will continue in the outer years pending the completion of sites servicing and bulk infrastructure installation.				

7.9 DPWR&T

GERT SIBANDE DISTRICT				
Local Municipality: Mkhondo				
Light Rehabilitation: D2486 from N2 to Klipwal (to KZN Boundary - part of Provincial joint plans) Phase 2 (9 km)	-27.23505, 31.12181	100% completed	42 395	158 179
Local Municipality: Chief Albert Luthuli				
Upgrade: Road D481 Ebhuhleni to Maanaar between Mooiplaas and Ekulindeni (7.2 km)	-26.09818, 30.957	75% completed	47 444	122 339
Local Municipality: Msukaligwa				
Rehabilitation: P26/5 from km 16 at D1388 to km 26 at P52/1 between Carolina and Breyten Phase 1 Part B (8.94 km)	-26.11326776 29.47330139	5% completed	8 143	108 000
Local Municipality: Govani Mbeki				
Design: Rehabilitation: P216/1 eMbalenhle to Secunda (km 0.0 to km 9.67) (9.67 km)	-26.5141, 29.1243	Detailed design completed	8 000	8 000

Rehabilitation: P216/1 eMbalenhle to Secunda (km 0.0 to km 9.67) (9.67 km)	-26.5141, 29.1243	Project Award	2 687	67 500
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7.10 MEGA

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Province-wide	Mpumalanga Youth Development Fund	Youth province-wide	Disbursement of the Mpumalanga Youth Development Fund	R 50m	R 300m

7.10 DOH

No	Project Name	Total Project Cost R'000	Exp To Date	Budget Allocation R'000 (2023/24)	Project Start Date	Planned Completion Date	Project Physical Progress
1	New Bethal Hospital Upgrading of hospital	645 515	614 161	20 000	Oct 2016	May 2023	95%
2	Upgrading of CN Cindi Clinic	56 171	768	16 500	June 2023	Mar 2024	0%
3	Upgrade of Ermelo Clinic	56 171	808	16 500	June 2023	Mar 2024	0%

7.11 DEDT

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Province-wide	Marketing the province on international platforms:	The Province Tourists Businesses	<ul style="list-style-type: none"> Germany City to City) - Engagements with Tourism South Africa and the German embassy concluded. (India Tourism Trade and Investment) - The exhibition conference is the biggest in India. Awaiting schedule from the South African Tourism (tentative dates October) (Middle East Tourism Trade Show) - Held twice in twelve months cycle (May and November) The entity opted for the November date to allow proper planning 	•	
Province – wide	Integrated Management Plans and Tourism Master Plan	The Province Tourists Businesses	<ul style="list-style-type: none"> Service provider will be appointed in April. Consultations with stakeholders expected to complete in June. Submission to DFFE to be done in September 2023 	•	

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Province-wide	Mpumalanga Youth Development Fund	Youth province-wide	Disbursement of the Mpumalanga Youth Development Fund	• R 50m	R 300m
Province-wide	Green Economy	Province	<p>Four pillars of the Mpumalanga Green Economy Development Plan rolled out i.e. <i>energy; water; circular economy and smart agriculture</i>.</p> <ul style="list-style-type: none"> • Mpumalanga Green Cluster Agency established to drive the implementation of Mpumalanga Green Economy Development Plan. • MOU with Eskom on Komati repurposing and proposed Energy SEZ 	•	
			<ul style="list-style-type: none"> • Appointment of permanent SEZ Board to guide and provide oversight to the functions of the Nkomazi SEZ Entity • Appointment of key personnel to the SEZ Entity: (CEO, CFO, Heads for Corporate, Infrastructure development, Trade and Investment and Legal Specialist) 	R21m	R21

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
GERTSIBANDE					
Govan Mbeki	Petro-Chemical Industrial Technology Park,	Secunda SMMEs Businesses	Statutory Compliance for Industrial Technology finalised, <i>focusing mainly on:</i> • Petro-Chemical: Township registration	R360	R360
Dr Pixley ka Esaka Seme	Tourism Plan	Local People Tourism Business	Develop and finalise the Tourism Plan	R300	R300
Chief Albert Luthuli	Nooitgedagcht Dam Nature Reserve, Infrastructure upgrade	Local benefit temporary employment	Removal of asbestos roof material	R300	R300
Chief Albert Luthuli	Songimvelo Nature Reserve, Infrastructure upgrade	Local SMME's and temporary employment	Removal of asbestos roof material	R298	R298
Chief Albert Luthuli	Soingimvelo Nature Reserve, Infrastructure upgrade	Local SMME's and temporary employment	Upgrade and renovation of 10 chalets and the construction of the ablution block	R3M, NDT funding	R3M, NDT funding
Chief Albert Luthuli	Songimvelo Nature Reserve – upgrade of the infrastructure	Local SMME's and temporary employment to local people	Upgrade of the 10km boundary game fence	R5M	R5M

7.12 COGTA

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Msukaligwa	Subdivision of land parcels	t.b.c	Municipalities assisted with subdivision of land parcels	100	100
Govan Mbeki	ePGLum system	Municipal area	Municipalities supported in the implementation of SPLUMA on LUM	700	700
Various municipalities	Development of the Mpumalanga RSDF	Gert Sibande, Ehlanzeni, Nkangala DMs, Mkhondo, Msukaligwa, Chief Albert Luthuli, Nkomazi, City of Mbombela, Bushbuckridge, Thaba Chweu and Emakhazeni LMs	Approved Mpumalanga RSDF	650	1 600
Govan Local Municipality	Review LED strategy	All wards	LED Strategy reviewed and approved by Council	None	None

Mkhondo Local Municipality	Review LED strategy	All wards	LED Strategy reviewed and approved by Council	None	None
Chief Albert Luthuli	Construction of Traditional Councils offices	Duma (Ward: 06) Somcuba Bhevula (Ward: 19)	2 Traditional Councils offices	4 000	4 000
Mkhondo		Madabukela (Ward: 15)	1 Traditional Council offices	2 000	2 000
Chief Albert Luthuli	Renovation of Traditional Councils offices	Mandlangampisi (Ward: 06) Mandlamakhulu (Ward:13) Embhuleni (Ward: 17) Enkhamba (Ward: 19) Ndlela (Ward: 01) Mfumbeni (Ward: 06) Enikwakuyengwa (Ward:08) Mpisikazi (Ward: 05)	8 Traditional Councils offices	12 000	12 000

CHAPTER 8: UNFUNDED PROJECTS

Project	Amount:
Installation of green energy equipment	Estimated amount is R1 000, 00.

Table 141: Unfunded Projects