



DR PIXLEY KA ISAKA SEME LOCAL MUNICIPALITY
FINAL 2017 – 2022 IDP



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HISTORICAL BACKGROUND

Pixley Ka Isaka Seme was a founder member and first Treasurer of the South African Native National Congress that became the African National Congress at a later stage. He was also president of the ANC from 1930 to 1937 and is commemorated in the name of the Dr. Pixley Ka Isaka Seme Local Municipality.

The history of **Volksrust** began in 1888 when the Transvaal government decided to establish a town on the edge of the Drakensberg escarpment, on the border of Natal. A place was chosen near where the Boers won a decisive battle in first Anglo-Boer War (December 1880 – March 1881) to regain their independence from the British. Several farms were bought for the purpose and named Volksrust (People’s Rest) presumably by Dorie de Jager (sister of Dirk Uys) because the Transvaal forces rested there after the Battle of Majuba.

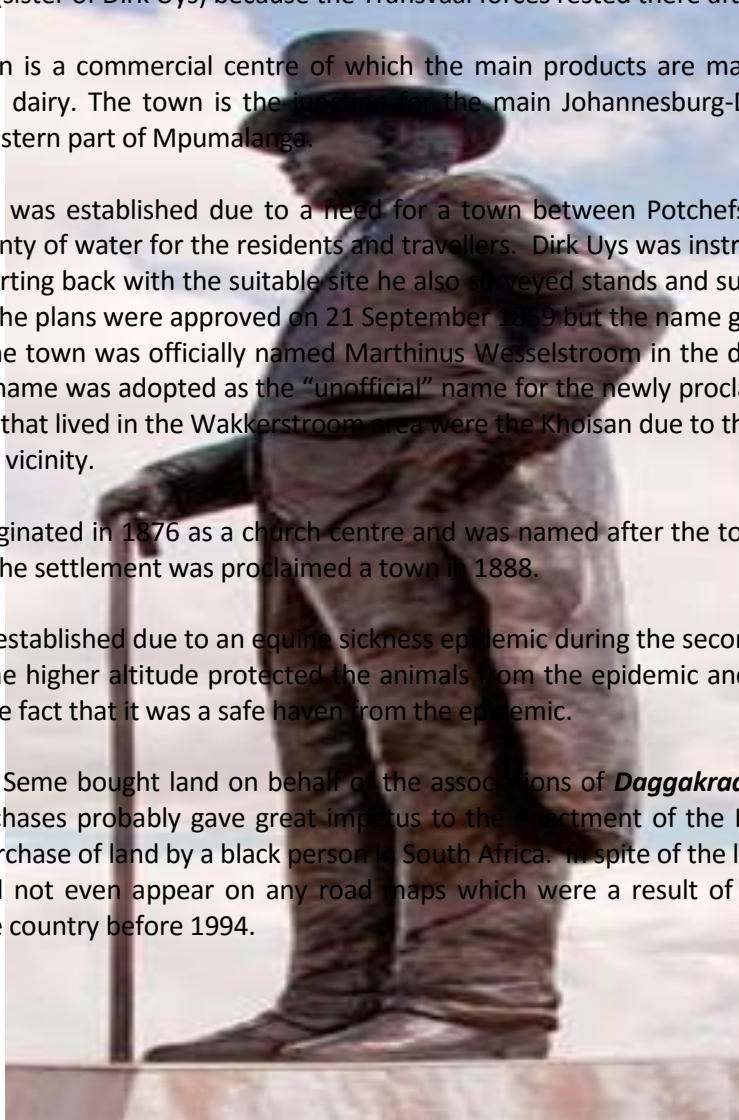
Today the town is a commercial centre of which the main products are maize, wool, sorghum, sunflower seed, beef and dairy. The town is the junction for the main Johannesburg-Durban railway line with other towns in the eastern part of Mpumalanga.

Wakkerstroom was established due to a need for a town between Potchefstroom and Utrecht with good grazing and plenty of water for the residents and travellers. Dirk Uys was instructed to find a suitable site but instead of reporting back with the suitable site he also surveyed stands and submitted plans to the Volksraad for approval. The plans were approved on 21 September 1889 but the name given by Uys (Uys and Burg) was rejected and the town was officially named Marthinus Wesselstroom in the district of Wakkerstroom. Later on the district name was adopted as the “unofficial” name for the newly proclaimed township. However, the earliest people that lived in the Wakkerstroom area were the Khoisan due to the examples of rock art that can be found in the vicinity.

Amersfoort originated in 1876 as a church centre and was named after the town with the same name in the Netherlands. The settlement was proclaimed a town in 1888.

Perdekop was established due to an equine sickness epidemic during the second Anglo-Boer war. The people realised that the higher altitude protected the animals from the epidemic and a settlement was established there due to the fact that it was a safe haven from the epidemic.

Pixley Ka Isaka Seme bought land on behalf of the associations of **Daggakraal**, Kwa-Ngema and Driefontein and these purchases probably gave great impetus to the enactment of the Native Land Act of 1913 which forbade the purchase of land by a black person in South Africa. In spite of the large concentration of people in the area, it did not even appear on any road maps which were a result of the former apartheid era that prevailed in the country before 1994.



ACRONYMS

| | |
|---------|---|
| ABET | <i>Adult Based Education and Training</i> |
| AIDS | <i>Acquired Immune Deficiency Syndrome</i> |
| CBO's | <i>Community Based Organisations</i> |
| CETA | <i>Construction Education and Training Authority</i> |
| CHBC | <i>Community Home Base Care</i> |
| CIP | <i>Comprehensive Infrastructure Plan</i> |
| CMIP | <i>Consolidated Municipal Infrastructure Programme</i> |
| CPTR | <i>Current Public Transport Record</i> |
| DBSA | <i>Development Bank of South Africa</i> |
| DEAT | <i>Department of Environmental Affairs and Tourism</i> |
| DAC | <i>District AIDS Council</i> |
| DARDLA | <i>Department of Agriculture, Rural Development and Land Administration</i> |
| DRDLR | <i>Department of Rural Development and Land Reform</i> |
| DCOGTA | <i>Department of Corporative Government and Traditional Affairs</i> |
| DoH | <i>Department of Human Settlements</i> |
| DTI | <i>Department of Trade and Industry</i> |
| DM | <i>District Municipality</i> |
| DMA | <i>District Management Area</i> |
| DME | <i>Department of Minerals and Energy</i> |
| DoE | <i>Department of Energy</i> |
| DPWR&T | <i>Department of Public Works, Roads and Transport</i> |
| DWA | <i>Department of Water Affairs</i> |
| ECA | <i>Environmental Conservation Act</i> |
| EIA | <i>Environmental Impact Assessment</i> |
| EIP | <i>Environmental Implémentation Plan</i> |
| EHS | <i>Environmental Health Services</i> |
| EMP | <i>Environmental Management Plan</i> |
| EMS | <i>Environmental Management System</i> |
| EPWP | <i>Expanded Public Works Programme</i> |
| FBS | <i>Free basic Services</i> |
| FBE | <i>Free Basic Electricity</i> |
| FPA | <i>Fire Protection Association</i> |
| GIS | <i>Geographic Information System</i> |
| GSDM | <i>Gert Sibande District Municipality</i> |
| HDI | <i>Human Development Index</i> |
| HOD | <i>Head of Department</i> |
| IDP | <i>Integrated Development Plan</i> |
| IGR | <i>Intergovernmental Relations</i> |
| IEM | <i>Integrated Environmental Management</i> |
| IMEP | <i>Integrated Municipal Environmental Programme</i> |
| IWMP | <i>Integrated Waste Management Plan</i> |
| INEPBPU | <i>Integrated National Electrification Programme Business Planning Unit</i> |
| IS | <i>Information System</i> |
| IT | <i>Information Technology</i> |
| ITP | <i>Integrated Transport Plan</i> |
| KPA | <i>Key Performance Area</i> |
| KPI | <i>Key Performance Indicator</i> |

| | |
|--------------|---|
| <i>LED</i> | <i>Local Economic Development</i> |
| <i>LM</i> | <i>Local Municipality</i> |
| <i>LRAD</i> | <i>Land Redistribution for Agricultural Development</i> |
| <i>LTO</i> | <i>Local Tourism Organisation</i> |
| <i>LUMS</i> | <i>Land Use Management System</i> |
| <i>MAM</i> | <i>Multi Agency Mechanism</i> |
| <i>MEC</i> | <i>Member of Executive Committee</i> |
| <i>MFMA</i> | <i>Municipal Finance Management Act</i> |
| <i>MHS</i> | <i>Municipal Health Services</i> |
| <i>MIG</i> | <i>Municipal Infrastructure Grant</i> |
| <i>MPCC</i> | <i>Multi Purpose Community Centre</i> |
| <i>MSIG</i> | <i>Municipal Systems Improvement Grant</i> |
| <i>MSP</i> | <i>Master Systems Plan</i> |
| <i>NEMA</i> | <i>National Environmental Management Act</i> |
| <i>NEPAD</i> | <i>New Partnership for Africa's Development</i> |
| <i>NER</i> | <i>National Electricity Regulator</i> |
| <i>NGO</i> | <i>Non-Governmental Organization</i> |
| <i>NSDP</i> | <i>National Spatial Development Perspective</i> |
| <i>NWMS</i> | <i>National Waste Management Strategy</i> |
| <i>OLS</i> | <i>Operating Licence Strategy</i> |
| <i>PGDS</i> | <i>Provincial Growth and Development Strategy</i> |
| <i>PHC</i> | <i>Primary Health Care</i> |
| <i>PMS</i> | <i>Performance Management System</i> |
| <i>PPP</i> | <i>Public Performance Areas</i> |
| <i>REDS</i> | <i>Regional Electricity Distribution System</i> |
| <i>RSC</i> | <i>Regional Service Council</i> |
| <i>RTO</i> | <i>Regional Tourism Organisation</i> |
| <i>SABS</i> | <i>South Africa Bureau of Standards</i> |
| <i>SACOB</i> | <i>South Africa Chamber of Business</i> |
| <i>SALGA</i> | <i>South Africa Local Government and Administration</i> |
| <i>SANAC</i> | <i>South African National AIDS Council</i> |
| <i>SANCO</i> | <i>South Africa National Civic Organization</i> |
| <i>SAPS</i> | <i>South African Police Service</i> |
| <i>SETA</i> | <i>Sector Education Training Authority</i> |
| <i>SDF</i> | <i>Spatial Development Framework</i> |
| <i>SLA</i> | <i>Service Level Agreement</i> |
| <i>SOER</i> | <i>State of the Environment Report</i> |
| <i>TSC</i> | <i>Thusong Services Centres</i> |
| <i>TBVC</i> | <i>Transvaal Bophuthatswana Venda and Ciskei</i> |
| <i>WSA</i> | <i>Water Services Authorities</i> |
| <i>IWSDP</i> | <i>Integrated Water Services Development Plan</i> |

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FOREWORD BY THE EXECUTIVE MAYOR–COUNCILLOR PV MALATSI

The IDP is a Strategic Development Plan reviewed annually to guide all development planning in a Municipal area and inform budgeting and allocation as prescribed by the Municipal Systems Act.

This IDP document will allow us to ensure that the needs of Dr Pixley Ka Isaka Seme community are being addressed by this 5 year Strategic Plan. The document contains key information identifying our priorities, vision, mission, strategic objectives, identification of projects that will address our challenges and available resources.

We concur with the view that the success of any plan depends on the implementation of its aspects. Therefore all role players including our community and staff will play a meaningful role that will guarantee the successful implementation of our IDP.

We have not departed from our deliberate efforts to actively intervene in the local economy which is in line with government’s clarion call of Radical Socio- Economic Transformation that would help grow the inclusive economy.

**Executive Mayor
Cllr PV Malatsi**

OVERVIEW BY THE MUNICIPAL MANAGER

The 2017-2022 Integrated Development Plan (IDP) paves the way for transparent ways of creating an effective Performance Framework based on strategy and output. The document lays the foundation for a monitoring system with indicators, targets and timeframes, which will create an environment for effective management and a top level of service delivery.

The external focus of the 2017-2022 will be to identify and prioritize the most critical developmental challenges of the community whilst organizing internal governance and institutional structures in order to address those challenges.

This five year plan which clearly stipulates vision, mission and strategic objectives of Council is reviewed annually to adjust to the changing socio-economic dynamics and the needs of the communities. Importantly, the development planning must be done beyond the 5 year horizon of the term of office of council.

The document in your fingertips will also look into plans and implementation for the next five years against the backdrop of a long term development agenda. This document guides and informs all planning and development initiatives and forms the basis of the Medium Term Revenue & Expenditure Framework (MTREF). The MTREF budget must be informed by the IDP and linked to specific Service Delivery & Budget Implementation Plan (SDBIP) targets to ensure that development is done in a co-ordinated manner.

Municipal Manager
PB Malebye

CHAPTER ONE

INTRODUCTION AND GUIDING FRAMEWORKS

1.1 Introduction

In terms of the Municipal Systems Act, 2000 (Act 32 Of 2000) it states that municipalities must develop a five year strategic planning document popularly known as Integrated Development Plan (IDP).

The Constitutional Mandate for Municipalities is that they strive, within their Financial and Administrative capacity to achieve these objectives, and carry out the developmental duties assigned to Local Government.

Municipal Councils therefore take charge of the following principal responsibilities:

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

Integrated Development Plan (IDP) is a process through which the municipality conducts a comprehensive analysis of the community needs and subsequently prioritises available resources to address those needs. The process seek to ensure vertical and horizontal integration between the municipal planned intervention with the planning efforts of national and provincial spheres of government as well as within the various sectors of government.

Dr Pixley Ka Isaka Seme Local Municipality, like any other municipality in the country, continuously faces challenges of service delivery backlog, high rate of unemployment, high rate levels of poverty, capital funding as well as funding for the development of key sector plans. Its ability to provide the key infrastructure to achieve sustainable and shared economic growth is therefore at the heart of the IDP and is underpinned by a limited number of sector plans that have been prepared in recent years and the majority that requires funding before they can be prepared.

1.2 National and Provincial Planning Frameworks affecting DPKISLM

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 Dr Pixley Ka Isaka Seme Local Municipality. The following section briefly deals with each of these, and highlights the most salient aspects emanating from the aforementioned National plans.

1.2.1 National Spatial Development Perspective (NSDP)

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

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

Hence, in essence, the NSDP argues that government's social objectives will be best achieved through infrastructure investment in economically sustainable areas with proven development potential. Therefore, areas displaying little or no potential for growth should only be provided with the constitutionally mandated minimum levels of services, and the focus of government spending should rather be on the people, i.e. social development spending. Social development spending may involve developing labour market intelligence, human resource development, and health and social transfers.

Crucially, this kind of "development spending" is specifically aimed at enabling the South African population, particularly youth located in areas in which they have no hope of finding employment, to gradually gravitate to areas with high economic potential.

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

- **Principle One:** Economic growth is the prerequisite for the achievement of other policy objectives such as poverty eradication and equitable development.
- **Principle Two:** Government infrastructure investment – beyond basic service delivery – will be in areas of high development potential or economic growth.
 - Focusing future settlement and economic development opportunities into activity corridors and nodes adjacent to, or linked to main growth centres.
 - Rather increase the footprint of existing urban areas through incremental development and densification than to initiate new Greenfield developments far removed from all existing infrastructure and economic activity.
- **Principle Three:** Efforts to address inequalities should focus on people and not places.

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

By applying and contextualising the NSDP in the Province, the following spatial construct emerges for the Dr. Pixley Ka Isaka Seme Local Municipality from the Mpumalanga Growth and Development Strategy in terms of variations in social need (poverty), economic activity (potential) and environmental sensitivity.

Table 1: NSDP Classification for DPKISLM

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

Table 2: Business Function Index

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

| | |
|--|--|
| | Dundonald, Lothair Chrissiesmeer, Oshoek Jericho, Davel Sheepmoor, Vaal |
|--|--|

1.2.2 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 DPKISLM) 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)**

1.2.3 National Development Plan (Vision 2030)

The National Development Plan (NDP) offers a long-term perspective. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal.

As a long-term strategic plan, it serves four broad objectives:

1. Providing overarching goals for what we want to achieve by 2030.

2. Building consensus on the key obstacles to us achieving these goals and what needs to be done to overcome those obstacles.
3. Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the NDP.
4. Creating a basis for making choices about how best to use limited resources.

The Plan aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. The core elements of a decent standard of living identified in the Plan are:

- Housing, water, electricity and sanitation
- Safe and reliable public transport
- Quality education and skills development
- Safety and security
- Quality health care
- Social protection
- Employment
- Recreation and leisure
- Clean environment
- Adequate nutrition

1.2.4 Government Outcomes

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

All Municipalities are expected to consider the 12 Outcomes when reviewing their IDPs and developing their annual Budgets. Below are the 12 Outcomes and the related outputs, together with indicative areas where Mpumalanga Province and Municipalities have a role to play in either contributing directly to the realisation of the Outcomes or facilitate the work of National and Provincial Departments in realising them. Moreover the outcomes which are listed below are further elaborated on in relation to DPKISLM in the following chapters of the IDP:

Outcome 1. Improve the quality of basic education

| Outputs | Key spending programmes | (National) Role of Local Government |
|---|--|---|
| 1.Improve quality of teaching and learning 2. Regular assessment to track progress 3. Improve early childhood development 4. A credible outcomes-focused accountability system | <ul style="list-style-type: none"> • Increase the number of Funza Lushaka bursary recipients from 9300 to 18 100 over the 2011 MTEF • Assess every child in grades 3, 6 and 9 every year | <ul style="list-style-type: none"> • Facilitate the building of new schools by: <ul style="list-style-type: none"> ☐ Participating in needs assessments ☐ Identifying appropriate land ☐ Facilitating zoning and planning processes. |

| | | |
|--|--|---|
| | <ul style="list-style-type: none"> • Improve learning and teaching materials to be distributed to primary schools in 2014 • Improve maths and science teaching | Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections |
|--|--|---|

Outcome 2. Improve health and life expectancy

| Outputs | Key spending programmes | (National) Role of Local Government |
|--|--|---|
| 1. Increase life expectancy to 58 for males and 60 for females 2. Reduce maternal and child mortality rates to 30-40 per 1 000 births 3. Combat HIV/Aids and TB 4. Strengthen health services effectiveness | <input type="checkbox"/> Revitalise primary health care <input type="checkbox"/> Increase early antenatal visits to 50% <input type="checkbox"/> Increase vaccine coverage <input type="checkbox"/> Improve hospital and clinic infrastructure <input type="checkbox"/> Accredite health facilities <input type="checkbox"/> Extend coverage of new child vaccines <input type="checkbox"/> Expand HIV prevention and treatment <input type="checkbox"/> Increase prevention of mother-to child transmission <input type="checkbox"/> School health promotion increase school visits by nurses from 5% to 20% <input type="checkbox"/> Enhance TB treatment | <input type="checkbox"/> Many municipalities perform health functions on behalf of provinces <input type="checkbox"/> Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments <input type="checkbox"/> Municipalities must continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services |

Outcome 3. All people in South Africa protected and feel safe

| Outputs | Key spending programmes | (National) Role of Local Government |
|---|--|---|
| 1. Reduce overall level of crime 2. An effective and integrated criminal justice system 3. Improve perceptions of crime among the population 4. Improve investor perceptions and trust 5. Effective and integrated border management 6. Integrity of identity of citizens and residents secured 7. Cyber-crime combated | <input type="checkbox"/> Increase police personnel <input type="checkbox"/> Establish tactical response teams in provinces <input type="checkbox"/> Upgrade IT infrastructure in correctional facilities <input type="checkbox"/> ICT renewal in justice cluster <input type="checkbox"/> Occupation-specific dispensation for legal professionals <input type="checkbox"/> Deploy SANDF soldiers to South Africa's borders | <input type="checkbox"/> Facilitate the development of safer communities through better planning and enforcement of municipal by-laws <input type="checkbox"/> Direct the traffic control function towards policing high risk violations – rather than revenue collection <input type="checkbox"/> Metro police services should contribute by: <ul style="list-style-type: none"> - Increasing police personnel - Improving collaboration with SAPS |

| | | |
|--|--|--|
| | | - Ensuring rapid response to reported crimes |
|--|--|--|

Outcome 4. Decent employment through inclusive economic growth

| Outputs | Key spending programmes | (National) Role of Local Government |
|---|--|--|
| 1. Faster and sustainable inclusive growth 2. More labour-absorbing Growth 3. Strategy to reduce youth unemployment 4. Increase competitiveness to raise net exports and grow trade 5. Improve support to small business and cooperatives 6. Implement expanded public works Programme | <ul style="list-style-type: none"> ☑ Invest in industrial development zones ☑ Industrial sector strategies – automotive industry; clothing and textiles ☑ Youth employment incentive ☑ Develop training and systems to improve procurement ☑ Skills development and training ☑ Reserve accumulation ☑ Enterprise financing support ☑ New phase of public works Programme | <ul style="list-style-type: none"> ☑ Create an enabling environment for investment by streamlining planning application processes ☑ Ensure proper maintenance and rehabilitation of essential services infrastructure ☑ Ensure proper implementation of the EPWP at municipal level ☑ Design service delivery processes to be labour intensive ☑ Improve procurement systems to eliminate corruption and ensure value for money ☑ Utilise community structures to provide services |

Outcome 5. A skilled and capable workforce to support inclusive growth

| Outputs | Key spending programmes | (National) Role of Local Government |
|---|---|--|
| 1. A credible skills planning institutional mechanism 2. Increase access to intermediate and high level learning programmes 3. Increase access to occupation specific programmes (especially artisan skills training) 4. Research, development and innovation in human capital | <ul style="list-style-type: none"> ☑ Increase enrolment in FET colleges and training of lecturers ☑ Invest in infrastructure and equipment in colleges and technical schools ☑ Expand skills development Learnerships funded through sector training authorities and National Skills Fund ☑ Industry partnership projects for skills and technology development ☑ National Research Foundation centres excellence, and bursaries and research funding ☑ Science council applied research programmes | <ul style="list-style-type: none"> ☑ Develop and extend intern and work experience programmes in municipalities ☑ Link municipal procurement to skills development initiatives |

Outcome 6. An efficient, competitive and responsive economic infrastructure network

| Outputs | Key spending programmes | (National) Role of Local Government |
|--|---|---|
| 1. Improve competition and regulation 2. Reliable generation, Distribution and transmission of energy 3. Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports 4. Maintain bulk water Infrastructure and ensure water supply 5. Information and communication technology 6. Benchmarks for each sector | <ul style="list-style-type: none"> ☑ An integrated energy plan and successful independent power producers ☑ Passenger Rail Agency acquisition of rail rolling stock, and refurbishment and upgrade of motor coaches and trailers ☑ Increase infrastructure funding for provinces for the maintenance of provincial roads ☑ Complete Gauteng Freeway Improvement Programme ☑ Complete De Hoop Dam and bulk distribution ☑ Nandoni pipeline ☑ Invest in broadband network Infrastructure | <ul style="list-style-type: none"> ☑ Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services ☑ Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport ☑ Maintain and expand water purification works and waste water treatment works in line with growing demand ☑ Cities to prepare to receive the devolved public transport function ☑ Improve maintenance of municipal road networks |

Outcome 7. Vibrant, equitable and sustainable rural communities and food security

| Outputs | Key spending programmes | (National) Role of Local Government |
|--|---|---|
| 1. Sustainable agrarian reform and improved access to markets for small farmers 2. Improve access to affordable And diverse food 3. Improve rural services and access to information to Support livelihoods 4. Improve rural employment opportunities 5. Enable institutional Environment for sustainable and inclusive growth | <ul style="list-style-type: none"> ☑ Settle 7 000 land restitution claims. ☑ Redistribute 283 592 ha of land by 2014 ☑ Support emerging farmers ☑ Soil conservation measures and sustainable land use management ☑ Nutrition education programmes ☑ Improve rural access to services by 2014: - Water - 74% to 90% - Sanitation - 45% to 65% - Sanitation - 45% to 65% | <ul style="list-style-type: none"> ☑ Facilitate the development of local markets for agricultural produce ☑ Improve transport links with urban centres so as to ensure better economic integration ☑ Promote home production to enhance food security ☑ Ensure effective spending of grants for funding extension of access to basic services |

Outcome 8. Sustainable human settlements and improved quality of household life

| Outputs | Key spending programmes | (National) Role of Local Government |
|--|--|--|
| 1. Accelerate housing delivery 2. Accelerate housing delivery 3. Improve property market 4. More efficient land utilisation and release of state-owned land | <input type="checkbox"/> Increase housing units built from 220 000 to 600 000 a year <input type="checkbox"/> Increase construction of social housing units to 80 000 a year <input type="checkbox"/> Upgrade informal settlements: 400 000 units by 2014 <input type="checkbox"/> Deliver 400 000 low-income houses on state-owned land <input type="checkbox"/> Improved urban access to basic services by 2014: - Water - 92% to 100% - Sanitation - 69% to 100% - Refuse removal - 64% to 75% - Electricity - 81% to 92% | <input type="checkbox"/> Cities must prepare to be accredited for the housing function <input type="checkbox"/> Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements <input type="checkbox"/> Participate in the identification of suitable land for social housing. <input type="checkbox"/> Ensure capital budgets are appropriately prioritised to maintain existing services and extend services |

Outcome 9. A response and, accountable, effective and efficient local government system

| Outputs | Key spending programmes | (National) Role of Local Government |
|---|---|---|
| 1. Differentiate approach to municipal financing, planning and support 2. Improving Access to Basic Services 3. Community work programme 4. Support for human settlements 5. Refine ward committee model to deepen democracy 6. Improve municipal financial administrative capability 7. Single coordination window | <input type="checkbox"/> Municipal capacity-building grants: <input type="checkbox"/> Systems improvement <input type="checkbox"/> Financial management (target: 100% unqualified audits) <input type="checkbox"/> Municipal infrastructure grant <input type="checkbox"/> Electrification programme <input type="checkbox"/> Public transport & systems grant <input type="checkbox"/> Bulk infrastructure & water grants <input type="checkbox"/> Neighbourhood development partnership grant <input type="checkbox"/> Increase urban densities <input type="checkbox"/> Informal settlements upgrades | <input type="checkbox"/> Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality <input type="checkbox"/> Implement the community work programme <input type="checkbox"/> Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues <input type="checkbox"/> Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption |

Outcome 10 Protection and enhancement of environmental assets and natural resources

| Outputs | Key spending programmes | (National) Role of Local Government |
|--|---|---|
| 1. Enhance quality and quantity of water resources 2. Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality 3. Sustainable environment management 4. Protect biodiversity | <ul style="list-style-type: none"> ☑ National water resource infrastructure programme - reduce water losses from 30% to 15% by 2014 ☑ Expanded public works environmental programmes - 100 wetlands rehabilitated a year ☑ Forestry management (reduce deforestation to <5% of woodlands) ☑ Biodiversity and conservation (Increase land under Conservation from 6% to 9%) | <ul style="list-style-type: none"> ☑ Develop and implement water management plans to reduce water losses ☑ Ensure effective maintenance and rehabilitation of infrastructure ☑ Run water and electricity saving awareness campaigns ☑ Ensure proper management of municipal commonage and urban open spaces ☑ Ensure development does not take place on wetlands |

Outcome 11. A better South Africa, a better and safer Africa and world

| Outputs | Key spending programmes | (National) Role of Local Government |
|---|--|---|
| 1. Enhance the African agenda and sustainable development 2. Enhance regional integration 3. Reform global governance institutions 4. Enhance trade and investment between South Africa and partners | <ul style="list-style-type: none"> ☑ International cooperation: proposed establishment of the South African Development Partnership Agency ☑ Defence: peace-support operations ☑ Participate in post-conflict reconstruction and development ☑ Border control: upgrade inland ports of entry ☑ Trade and Investment South Africa: <ul style="list-style-type: none"> - Support for value-added exports - Foreign direct investment Promotion | <ul style="list-style-type: none"> ☑ Role of local government is fairly limited in this area. Must concentrate on: <ul style="list-style-type: none"> - Ensuring basic infrastructure is in place and properly maintained - Creating an enabling environment for investment |

Outcome 12. A development-orientated public service and inclusive citizenship

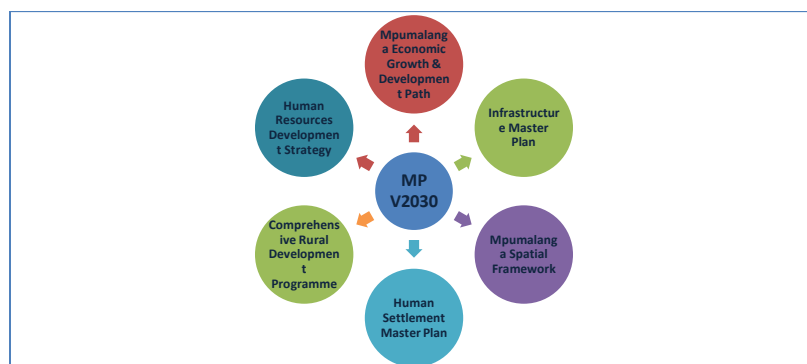
| Outputs | Key spending programmes | (National) Role of Local Government |
|------------------------------------|--|-------------------------------------|
| 1. Improve government performance. | - Performance monitoring and evaluation: | - Continue to develop performance |

| | | | | |
|--|----------------------------|--|---------------------|--|
| 2. Government-wide performance monitoring and evaluation. | Government-performance and | - Oversight of delivery agreements | Oversight of | monitoring and management systems. |
| 3. Conduct comprehensive expenditure review. | | - Statistics SA: Census 2011–reduce undercount | Statistics SA: | - Comply with legal financial reporting requirements. |
| 4. Information campaign on constitutional rights and responsibilities. | Information | - Chapter 9 institutions and civil society: programme to promote constitutional rights | Chapter 9 | - Review municipal expenditures to eliminate wastage. |
| 5. Celebrate cultural diversity. | Celebrate | - Arts & Culture: promote national symbols and heritage | Arts & Culture: | - Ensure councils behave in ways to restore community trust in local government. |
| | | - Sport & Recreation: support mass participation and school sport programmes | Sport & Recreation: | |

1.2.5 Mpumalanga Vision 2030

The Mpumalanga Vision 2030 provides a provincial expression of the key priorities, objectives and targets enumerated in the NDP and expressed within the manifesto. It is a ***focused*** and strategic implementation framework that provides a direct ***implementation response*** to the National Development Plan. The framework describes the Province’s approach to realizing the objectives of the NDP in the ***provincial context***. It ***builds on and informs*** past & existing Sectoral and related planning interventions in Mpumalanga.

Figure 1: Mpumalanga Vision 2030 Provincial Context



V2030 provides ***a strategic overview*** in order to:

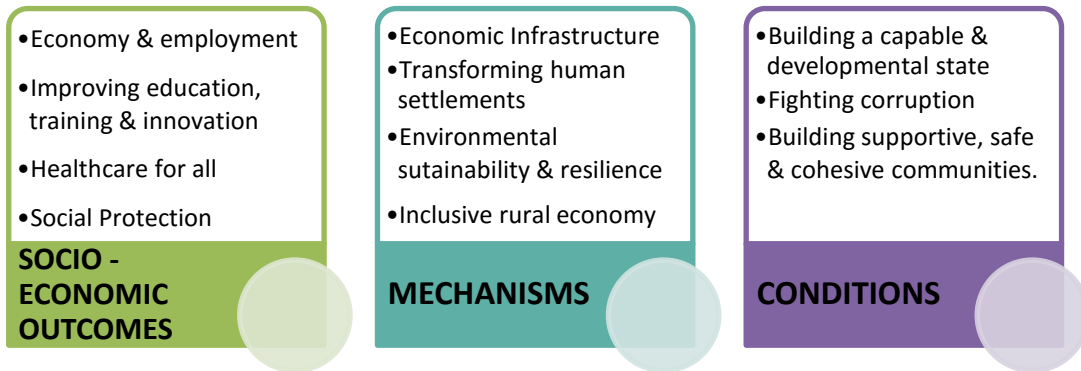
- Set high level ***provincial targets***
- Facilitate ***decision making*** and ***prioritisation***
- ***Inform choices*** and trade offs
- Locate strategies, programmes and projects within a focused ***spatial representation*** of the content and intention.

In line with the principles of the NDP, Vision 2030 highlights the following ***socio economic outcomes*** as priorities:

- Employment & Economic Growth
- Education and Training
- Health care for all
- Social Protection

These priorities do not imply that the “normal business of government” should be deferred, but rather aim to **focus the activities and decisions** of the Province on key areas leveraging high impact for improved and sustainable long term socio-economic development in Mpumalanga. The achievement of these outcomes is further dependent on the critical success factors described as “**mechanisms**” and “**conditions**” below.

Figure 2: Organizing Structure of the Framework



The Mpumalanga Vision 2030 includes **key targets** for the Province that are in line with those expressed in the NDP. These targets have been developed with due consideration given to the **specific** demographic, institutional, **spatial** and socio economic advantages and challenges of the Province.

| V2030 Targets: Economy & Unemployment | | |
|---------------------------------------|------------------------------------|--|
| Indicator | NDP Target | Mpumalanga V2030 Target |
| Unemployment Rate | 6% | 6% |
| Number of Employed | 11 million additional jobs | 1.2 million additional jobs Total employment to 2.1 million to achieve 6% unemployment rate |
| GDP Growth Rate | Average annual GDP growth above 5% | Average annual GDP growth above 5% |

| | | |
|---|--|--|
| GDP per capita | Raise per capita GDP to R110 000 in constant prices | Raise per capita GDP to R110 000 in constant prices |
| Lower bound poverty line – R416 per person (2009 prices) | Reduce the proportion of households with a monthly income below lower bound poverty line to 0% | Reduce the proportion of households with a monthly income below lower bound poverty line to 0% |
| Gini Co-efficient (Income inequality) | 0.6 The proportion of income earned by the bottom 40% in SA should rise to 10% by 2030 | 0.6 The proportion of income earned by the bottom 40% in SA should rise to 10% by 2030 |

V2030 Targets: Economy & Unemployment

| Indicator | NDP Target | Mpumalanga V2030 Target |
|-------------------------|---|---|
| Life Expectancy | Improve average male & female life expectancy at birth to 70 years | Improve average male & female life expectancy at birth to 70 years. |
| Universal access | Universal access to an equal standard of care regardless of income. | Universal access to an equal standard of care regardless of income. |

In addition to these targets, the NDP includes the following objectives that should be considered by the Province:

- Progressively improve TB prevention & cure
- Significantly reduce the prevalence of non-communicable chronic diseases.
- Reduce maternal, infant & child mortality
- Reduce injury, accidents & violence by 50% from 2010 levels

V2030 Targets: Education, Training & Innovation

| Indicator | NDP Target | Mpumalanga V2030 Target |
|------------------------------|---|---|
| Pre -school education | All children should have at least 2 years of pre-school education | All children should have at least 2 years of pre-school education |

| | | |
|-------------------------|---|---|
| ANA average mark | 90% of learners in grades 3, 6 &9 must achieve 50% or more in ANA | 90% of learners in grades 3, 6 &9 must achieve 50% or more in ANA |
| Throughput rate | Between 80% & 90% of learners should complete 12 years of schooling or vocational training | Improve throughput rate of learners to at least 80% |
| Matric pass rate | 80% of abovementioned learners should pass exit exams | 80% of abovementioned learners should pass exit exams |
| Innovation | Expand science, technology & innovation outputs by increasing R&D spending by government & by encouraging industry to do so | Gross expenditure of research & development (GERD) in MP as a percentage of provincial GDP to increase to at least 2% |

In addition to these targets, the NDP includes the following objectives that should be considered by the Province:

- Eradicate **infrastructure backlogs** & ensure that all schools meet the minimum standards by 2016
- Develop programmes and partnerships that produce **sufficient artisans** to meet the economies needs
- Increase the number of students eligible to study towards **mathematics & science** based degrees.

1.2.6 Mpumalanga Growth and Development Path

There is growing consensus that creating decent work, reducing inequality and defeating poverty can only happen through a new growth path founded on a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth. To achieve that step change in growth and transformation of economic conditions require hard choices and a shared determination as South Africans to see it through. The Government is committed to forging such a consensus and leading the way by:

- 1 Identifying areas where employment creation is possible on a large scale as a result of substantial changes in conditions in South Africa and globally.
- 2 Developing a policy package to facilitate employment creation in these areas above all through:
 - a) A comprehensive drive to enhance both social equity and competitiveness;
 - b) Systemic changes to mobilise domestic investment around activities that can create sustainable employment; and
 - c) Strong social dialogue to focus all stakeholders on encouraging growth in employment-creating activities.

The New Growth Path must provide bold, imaginative and effective strategies to create the millions of new jobs South Africa needs. It must also lay out a dynamic vision for how we can collectively achieve a more developed, democratic, cohesive and equitable economy and society over the medium term, in the context of sustained growth. The strategy sets out critical marker for employment creation and growth and identifies where viable changes in the structure and character of production can generate a more inclusive

and greener economy over the medium to long run. To that end, it combines macro-economic and microeconomic interventions. We will have to ensure that the benefits are shared more equitably by all our people, particularly the poor.

Achieving the New Growth Path requires that we address key trade-offs. Amongst other decisions, government must prioritize its own efforts and resources more rigorously to support Employment creation and equity; and business and labour together must work with government To address inefficiencies and constraints across the economy and partner to create new decent Work opportunities.

Some key trade-offs include:

- Between present consumption and future growth, since that requires higher investment and saving in the present;
- Between the needs of different industries for infrastructure, skills and other interventions;
- Between policies that promise high benefits but also entail substantial risks, and policies that are less transformative and dynamic but are also less likely to have unintended consequences;
- Between a competitive currency that supports growth in production, employment and exports and a stronger rand that makes imports of capital and consumer goods cheaper; and
- Between the present costs and future benefits of a green economy.

The Economic Cluster commenced work on the New Growth Path in the second half of year 2009. It tasked the Economic Development Department (EDD) with preparing a framework, which the department presented to the Ministers in November 2009. The EDD tabled a further summary at the January 2010 Cabinet Lekgotla. Following this, it has expanded on the framework through consultations with the main economic ministries and provincial departments of economic development as well as other stakeholders. The document knits together the Industrial Policy Acton Plan (IPAP) 2 as well as policies and programmes in rural development, agriculture, science and technology, education and skills development, labour, mining and beneficiation, tourism, social development and other areas.

1.2.7 Overview of Mpumalanga PGDS

The Mpumalanga Provincial Growth and Development Strategy (PGDS) is a “strategic and integrated provincial development plan that provides direction and scope for province-wide development programmes and projects, within the context of a long-term perspective and taking into consideration resources available and constraints.” Furthermore, the PGDS provides “a spatially referenced framework for both public and private sector investment, indicating areas of opportunity and development priorities and enabling intergovernmental alignment.” In essence then, the Provincial Growth and Development Strategy is aimed at providing strategic directives to District and Local Municipalities in formulating their more detailed Integrated Development Plans (IDPs), and Spatial Development Frameworks (SDF). It is thus essential that the issues and directives emanating from the PGDS be compatible with the vision, priority areas, and guidelines of SDFs of Local and District municipalities.

Mpumalanga PGDS was revised and adopted in 2008, and the Province has identified six priority areas of intervention as part of the PGDS, namely:

- Economic Development (i.e. investment, job creation, business and tourism development and SMME development);

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

1.2.8 Integrated Urban Development Framework

The Integrated Urban Development Framework (IUDF) is government’s policy position to guide the future growth and management of urban areas

The IUDF responds to the post-2015 Sustainable Development Goals (SDGs), in particular to Goal 11: Making cities and human settlements inclusive, safe, resilient and sustainable. It also builds on various chapters of the National Development Plan (NDP) and extends Chapter 8 “Transforming human settlements and the national space economy’ and its vision for urban South Africa: By 2030 South Africa should observe meaningful and measurable progress in reviving rural areas and in creating more functionally integrated, balanced and vibrant urban settlements. For this to happen the country must:

- Clarify and relentlessly pursue a national vision for spatial development;
- Sharpen the instruments for achieving this vision; and
- Build the required capabilities in the state and among citizens.””

The IUDF’s overall outcome is spatial transformation. The IUDF aims to guide the development of inclusive, resilient and liveable urban settlements, while directly addressing the unique conditions and challenges facing South Africa’s cities and towns. Importantly, this vision for South Africa’s urban areas recognises that the country has different types of cities and towns, each with different roles and requirements.

To achieve this transformative vision, four overall strategic goals are introduced:

- **Spatial integration:** To forge new spatial forms in settlement, transport, social and economic areas.
- **Inclusion and access:** To ensure people have access to social and economic services, opportunities and choices.
- **Growth:** To harness urban dynamism for inclusive, sustainable economic growth and development.
- **Governance:** To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

These strategic goals inform the priority objectives of the nine policy levers, which are premised on the understanding that:

- (1) Integrated urban planning forms the basis for achieving integrated urban development, which follows a specific sequence of urban policy actions:
- (2) Integrated transport that informs
- (3) Targeted investments into integrated human settlements, underpinned by
- (4) Integrated infrastructure network systems and
- (5) Efficient land governance, which all together can trigger
- (6) Economic diversification and inclusion, and
- (7) empowered communities; all of the above will demand effective
- (8) Governance and
- (9) Financial reform to enable and sustain these policy actions.

The levers thus seek to address in combination the structural drivers that maintain the status quo.

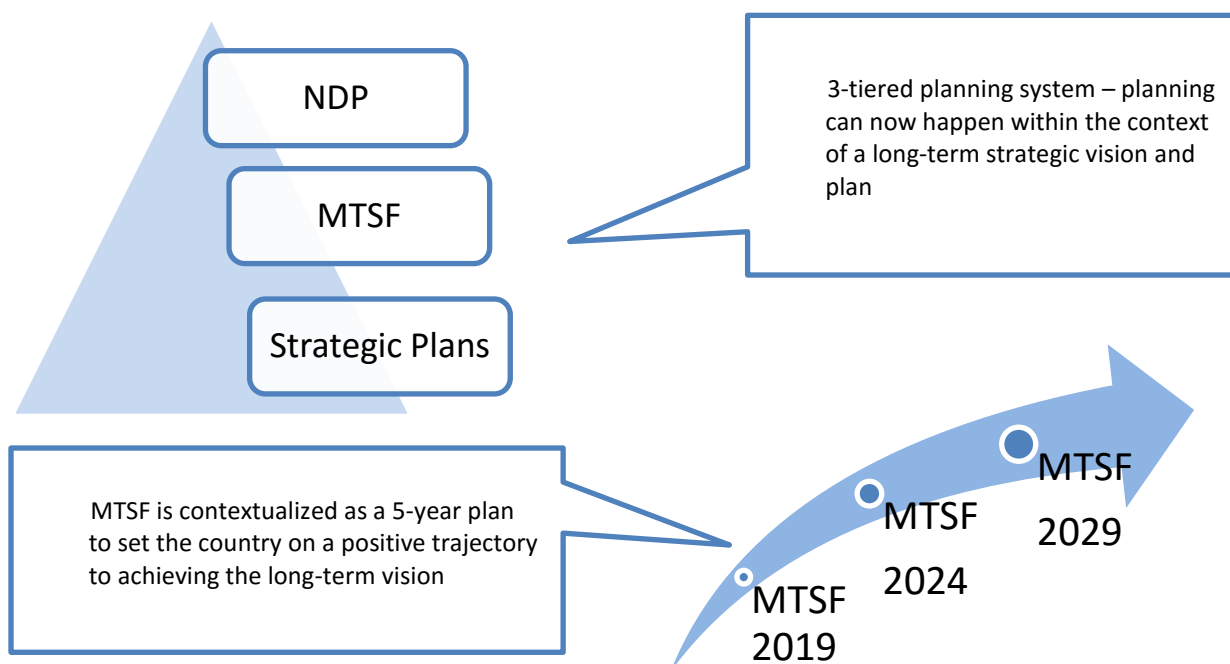
MTSF Short Term Priorities (2016-2019)

- ✓ Addressing spatial imbalances in economic opportunities
- ✓ Sustainable human settlements and improved household
- ✓ Job creation and inclusive growth
- ✓ Responsive and accountable local government

1.2.9 Medium Term Strategic Framework (MTSF) 2014 - 2019

The MTSF is a mechanism for *linking the long term plan*, together with the priorities identified in the *election manifesto*, to the plans of departments, municipalities and public entities. This requires *prioritisation and sequencing* to identify *the first steps* that need to be taken to achieve the objectives contained in MP V2030. The aim is to ensure *a clear line of sight and synergy across the different plans* of the Provincial government.

Figure 3: Medium Term Strategic Framework (MTSF) 2014-2019



The Provincial MTSF for the 2014-2019 term depicts, at a high level, the *critical actions* and *key considerations* for the Province over the next five years. The MTSF is the *first five year building block* of the Provincial V2030 Strategic Implementation Framework. Its focus is on *priorities and proposals* made in respect of *core provincial responsibilities* e.g. education, health, employment and the economy and it is based on the principle of *improving the quality of what is already being done*.

The **2014-19 MTSF** takes the first step towards the 2030 vision for South Africa that is described in the NDP.

This journey builds on the progress made during the 2009 – 2013 term and is defined by efforts to improve the socio-economic well-being of South Africans through addressing a number of key development priorities:

- Creation of more jobs, decent work & sustainable livelihoods for inclusive growth
- Rural development, land reform and food security
- Education and Training
- Health
- Fighting crime and corruption and
- Expanding access to housing & basic services

The national MTSF prioritises **14 outcomes** that need to be achieved within the 2014-19 term of office:

| | |
|--------------------|--|
| OUTCOME 1: | Quality basic education |
| OUTCOME 2: | A long and healthy life for all South Africans |
| OUTCOME 3: | All people in South Africa are and feel safe |
| OUTCOME 4: | Decent employment through inclusive growth |
| OUTCOME 5: | Skilled and capable workforce to support an inclusive growth path |
| OUTCOME 6: | An efficient, competitive and responsive economic infrastructure network |
| OUTCOME 7: | Vibrant, equitable and sustainable rural communities contributing to food security for all |
| OUTCOME 8: | Sustainable human settlements and improved quality of household life |
| OUTCOME 9: | Responsive, accountable, effective and efficient local government |
| OUTCOME 10: | Protect and enhance our environmental assets and natural resources |
| OUTCOME 11: | Create a better South Africa, a better Africa and a better world |
| OUTCOME 12: | An efficient, effective and development-oriented public service |
| OUTCOME 13: | Social protection |
| OUTCOME 14: | Nation building and social cohesion |

1.2.10 National and Provincial Budgeting Cycle

Figure 1 & 2 below provides the Provincial and National Government Departments' Budgeting cycle which informs, and is informed by the Municipal Planning and Budgeting cycle. It is important for the Municipality to take note of these Budgeting cycles to ensure relevant and useful input into the Budgeting processes of National and Provincial government at strategic times. In doing this, Municipalities will ensure that their priorities are captured and adequately addressed and that IDP implementation is facilitated. This is not

withstanding the work that must be done by the respective Provincial and National Sector Departments to ensure that their programmes are responsive to the core developmental needs of communities as enshrined in the IDP.

Figure 4 - National and Provincial Planning and Budgeting Cycle

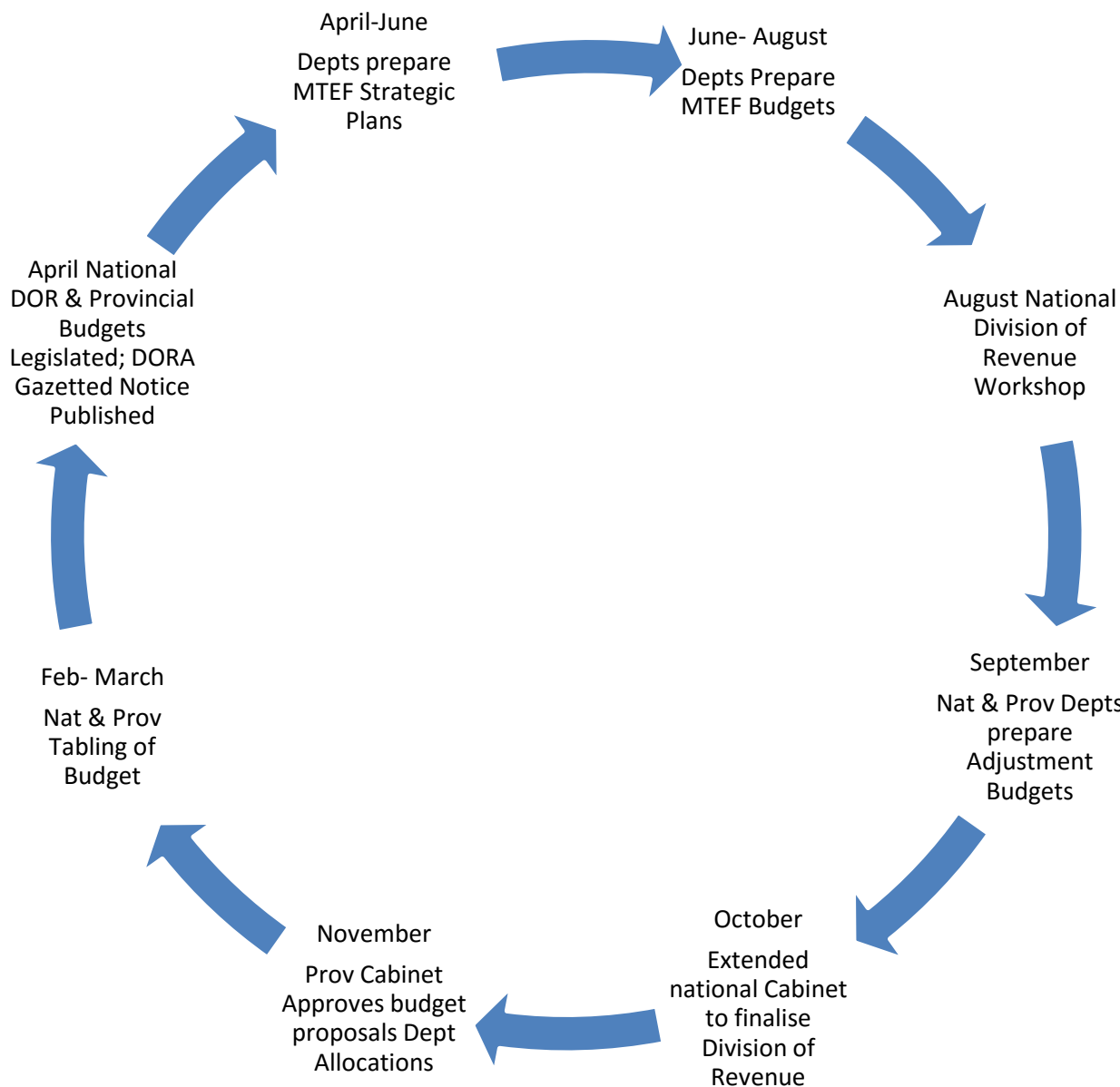
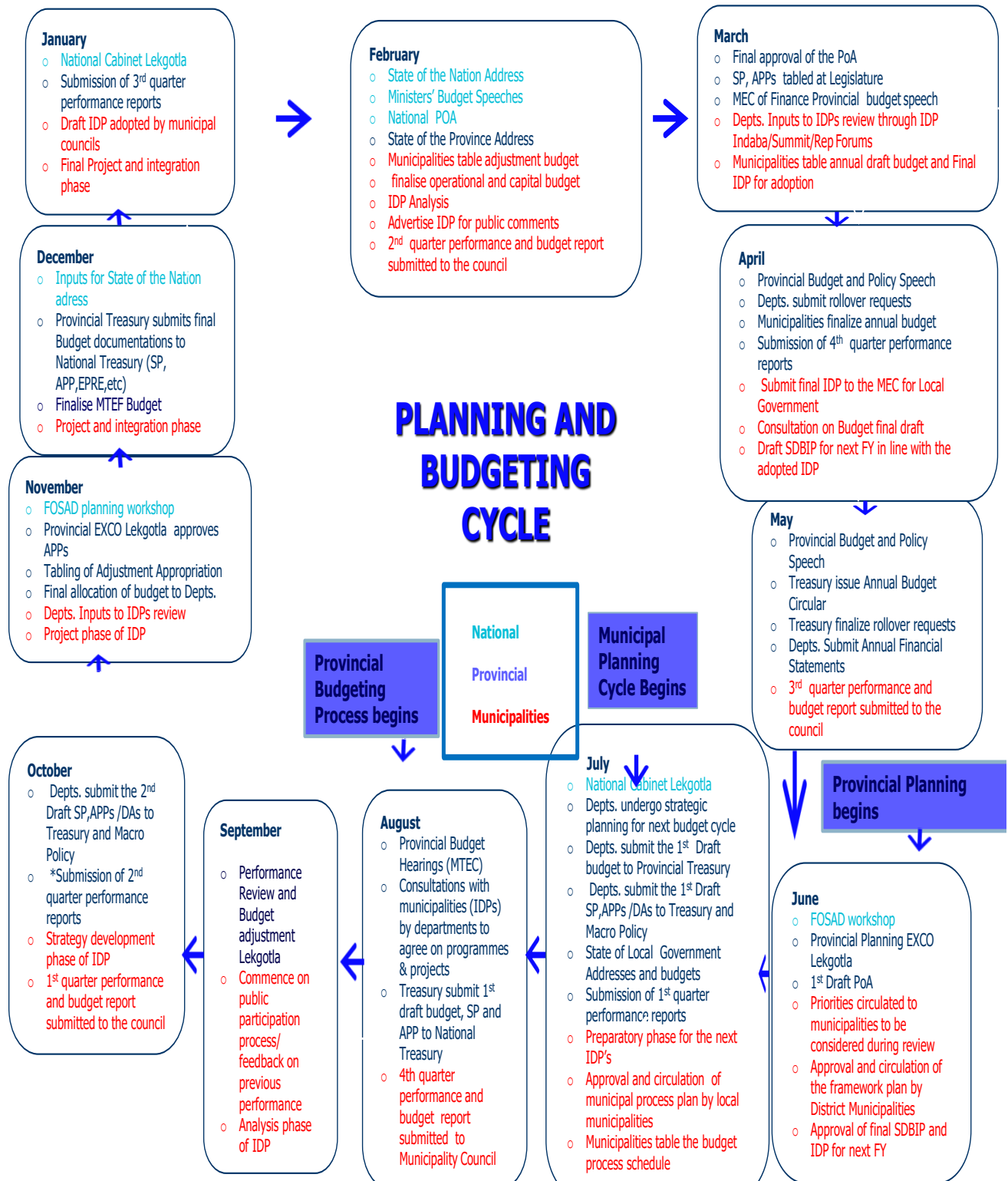


Figure 5

Figure 5: Alignment to the Provincial Planning and Budgeting Cycle



1.2.11 Back to Basics Strategy

In the Budget Vote Speech on 17 July 2014, the Minister highlighted the following key tasks to take South Africa forward during the next 5 years:

- **Back to Basics:** Setting clear benchmarks of performance in our efforts to ensure that all municipalities perform their basic responsibilities, every day, without fail;
- Responding vigorously to the immediate crises;
- Understanding and responding to the structural challenges;
- Continuing to build resilient local government institutions; and
- Collectively constructing more rigorous systems of intergovernmental relations/ planning and delivery.

An acceptable level of performance means that municipalities must:

- ✓ Put people and their concerns first and ensure constant contact with communities through effective public participation platforms. This is the essence of the “Back to Basics” approach.
- ✓ Create conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep. Including the budgeting to do this. Ensure no failures in services and where there are, restore services with urgency.
- ✓ Be well governed and demonstrate good governance and administration – cut wastage, spend public funds prudently, hire competent staff, ensure transparency and accountability.
- ✓ Ensure sound financial management and accounting, and prudently manage resources so as to sustainably deliver services and bring development to communities.
- ✓ Build and maintain sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels.

The aim of the Back to Basics strategy is to encourage all municipalities to become positively functional Centres of good governance. Proper standards for municipal performance must be set. There are four Priority areas that have been identified.

- **Priority 1** – For those municipalities in a dysfunctional state the aim will be to perform at the very least the basic functions of local government. This will be done through enforcement of current policies and legislation, systematically managing performance and accountability, and ensuring that there are consequences for underperformance. Minimum performance requirements include ensuring the proper functioning of council structures and council processes, the provision of basic services, and the appointment of competent staff – these are non- negotiable.
- **Priority 2** – For those municipalities who are functional but are not doing enough in critical areas of service, support will be given in order for the municipality to progress to a higher path. The focus will be on building strong municipal administrative systems and processes, and ensuring that administrative positions are filled with competent and committed people whose performance is closely monitored. The oversight system for local government will be improved through creating real-time monitoring systems. Measures will be taken to ensure that municipalities engage properly with their communities.

-
- **Priority 3** – Municipalities that are performing well will be incentivized by giving them greater flexibility and control over their resources and grants, and encourage them to move beyond the basics and transform the local space economy and integrate and densify our communities to improve sustainability. The Integrated Urban Development Framework and the National Spatial Framework will be implemented to ensure effective alignment of our national economic, environment and social programmes with those municipalities.
 - **Priority 4** – There will be a targeted and vigorous response to corruption and fraud, and a zero tolerance approach to ensure that these practices are rooted out. Supply Chain Management practices in municipalities will be closely scrutinized. Where corruption and mismanagement have been identified, there will be no hesitation in making sure these are decisively dealt with through provisions such as asset forfeiture and civil claims. Work will be undertaken to change practices in the private sector and enlist the support of civil society to change the national morality.

1.2.12 INTEGRATED MUNICIPAL SUPPORT PLAN (IMSP)

The Integrated Support Plan for Local Government is developed to ensure that all 21 municipalities in the Mpumalanga Province are Functional and provide services to communities in a sustainable manner both now and in the future.

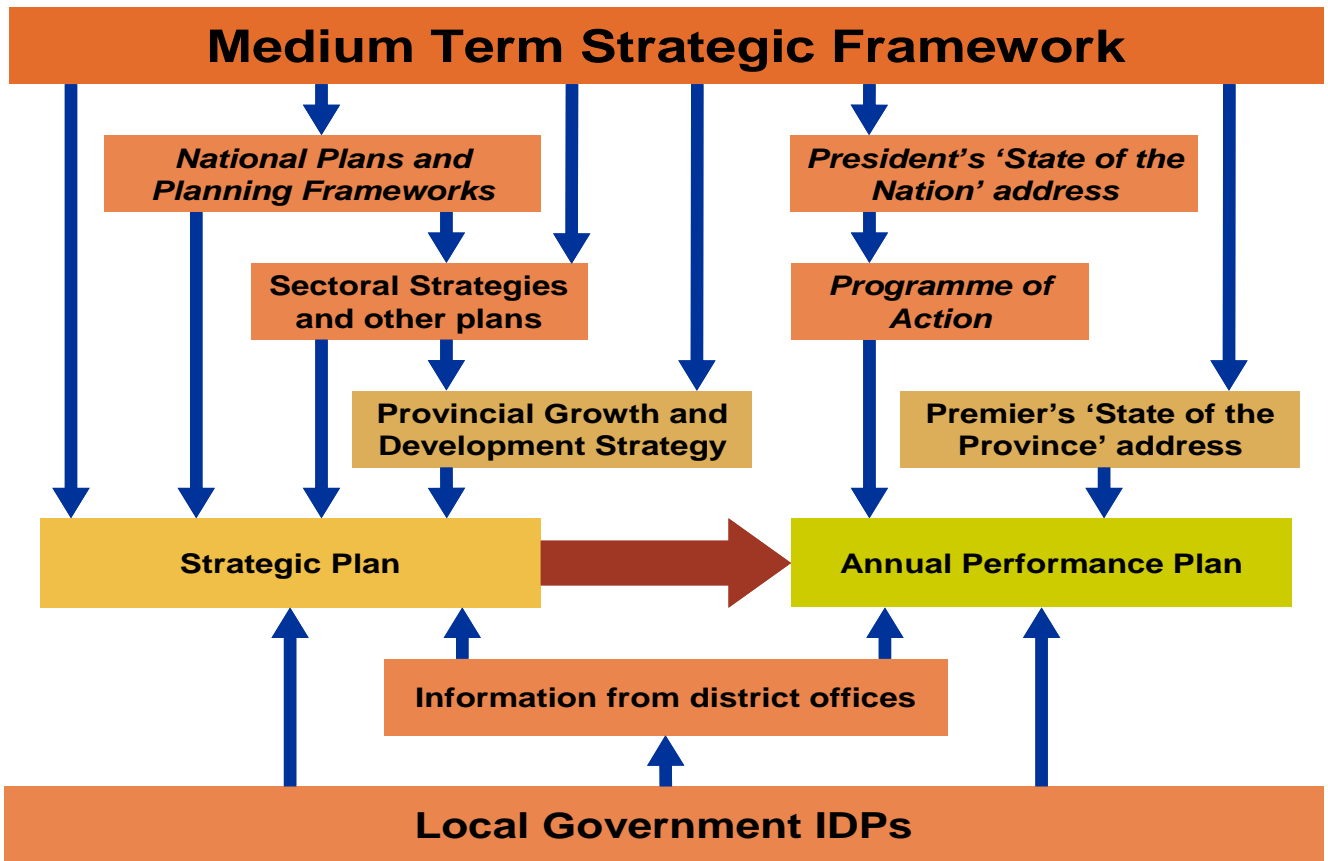
A Functional Municipality is defined in this IMSP as a municipality that successfully, strive within its Financial and Administrative Capability to achieve the five objects of Local Government as set out in the Constitution including the Object on Financial management as outlined in the MFMA.

Mpumalanga Province consists of 18 Local Municipalities and 3 District Municipalities that have a myriad of challenges ranging from:

- i. None provision of democratic and accountable Government for Local communities
- ii. Erratic provision of basic services to communities in a sustainable manner
- iii. Promotion of social and economic development not adequate
- iv. Inadequate Promotion of a safe and healthy environment
- v. Lack of encouragement of involvement of communities and community organisations in the matters of local Government
- vi. Sound and sustainable Financial management inadequate

This implementation plan seeks to give guidance to all the stakeholders who are involved in the IMSP in terms of the actions to be taken and the timelines. This implementation plan is guided in the main by the National Development Plan (NDP), the Medium Term Strategic Framework (MTSF 2014-2019) and Local Government Legislation.

Figure 6: Medium Term Strategic Framework



1.2.13 2017 State of the National Address & State of the Province Address

President Jacob Zuma delivered the State of the Nation Address (SONA) on 9 February 2017 in Parliament. The SONA was subsequently followed by the respective State of the Province 14 Addresses (SOPAs) delivered by the Premiers of the provinces in their respective Provincial Legislatures.

The focus of the SONA and SOPAs was what would have been the 100th birthday of Mr. Oliver Reginald Tambo, the late leader of the African National Congress who led the struggle of freedom, justice and democracy. In commemoration of this milestone, President Zuma declared 2017 the Year of Oliver Reginald Tambo.

Amongst the priorities of government identified for 2017, is the continued effort to pursue a united, democratic, non-sexist, non-racist and a prosperous South Africa, and to further, guided by the National Development Plan (NDP), build a country that is free of poverty, inequality and unemployment.

The primary focus for all spheres of government in 2017, highlighted in the SONA and SOPA is adoption of a radical socio-economic transformation programme which would encompass amongst others the following:

- Revitalization of the township economy

-
- Infrastructure development i.e., reliable bulk water supply, sanitation, electricity, roads and housing in line with the national Nine Point Plan to accelerate service delivery, attract investments and create the much needed jobs
 - Eradication of informal settlements
 - Ensuring that no less than 30% of the government procurement goes to black SMMEs
 - focusing on youth and women empowerment
 - Focusing on the green economy aspects of waste management to deal with the waste
 - challenge while creating economic and employment opportunities
 - Provision of skills and training the youth as artisans, plumbers and water agents to
 - prevent revenue losses through the repair and maintenance of water leaks
 - Fighting social ills like crime and drug abuse through critical treatment and prevention
 - services other than law enforcement
 - Strengthening of partnerships with the private sector to enhance economic growth and respond to unemployment challenges.

Municipalities are the first point of interaction between the communities and government and therefore stand to benefit from the drive towards radical transformation of the economy.

1.2.14 Conclusion

The Dr Pixley Ka Isaka Seme Local Municipality still has a huge legacy in terms of addressing the basic needs of its community, much has been done to accelerate the provisions of free basic services and more people are enjoying the benefits of a new democracy and access to basic services. The Municipality, due to its spatial nature, the main challenge is on ensuring that rural communities also enjoy the same rights and benefits as urban communities in terms of basic services, much has been done to provide water (bore holes) and sanitation (VIP toilets) in most farms despite the resistance by some farm owners. Continuous engagements will be used to resolve and address these challenges.

The issue around access to free basic electricity, housing is still a major challenge, the level of access (Roads and Transport) to key service facilities (clinics, schools, government services, etc. Need attention as the municipal jurisdiction is rural by its spatial nature).

CHAPTER TWO

THE IDP PROCESS OVERVIEW

2.1 IDP DOCUMENT STRUCTURE

The 2017 - 2022 IDP for Dr. Pixley Ka Isaka Seme local Municipality is made up of 6 Chapters which are linked to produce a Credible IDP. It reflects the process followed when compiling the IDP, the format, layout and content of the document.

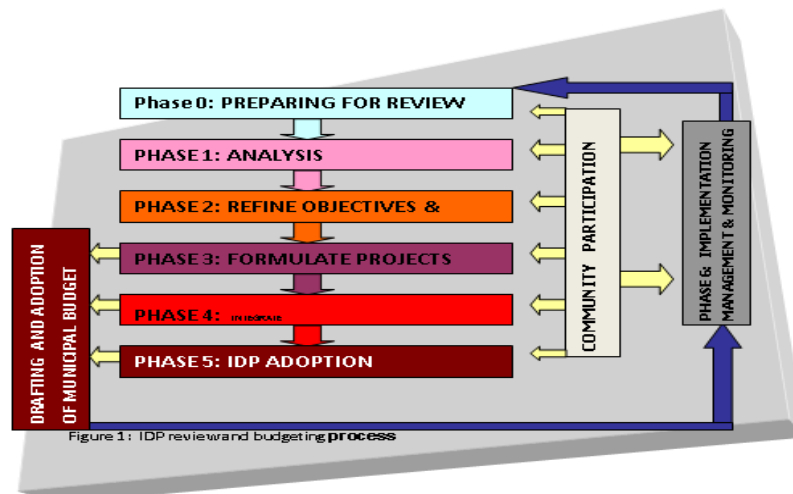
The Chapters are outlined as follows:

- Chapter 1: Deals with the Introduction and Guiding Frameworks.
- Chapter 2: Outlines the Processes followed during the drafting of the IDP.
- Chapter 3: Gives a detailed analysis on the Socio Economic Profile of the Municipality.
- Chapter 4: Deals with the Institutional Priorities and Development needs
- Chapter 5: Reflects the key development objectives and strategies that the municipality will use to adhere to legislative requirements, together with the corporate scorecard of the Municipality and the Projects to be implemented.
- Chapter 6: This last Chapter deals with the alignment analysis of the IDP and Sector Plans.

2.2 IDP Review Process

Dr. Pixley Ka Isaka Seme Local Municipality (DPKISLM) followed the 5 phases of the IDP when compiling this 5 year IDP (2017-2022).

Figure 7: IDP Review and Budget Process



Preparation Phase

The 2016/17 Process Plan was approved during the Special Council sitting held on the 30th August 2016 with Council resolution number A162/2016. The Process Plan of DPKISLM is aligned with the GSDM (Gert Sibande District Municipality) Framework Plan as required in terms of section 27 of the Municipal Systems Act, No. 32 of 2000. A copy of the approved Process plan was sent to Provincial COGTA and also placed in the 5 Admin units that fall under the Municipality.

Analysis Phase

During the Analysis phase DPKISLM conducted a strategic planning session which included a performance assessment and the municipal level of development using the 2016 community survey results from Statistics South Africa.

As per the approved IDP process plan, a schedule of the IDP consultative meetings was developed in consultation with Ward Councillors. The schedule was advertised in the Volksrust Recorder dated 7 October 2016. It was also placed on the municipal website and in all the municipal administration units namely: Volksrust, Wakkerstroom, Perdekop, Amersfoort and Daggakraal.

Strategy Phase

A Strategic Planning Session was held on the 21st and 22nd September 2016. The Strategic Planning session comprised of the Executive Mayor, Chief Whip, Speaker of Council, members of the Mayoral Committee, Councillors, Directors and all Managers. Each Department was given a chance to present the Departmental status quo which also included plans and programmes that will be implemented during the first 100 days of the current political office term as well as the proposed 5 year projects and projects. The 5 year priority issues were then resolved as follows:

- Enhancement of Local Economic Development
- Improvement of Revenue collection
- Eradication of backlogs - Water ,Sanitation& Electricity
- Land for Human Settlements
- Waste Management
- Maintenance of Infrastructure
- Improvement of the Road Infrastructure
- Education
- Health

After the SONA and SOPA respectively the Municipality a joint Strategic Planning Session was conducted by GSDM for all its 7 local municipalities within the District jurisdiction from the 14th to the 17th February 2017 of which this was regarded as the 2nd Strategic Planning for the Municipality to re-confirm the development priorities in order to make sure that they are aligned to what was pronounced during the SONA and SOPA.

Project Phase

The Project phase was done parallel with the Strategy Phase. During the Strategic Planning Session, departments presented their proposed 5 year projects and adjustments were made where necessary and the projects were finalized and included in the budget. These projects were informed by the Socio economic overview (SERO) report and the needs raised by the communities.

Integration Phase

The Municipality convened an IDP Representative Forum on the 4th April 2017. Sector departments were awarded an opportunity to present their plans to be implemented within the Municipality during the 2017/18 financial year whilst the Gert Sibande District Municipality presented 5 year projects that will be implemented within the Dr Pixley Ka Isaka Seme Local Municipal jurisdiction. As part of the integration phase these projects have been incorporated into the five year IDP.

Approval Phase

Consultations on the Draft IDP were held at ward level from the 11th April 2017 to the 25th April 2017. The purpose of these community consultative meetings was to give the Community an opportunity to comment on the Draft IDP

The Final 2017/22 Draft IDP was adopted by Council on the 31st May 2017. After the approval the IDP was advertised in the Volksrust Recorder Newspaper, placed on the municipal website and in all 5 admin units of Dr. Pixley Ka Isaka Seme Local Municipality.

2.3 Mechanisms, Procedures and Role Players for Public Participation

It is required in terms of chapter 4 of the Municipal Systems Act, 2000 that municipalities must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must encourage, and create conditions for the local community to participate in the affairs of the municipality including the preparation, implementation and review of its IDP.

In compliance to the Act, the municipality has adopted the public participation strategy which reflects ways in which the municipality conducts stakeholder engagement and consultation in the IDP process.

In terms of the strategy (public participation), the participation of communities is driven through a Ward Committee System managed by the Public Participation Unit located in the Office of the Speaker and the IDP Representative Forum arranged through the Office of the Municipal Manager.

2.3.1 Role Players for Public Participation

One of the classic features about the Integrated Development Planning process undertaken by the DPKILSM is the involvement of all community members and stakeholders in the process. Participation by all affected parties ensures that the IDP addresses the core developmental issues experienced by the citizens of the municipality. The Municipality prides itself in the fact that all Ward Committees in all 11 Wards are fully functional and participate during the arrangement of Community Meetings in their respective areas or Wards.

Table 3: Organisational Arrangements for Organised Public Participation

| NO. | ROLE PLAYERS | ROLES AND RESPONSIBILITIES |
|-----|--|---|
| 1. | Municipal Council | <ul style="list-style-type: none"> The Council will approve the reviewed IDP. Will consider the Process Plan which should set out the process for the new IDP cycle. |
| 2. | Executive Mayor and Mayoral Committee | <p>The Mayoral Committee must:</p> <ul style="list-style-type: none"> Decide on the Process Plan for IDP Review. Responsible for overall management, co-ordination and monitoring of the review process, and may assign responsibilities to the Municipal Manager. Submit reviewed IDP Process Plan and draft IDP to Council. Develop terms and criteria for Representative Forum. Give political direction. |
| 3. | Municipal Manager with delegated powers to the Manager IDP | <p>The Municipal Manager is responsible for the management and co-ordination of the preparation of the IDP process which include but not limited to the following:</p> <ul style="list-style-type: none"> 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. Co-ordinate the involvement of all different role players. Ensuring the horizontal and vertical alignment in the planning process, including Sectors. Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained. Ensuring compliance with National and Provincial requirements and legislations. Ensure appropriate participation of all the relevant Stakeholders. Ensure proper documentation of outcomes. Chairing the Steering Committee, Technical Committee. Management of Service Providers. |
| 4. | IDP Steering Committee | <ul style="list-style-type: none"> Process Plan management structure. Allocation of duties and monitoring. Decision on roles and responsibilities. Decide on matters to be referred to IDP Forum for alignment and integration purposes. |
| 5. | IDP Representative Forum | <ul style="list-style-type: none"> The Executive Mayor or Representative chairs the forum meetings. Constituted of all the Executive Mayor/ Municipal Manager/ MMCs / Management of DPKISLM, Sector Departments, CBO's/NGO's/Business Forums/ Community Forums/ Youth /Woman/ Disabled Org. / Political parties /Traditional Leadership, GSDM GIS Manager. This Forum consists of community participation structure/stakeholders in their respective organised formations, to represent the interests of all stakeholders and ensure proper |

| NO. | ROLE PLAYERS | ROLES AND RESPONSIBILITIES |
|-----|-------------------------|---|
| | | <p>communication to guarantee representative and collaborative participation during the review process.</p> <ul style="list-style-type: none"> • Provide organizational mechanisms for discussion, negotiations and decision making between the stakeholders including municipalities and government departments during the Municipal process. • Monitor the performance of the planning and implementation process. • Make recommendations to Council on planning and development priorities. |
| 6. | IDP Technical Committee | <ul style="list-style-type: none"> • Will be chaired by the Municipal Manager or a designated Official. Consists of all Heads of Departments as well as representatives from sector departments. • Will deal with matters relevant and relating to District wide issues. • Consider local programs and integration to PGDS. • Consider and advise the IDP Representative Forum on the evaluation of sector plans. • Deliberate on inter-Sectoral programmes and recommends to the Representative Forum. • Give advice to the municipality and foster Sectoral alignment. • Will timeously report on progress which will then be forwarded to the Steering Committee. |
| 7. | Ward Councillors | <p>Councillors are the major link between the municipal government and the residents. As such, their role is to:</p> <ul style="list-style-type: none"> • Link the planning process to their constituencies and/or wards. • Be responsible for organising public consultation and participation. • Ensure the annual business plans, and municipal budget are linked to and based on the IDP. |
| 8. | Traditional Leaders | <ul style="list-style-type: none"> • Amakhosi / izinduna should work with close councillors on identifying priority issues. • Facilitate community consultation in collaboration with ward councillors. |
| 9 | Mayoral Outreach | <ul style="list-style-type: none"> • Through road shows / outreach programmes to get community inputs and provide feedback. |
| 10 | Ward Committees | <ul style="list-style-type: none"> • Consulted via the Executive Mayoral Outreach. |
| 11 | CBWs / NGOs / CDWs | <ul style="list-style-type: none"> • To provide vital information and support during planning, evaluation, monitoring through the Representative Forum. |

2.3.2 Community Meetings & needs raised

The municipality's public participation process comprises of community meetings, Mayoral Imbizo(s), Speakers Outreach programmes, business and commercial stakeholders engagements and traditional leaders stakeholders engagements.

Table 4: Dr. Pixley Ka Isaka Seme Local Municipality Public Consultation Schedule

DR. PIXLEY KA ISAKA SEME LOCAL MUNICIPALITY: PUBLIC PARTICIPATION PROGRAMME

Drafting of 2017 – 2022 IDP (OCTOBER 2016)

| DATE AND DAY | TIME | WARD | VENUE | TARGET GROUP | RESPONSIBLE PERSONS |
|--------------------------------------|----------------|---|---|--------------|---|
| TUESDAY 04 October 2016 | 10H00 17H00 | DAGGAKRALL (WARD 11) VUKUZAKHE - (WARD 2) | WARD 11 – SIZENZELE SCHOOL GROUND COMMUNITY HALL ALL | COMMUNITY | MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS |
| WEDNESDAY 05 October 2016 | 14H00 17H00 | EZAMOKUHLE - (WARD 7) WAKKERSTROOM/ESIZAMELENI (WARD 5) | SOCCER GROUND ESIZAMELENI COMMUNITY HALL | COMMUNITY | MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS |
| THURSDAY 06 October 2016 | 10H00 18H00 | DAGGAKRAAL - (WARD 10) GREATER VOLKSRUST (WARD 4) | AGRICULTURAL HALL TOWN HALL | COMMUNITY | MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS |
| SUNDAY 09 OCTOBER 2016 | 08H00 | PERDEKOP/SIYAZENZELA (WARD 6) | COMMUNITY HALL | COMMUNITY | MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS |
| MONDAY 10 October 2016 | 14H00 17H00 | DAGGAKRAAL -(WARD 9) AMERSFOORT (WARD 8) | WARD 9 COMMUNITY HALL COMMUNITY HALL | COMMUNITY | MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS |
| TUESDAY 11 October 2016 | 17H00 | VUKUZAKHE (WARD 3) | VUKUZAKHE COMMUNITY HALL | COMMUNITY | MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS |
| WEDNESDAY 12 October 2016 | 17H00 | VUKUZAKHE (WARD 1) | VUKUZAKHE MULTI-PURPOSE HALL | COMMUNITY | MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS |

**DR. PIXLEY KA ISAKA SEME LOCAL MUNICIPALITY: PUBLIC PARTICIPATION PROGRAMME
DRAFT 2017 – 2022 IDP AND BUDGET (APRIL 2017)**

| DATE AND DAY | TIME | WARD | VENUE | TARGET GROUP | RESPONSIBLE PERSONS |
|------------------------------------|----------------|--|---|---------------------|---|
| TUESDAY 11 APRIL 2017 | 10H00 17H00 | DAGGAKRAAL (WARD 10) VUKUZAKHE (WARD 1) | AGRICULTURAL HALL VUKUZAKHE MULTI-PURPOSE HALL | COMMUNITY | MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS |
| WEDNESDAY 12 APRIL 2017 | 17H00 | VUKUZAKHE (WARD 3) | VUKUZAKHE COMMUNITY HALL | COMMUNITY | MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS |
| TUESDAY 18 APRIL 2017 | 10H00 | DAGGAKRAAL -(WARD 9) | WARD 9 COMMUNITY HALL | COMMUNITY | MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS |
| WEDNESDAY 19 APRIL 2017 | 17H00 | AMERSFOORT (WARD 8) | EZAMOKUHLE COMMUNITY HALL | COMMUNITY | MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS |
| THURSDAY 20 APRIL 2017 | 17H00 | WAKKERSTROOM/ESIZAMELENI (WARD 5) | ESIZAMELENI COMMUNITY HALL | COMMUNITY | MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS |
| SUNDAY 23 APRIL 2017 | 08H00 14H00 | PERDEKOP/SIYAZENZELA (WARD 6) EZAMOKUHLE - (WARD 7) | COMMUNITY HALL SOCCER GROUND | COMMUNITY | MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS |
| MONDAY 24 APRIL 2017 | 10H00 17H30 | DAGGAKRAAL-(WARD11) GREATER VOLKSRUST(WARD 4) | SIZENZELE SCHOOL GROUND VULKSRUST TOWN HALL | COMMUNITY | MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS |
| TUESDAY 25 APRIL 2017 | 17H00 | VUKUZAKHE - (WARD 2) | VUKUZAKHE COMMUNITY HALL | COMMUNITY | MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS |

Table 5: Issues emanating from the 2017 - 2022 IDP Consultation

Community needs or priorities identified in each ward during the Community Consultative meetings

| WARD 1 | WARD 2 |
|--|--|
| <ul style="list-style-type: none"> • Grading of empty site for a Soccer Field • Steel tank is leaking when Full • Incorrect Billing • Refuse Removal is being billed but not done • Grading of roads that leads to Hilltop • New School needed as the Community is growing • Sites on the Wakkerstroom road to be made available to the Community • Transport for Learners attending classes at the GS College in Perdekop • Digital Doorway to be extended and be operational including Saturdays • New Refuse removal trucks bought by the Municipality but are not used. • Electricity in Msholozhi • Business Sites • Storm water Drainage in Msholozhi • Fixing of Roads • Title Deeds for RDP owners • Houses for Middle earners • School for children living with Disability • Youth Development programmes • Job Opportunities • RDP houses • Special Schools • FET/Training Centre • Specialist doctors at hospital • Timeous response from Ambulance services • Bursaries or Learnerships • Skills Centre • Training of youth SMMES and other entrepreneurs | <ul style="list-style-type: none"> • Residential Sites for Middle income earners • RDP Houses • Storm Water Drainage at Sigodiphola • Streetlights at Sky Village and Duduza area • Skills Development Centre • Rehabilitation of Roads • Job Opportunities • Subsidized houses • GSDM FET College in Perdekop to offer courses linked to the local market • Cracked RDP Houses in Duduza and Lindela needs to be fixed • Paved/tarred roads in Duduza, Sigodiphola, white location, Basil Reed, Khayaletu • Renovation of the Vukuzakhe Stadium |
| WARD 3 | WARD 4 |
| <ul style="list-style-type: none"> • Formalization of Marikana • Job Opportunities • Awarding of tenders to local people • Water and Sanitation at Marikana • Skills/ Training Centre • Streetlights at Mqhashi not functional • Transnet Houses to be bought by the Municipality • Water meters are leaking at Georgia Gardens • Rehabilitation of roads | <ul style="list-style-type: none"> • Youth Centre in Volksrust • Permanent Structure at Volksrust Primary School • Job opportunities for the unemployed youth • Public toilets around town (CBD area) • Water and Sanitation facilities at the Park • Library to be opened on weekends • Pedestrian crossing on the N11 road in the residential area • Streetlights not working |

| | |
|--|---|
| <ul style="list-style-type: none"> • Old Spornet buildings to be donated for the use of the Community • Streetlights not functioning at Georgia Gardens • Houses at the New Stand section are old and not in a good living standard • RDP Houses • Crèche in Georgia Gardens • Old Age home • Scholar transport • FET college • School • Job opportunities | <ul style="list-style-type: none"> • Lights to be installed at parks • Cutting of trees • Mahawane Dam to be accessible to Community members • Amersfoort Dam not maintained • Roads not accessible in farm areas • Traffic Officers to be visible on weekends as well • SAPS to appoint patrolling team around the ward as there a lot of Burglaries taking place • Water and Sanitation in farm areas • Suctioning of VIP Toilets in farms • Water truck to regularly deliver water in farms • Removal of trucks that park overnight in the CBD • Subsidized Housing for middle income earners • Rehabilitation of roads • Upgrading of roads(Roads in poor condition) • Footbridges (farms) • Endorsement of tourism • Upgrading of roads – Dan Pienaar and Joubert Streets • Maintenance of roads • Upgrading of water meters • Upgrading of Town Hall • LED or solar Streetlights • Recreational Facilities / Parks • Volksrust Truck Stop • Cutting of grass in vacant sites • Parks – Juba Park and Mountain View • New site for a park in Juba Park • Cattle Pound • Maintenance of sports facilities • Swimming pool • Soccer ground in Juba Park • Cricket Facilities • Tree planting in parks • Site opposite to Rugby field to be graded and used as soccer pitch • Fire engine • Cleaning of Town on weekends and public holiday. • Supervision of General workers |
| WARD 5 | WARD 6 |

| | |
|--|---|
| <ul style="list-style-type: none"> • Electricity in Farms • Serviced sites • Electricity • Toilets (VIP) • Suctioning of VIPs • Streetlights in town • Storm water drainage • Footbridges in farms and footbridges towards school • Boreholes • Public Toilet facilities in town • Storm water • Sports facilities (Phase 2) • Sports facilities for female sports • Uthaka Nature Park to be made accessible to the community members • RDP houses • Rectification of cracking RDP Houses • Completion of the previous RDP allocation • Youth programmes • Job opportunities (Gender Equity) • Schools • Ambulance service in the area • Danatehuse Old Age home to be under government | <ul style="list-style-type: none"> • Serviced sites for the working class Fast track issue of township establishment, residential sites and stand numbers • Provision of services in RDP houses • Land for business • Land for agro-based LED projects • Drainage system (water & sanitation) Boreholes on farms, rural areas and Jojo tanks • Water yard connections • Servicing of Storm water drains • Electricity in farms • Streetlights • New electricity meters/boxes Recreational facilities/parks/swimming pools/soccer field • New Cemetery Site • Fencing for grazing areas • RDP housing • Rectification of RDP houses • Land for Agro-based LED projects |
| <p>WARD 7</p> | <p>WARD 8</p> |
| <ul style="list-style-type: none"> • Serviced sites • Electricity in Farms • Water Yard Connections • Sanitation in farms • Provision of basic services in Donkerhoek • Electricity to be under the Municipality • Boreholes • Upgrading of road along Khanyile street towards the old bridge • Paving of roads in town • Testing ground • Fire brigade • Gravelling of roads • Dumping sites • Job opportunities • Street names • Parks • Stadium • Land for Agro-based LED projects • Sports facilities • Upgrading of municipal buildings | <ul style="list-style-type: none"> • RDP Houses mostly in the Jabavu area • Water and Electricity in Farms • Storm Water drainage (Water flooding from the cemetery to the houses) • Speed humps (Jabavu road) • Fire station or fire truck • New cemetery site (Razor fencing at old cemetery opposite church) • Upgrading of eZamokuhle stadium • New community hall in China area • Job opportunities • Electricity to be under the municipality • Land for Agro-based projects LED • Upgrading of community hall • RDP Houses mostly in the Jabavu area • Water and Electricity in Farms • Storm Water drainage (Water flooding from the cemetery to the houses) • Speed humps (Jabavu road) • Fire station or fire truck • New cemetery site (Razor fencing at old |

| | |
|---|--|
| <ul style="list-style-type: none"> • LED projects • RDP houses • RDP rectification – cracking foundation • Social Service offices • Library eZamokuhle • Old age home • Orphanage • Primary School • Clinic at eZamokuhle • Funding for drop-in Centres by social services • Job opportunities • Extension of clinic • Thusong Centre (MPCC) • Skills Development Centre • Community hall close to RDP houses • Community hall at China area | <p>cemetery opposite church)</p> <ul style="list-style-type: none"> • Upgrading of eZamokuhle stadium • New community hall in China area • Job opportunities • Electricity to be under the municipality • Land for Agro-based projects LED • Upgrading of community hall |
| <p>WARD 9`</p> | <p>WARD 10</p> |
| <ul style="list-style-type: none"> • Construction of road D281 • Water yard connections with water meters • RDP Houses • Park • Speed Humps in areas where there are kids • Landfill / dumping site • Youth skills development centre • Dipping and livestock handling facility • Concrete palisade fencing for Sinqobile A and razor fencing in Daggakraal no. 2 cemeteries. Digging and numbering of holes in graveyards • New Cemetery Site • Storm water • Foot bridges • Apollo at Hlanganani • Community tank sewerage system • Gravelling and paving of internal streets and gravelling of road leading to Daggakraal No. 2 cemetery. • Farm for grazing Daggakraal livestock with community dipping system. • Establishment of youth agricultural project and land allocation for such project • Youth centre • Concrete palisade fencing for Sinqobile A & razor fencing Daggakraal, No. 2 cemeteries, digging and numbering of holes in the Graveyard. • New site for cemetery • Recycling project • Renovation of Trade Centre & Taxi Rank | <ul style="list-style-type: none"> • Footbridge crossing Vlakpoort • Fencing of Soccer Ground • Electricity in farm areas • Serviced sites • Water yard connections • Roads and footbridges • VIP suctioning • Rectification of bursting water pipes • Dumping sites • Upgrading of sports field • Agro land • Job opportunities |

WARD 11

- Vending Machine (Sinqobile C)
- Water yard connections
- Electricity at the recently built houses
- Apollo at number 3
- Sanitation (VIP toilets at number 3 full & suctioning won't help)
- RDP Houses
- Upgrading of roads
- Youth Development Centre
- Water yard connection
- Suctioning of VIP
- Streetlights at Daggakraal C
- Community hall
- Upgrading of gravel roads
- Job opportunities
- Storm water (Johan area)
- Skills Centre
- Youth activities or programmes
- Sports facility
- Fire brigade

2.3.3 Communication methods used

As part of the Approved Communications Strategy of the Municipality, the following methods of communication are used to inform the community of the processes and progress of the IDP review process:

- ✓ Loud Hailing system
- ✓ Advert in the Local Newspaper
- ✓ Notice Boards in all admin units (Including libraries)
- ✓ Municipal website

2.3.4 The IDP Governance & Institutional Arrangements

In addition to the Community Consultative meetings, the following structures form part of the communication or consultation mechanisms that the Municipality uses during the development of the IDP. These structures intend to cover a wider audience of stakeholders which include organized business, Labour, civil society, ward committees, NGOs, CBOs, as well as members of the public.

| STRUCTURE | DESCRIPTION | COMPOSITION | TERMS OF REFERENCE | FREQUENCY OF MEETING |
|------------------------|---|---|--|----------------------|
| IDP STEERING COMMITTEE | Act as an internal support system to the IDP Representative Forum | <ul style="list-style-type: none"> ✓ Municipal manager ✓ Directors & Managers of Local Municipality ✓ External Stakeholders that might be invited on an Ad-Hoc basis | <ul style="list-style-type: none"> • Provide terms of reference for the various Planning activities • Commissions and comments on: <ul style="list-style-type: none"> ➤ Inputs from Sub-committee/s, study teams and consultants ➤ Inputs from Provincial sectors departments and support provider • Processes, summarizes and document outputs • Makes content recommendations • Ensure quality assurance in the Preparation, facilitation and documentation of other IDP meeting | Monthly |
| IDP TECHNIAL COMMITTEE | Act as an internal support system to the IDP Representative Forum | <ul style="list-style-type: none"> ✓ Municipal Manager ✓ Directors & Managers ✓ GSDM IDP Manager and Senior officials from Provincial department & National Dept. that performing certain function within the Municipality | <ul style="list-style-type: none"> • Responsible for considering all work/documentation that needs to be presented/approved by the IDP Representative Forum; • Responsible for considering all work/documentation that need to be presented and further researching on by the IDP Steering committee; • To ensure the validity and technical correctness of the information presented to the other important IDP stakeholders/decision-makers; • To ensure the integration of the IDP policies, objectives, strategies and projects into the daily functioning and planning of the Municipality; and • To serve as a forum of inter-Spherical programme alignment at Technical level. | Twice a year |

| | | | | |
|--|---|---|--|---------------------|
| <p>IDP REPRESENTATIVE FORUM</p> | <p>Is the preparation phase of the IDP and it will continue its function throughout the annual IDP Review process</p> | <ul style="list-style-type: none"> ✓ Executive Mayor(Chairperson) ✓ Municipal Manager ✓ Members of Mayoral Committee ✓ All Directors and Managers ✓ 1 Representative from each political party represented in the council of the municipality ✓ Representative from the Traditional Leaders ✓ Representative from the Big Business ✓ 1 representative from the various business chamber within the Municipality ✓ 1 Representative from respective and relevant National Department ✓ 1 Representative from Gert Sibande District Municipality ✓ 1 Representative from respective Non – Government Organisations, CBO’s within the Municipality | <ul style="list-style-type: none"> • Represent the interest of the Municipality’s constituency in the IDP process • Provide an organisational mechanism for discussion, negotiation and decision making between the stakeholders inclusive of Municipal government • Ensure communication between all the stakeholder representatives inclusive of Municipal government • Monitor the performance of the Planning and implementation process | <p>Quarterly</p> |
| <p>PUBLIC PARTICIPATION/CONSULTATION</p> | <p>Is to consult constituency with the progress report and get their priority</p> | <ul style="list-style-type: none"> ✓ Ward Councillor ✓ CDW’s and Ward Committee | <ul style="list-style-type: none"> • Link the planning process to their constituencies and /or wards • Be responsible for organizing public consultation and participation. • Ensure the annual business plans, and municipal budget are linked to and based on the IDP | <p>Twice a year</p> |

| | | | | |
|--|--|--|---|--|
| | | | <ul style="list-style-type: none"> • To ensure community participation • Discuss and comment on the IDP • Ensure that annual business plans and budgets are based on and linked to the IDP • Monitor performance in implementation of the IDP | |
|--|--|--|---|--|

2.3.5 SWOT ANALYSIS

The synopsis of key internal and external environment concerns confronting DPKISLM indicating the Strengths, weaknesses, opportunities and threats was conducted. The figure below demonstrates the findings of the said research.

| | |
|--|---|
| <p><u>STRENGTHS</u></p> <ol style="list-style-type: none"> 1. Comparative advantage in agriculture 2. IGR Structures in place 3. Compliance with Legislation 4. Good water infrastructure 5. Ability to service creditors 6. Unqualified Audit outcome 7. Job creation through internal 8. Capable political and administrative leadership | <p><u>WEAKNESSES</u></p> <ol style="list-style-type: none"> 1. Non Functionality of some IGR Structures 2. Road & Sanitation Infrastructure 3. Ageing electricity infrastructure 4. Limited land available for development 5. Financial capacity to fill vacant positions 6. Low revenue base & collection 7. Retention of scarce skills 8. Inadequate management systems(ICT) |
| <p><u>OPPORTUNITIES</u></p> <ol style="list-style-type: none"> 1. Geographical location 2. Agricultural development 3. Tourism development 4. Mining opportunities 5. Job creation through EPWP and CWP 6. Development of R23, R543 and N11 corridor(Agri & Ecotourism) 7. Weather and topography 8. Attraction of investors 9. Training opportunities(External support for capacity building) | <p><u>THREATS</u></p> <ol style="list-style-type: none"> 1. High unemployment rate 2. Illegal occupation of land 3. Climate Change / Natural disasters 4. Damaged road infrastructure 5. HIV/AIDS 6. Crime/ drug abuse 7. Teenage pregnancy 8. Poverty 9. Lack of skills/illiteracy rate 10. Low economic activities |

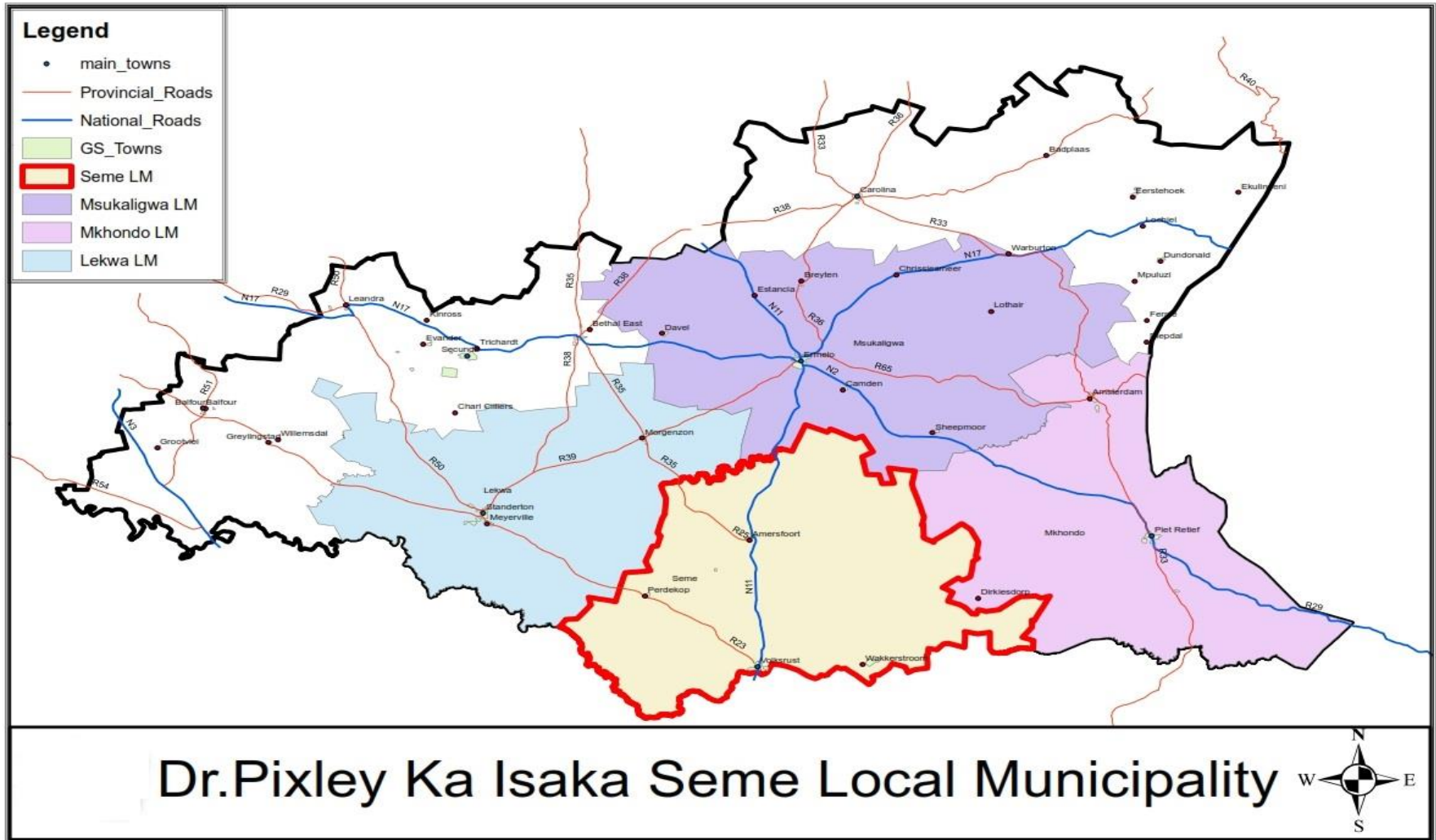
CHAPTER THREE

SOCIO ECONOMIC PROFILE

3.1 Geographic Location

The Dr Pixley Ka Isaka Seme Local Municipality is situated on the eastern border between Mpumalanga and Kwa - Zulu Natal (Newcastle Local Municipality). Furthermore, the municipal area is framed by the Mkhondo Municipality in the east, Msukaligwa Municipality to the north and Lekwa Municipality to the west and it falls under the Gert Sibande District. For the purposes of the Dr Pixley Ka Isaka Seme Integrated Development Plan the boundaries as proclaimed in terms of Section 21 (B) of the Local Government: Municipal Demarcation Act, 1998 (Act 27 of 1998) are used. The Figure below shows the Map of Dr. Pixley Ka Isaka Seme Local Municipality.

Map 1– Locality Map



3.2 Municipal Administration Units and Wards

The Dr Pixley Ka Isaka Seme Local Municipality comprises of 11 Wards as per the municipal demarcation and 4 Admin Units. The municipality has an area of approximately 5227, 98km² which includes the following major un-established urban areas or towns:

Table 6: Administration units and Wards

| ADMINISTRATION UNIT | WARDS |
|---------------------|---------|
| Perdekop | 6 |
| Wakkerstroom | 5 |
| Amersfoort | 7;8 |
| Daggakraal | 9,10,11 |
| Volkstrust | 1;2;3;4 |

Towns/ Townships that each Ward is located in:

| | | |
|--------------|---|-------------|
| Vukuzakhe | - | Ward 1 - 3 |
| Volkstrust | - | Ward 4 |
| Wakkerstroom | - | Ward 5 |
| Esizameleni | - | Ward 5 |
| Perdekop | - | Ward 6 |
| Siyazenzela | - | Ward 6 |
| Ezamokuhle | - | Ward 7 |
| Amersfoort | - | Ward 8 |
| Daggakraal | - | Ward 9 - 11 |

Other residential areas include Daggakraal 1, 2 and 3 as well as Sinqobile A, B, C, and D. These two areas represent approximately 28% of the total registered voters in the Dr Pixley Ka Isaka Seme area of jurisdiction.

3.2.1 Summarized Ward Analysis

| WARD 1 | WARD 2 |
|--|---|
| <ul style="list-style-type: none"> This ward is located in the Vukuzakhe area it consist of a portion of Ext 1 (Ematshotshombeni and part of Sky village), Msholozhi Park and Ext. 1 (E-Sobabili). The ward consists of 1 combined school (Qhubulwazi), a Social development office, Water plant and 1 Multi-purpose centre. Informal settlement can be found, where there is a challenge of housing, water, sanitation and electricity. | <ul style="list-style-type: none"> This ward is located in Vukuzakhe area it consist of a portion of Ext 1 (Sky Village), Duduza, Sgodiphola and kwesimhlophe. There is 1 primary school, 1 higher primary, 1 Community (Vukuzakhe) hall and 1 soccer field. Vukuzakhe clinic is located in this ward and operates 5 days a week. A project for the construction of a CHC in underway. Basic services such as running water, electricity and proper sanitation are available to all households. |
| WARD 3 | WARD 4 |
| <ul style="list-style-type: none"> This ward is located in Vukuzakhe area consist of a part of Duduza, Phumula Mqhashi, Ext 2, New stand, vukuzenzele, Spornet area and Georgia Gardens. Basic services such as piped water, electricity and proper sanitation are available to households except to the newly formed informal settlement area that is currently having services below the RDP Standards. Volkstrust clinic that operates 5 days a week is located in | <ul style="list-style-type: none"> This ward is situated in Volkstrust town and surrounding farm areas. Basic services such as water, sanitation and electricity in the area of town are available. There are 3 primary schools, 1 high school, 7 day care centres, 2 soccer fields, 1 golf course, 1 air field, 1 children's home , 1 old age home, cemetery and a hospital. |

| | |
|--|---|
| <p>this ward</p> <ul style="list-style-type: none"> • There are 2 primary schools, a community hall, Home affairs satellite office, municipal admin offices, Vukuzakhe cemetery & Waste Water Treatment Plant which services Vukuzakhe and Volksrust is found in this ward. • Police station and prison building is located in this ward as well as the Old cemetery. | |
| WARD 5 | WARD 6 |
| <ul style="list-style-type: none"> • The ward is allocated along the R543 in a town called Wakkerstroom, with 2 cemeteries in the location and in town. The location is called Esizameleni • Basic services such as piped water, sanitation and electricity are available including electricity that provided by Eskom • A clinic that operates for 5 days a week that is the located in Wakkerstroom town and the other clinic in eSizameleni which is currently under construction by the Department of Health. • The ward consists of 2 primary schools, 2 community halls and a soccer field that is not in good condition. • This ward is the tourism hub of the municipality. | <ul style="list-style-type: none"> • This ward is located along R23. The ward comprises of Perdekop town, Esiyazenzela, farm areas like: streepfontein, Velgedacht, Holfontein, Mooimesiesfontein, Koppie Allien, Waterval, Schuilhoek, Rooidrai, Volwestruit, Palford and Elandspoort etc. • It consists of 2 primary schools, 2 High schools, 1 post office, 1 police station and GS FET College is located in this ward. • Perdekop clinic that operates 5 days a week and 2 sports fields that are in dire need for maintenance. |
| WARD 7 | WARD 8 |
| <ul style="list-style-type: none"> • This ward is located in Amersfoort and made up of Amersfoort town, a portion of eZamokuhle which is dominated by RDP houses with basic necessities such as water, sanitation and electricity. It also has informal settlement that needs services and farm areas like Schuilpruit farm, Enon, Goedehoop, Vfyhoek, Bloemfontein and Pholani balimi CPA. • The ward consists of 2 primary school and 2 clinics that operates a 5 days a week, Amersfoort police station and an agricultural hall. | <ul style="list-style-type: none"> • The ward is in Amersfoort, comprises of the old portion of eZamokuhle location • Majuba power station falls under this ward as well as f 6 primary schools, a high school, 2 day care centres, a library and a community hall. |
| WARD 9 | WARD 10 |
| <ul style="list-style-type: none"> • Ward 9 is in Daggakraal which can be defined as rural area that is comprises of 1 multi-purpose centre, a CHC that opens 7 days a week. • This ward consists of 1 high school, 3 day care centres and a satellite office for Social Development and the DSD office is still under construction and a satellite police station for Daggakraal area. | <ul style="list-style-type: none"> • Ward 10 is in Daggakraal defined as a rural area it includes Kalkoentrans, Abesuthwini, Valbank, Kalbank, Bethamoya, Somarhoek, Skuilwepoort, Sterkfontein, Donkerhoek, Tweedehoek, pampoen and Welgeneegen. • It is considered to be the biggest ward in the municipality. • The ward consists of 6 primary schools, a high school an agriculture hall, a day care centre and 3 cemeteries in this ward. • A Mobile clinic that services rural areas. |
| WARD 11 | |
| <ul style="list-style-type: none"> • Ward 11 is also in Daggakraal defined as rural area that comprises of Hlanganani Trust, Sinqobile C and Daggakraal No 3. • The ward consist of 2 primary school, a high school, a Daggakraal clinic that operates day and night for 7 days a | |

week, 2 sports fields that needs maintenance , 2 cemetery that is situated in Hlanganani trust and 1 cemetery that is at Daggakraal No 3.

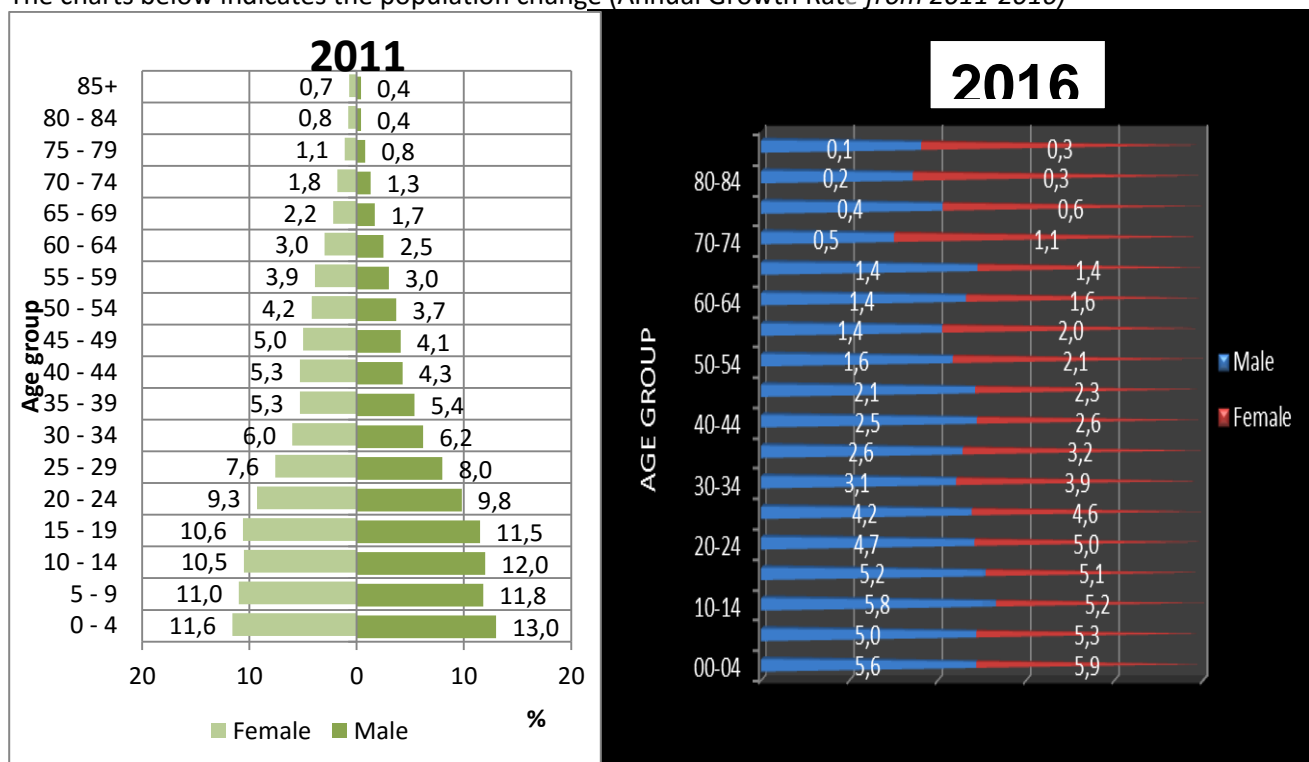
DEMOGRAPHIC PROFILE AND DENSITY

3.3. Size of the Population

The aim of this section is to analyse some demographic statistic of the Municipality so as to provide a base on which development within the municipality’s area of jurisdiction can be made. In 2011 the population in Dr. Pixley Ka Isaka Seme Local Municipality was recorded at 83 235 by Statssa and was recorded at 85 395 in the 2016 Community Survey. The population grew by 2160 between 2011 and 2016 with an economic growth rate of 0.6%.

| Year | Population | Source |
|------|------------|--------------------------|
| 2001 | 80 737 | Statssa |
| 2011 | 83 235 | Statssa |
| 2016 | 85 395 | Statssa Community Survey |

The charts below indicates the population change (Annual Growth Rate *from 2011-2016*)



Stats SA: Census 2011

& Community Survey 2016

The Municipality has a Total Population of 85 395 with 22546 households which amounts to a household size of 3.8 persons per household according to the 2016 Community Survey data.

The table below gives an analysis of the total population, for the Census years 2011 & 2016 together with the Growth rate for the respective years.

Table 7: DPKISLM Total Population and Growth Rate

| Age Group | Total Population | | | | | | Growth Rate | | |
|-----------|------------------|--------|-------|------|--------|-------|-------------|--------|---------|
| | 2011 | | | 2016 | | | 2011-2016 | | |
| | Male | Female | Total | Male | Female | Total | Male | Female | Total |
| 0 - 4 | 5126 | 5077 | 10203 | 4744 | 5020 | 9764 | -1,549 | -0,226 | -1,775 |
| 09-May | 4679 | 4804 | 9483 | 4263 | 4511 | 8774 | -1,862 | -1,259 | -3,121 |
| 14-Oct | 4756 | 4608 | 9364 | 4974 | 4402 | 9376 | 0,896 | -0,915 | -0,018 |
| 15 - 19 | 4548 | 4627 | 9175 | 4483 | 4362 | 8845 | -0,288 | -1,180 | -1,467 |
| 20 - 24 | 3889 | 4066 | 7955 | 3992 | 4297 | 8289 | 0,523 | 1,105 | 1,628 |
| 25 - 29 | 3158 | 3332 | 6490 | 3582 | 3951 | 7533 | 2,520 | 3,408 | 5,928 |
| 30 - 34 | 2433 | 2617 | 5050 | 2622 | 3337 | 5959 | 1,496 | 4,861 | 6,357 |
| 35 - 39 | 2130 | 2331 | 4461 | 2252 | 2698 | 4950 | 1,114 | 2,924 | 4,038 |
| 40 - 44 | 1718 | 2298 | 4016 | 2116 | 2231 | 4347 | 4,167 | -0,592 | 3,576 |
| 45 - 49 | 1615 | 2196 | 3811 | 1806 | 1932 | 3738 | 2,236 | -2,562 | -0,326 |
| 50 - 54 | 1469 | 1842 | 3311 | 1359 | 1782 | 3141 | -1,557 | -0,662 | -2,219 |
| 55 - 59 | 1198 | 1700 | 2898 | 1182 | 1711 | 2893 | -0,269 | 0,129 | -0,140 |
| 60 - 64 | 991 | 1294 | 2285 | 1168 | 1359 | 2527 | 3,287 | 0,980 | 4,267 |
| 65 - 69 | 658 | 980 | 1638 | 1153 | 1208 | 2361 | 11,218 | 4,183 | 15,402 |
| 70 - 74 | 528 | 779 | 1307 | 395 | 922 | 1317 | -5,804 | 3,371 | -2,434 |
| 75 - 79 | 306 | 497 | 803 | 342 | 493 | 835 | 2,225 | -0,162 | 2,063 |
| 80 - 84 | 178 | 359 | 537 | 140 | 269 | 409 | -4,803 | -5,772 | -10,575 |
| 85+ | 140 | 310 | 450 | 121 | 214 | 335 | -2,917 | -7,412 | -10,329 |

Source: Statssa – Community Survey 2016

From the above table it is evident that the youth constitutes the largest share of the population. In 2016, 62% of the Municipality's population was under the age of 30 years, 22% between the ages 30 to 49 years and 16% ages 50 years and older. This analysis therefore puts major pressure on the Municipality to prioritize for youth development and empowerment programmes as one of the key drivers towards sustainable development of the Municipality.

Moving ahead the implication of the aforementioned growth serves as a key developmental indicator in influencing the manner in which a municipality plans its infrastructure development to pro-actively alleviate against undersupply or oversupply of services in certain wards as a result of failure to pre-determine infrastructural needs complimented by every increase in the population.

In the spirit of trying to make sure that the correct planning is undertaken by the Municipality population projections are made using the growth rate as calculated above per age group. Table 8 below outlines the population projections for 2017, 2018 and 2019 respectively.

Table 8: 2017-2019 Population Projections

| POPULATION PROJECTIONS | | | | | | | | | |
|------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| | 2017 | | | 2018 | | | 2019 | | |
| Age | Male | Female | Total | Male | Female | Total | Male | Female | Total |
| 0 - 4 | 4390 | 4964 | 9354 | 4063 | 4908 | 8971 | 3760 | 4853 | 8613 |
| 5 - 9 | 3884 | 4236 | 8120 | 3539 | 3977 | 7516 | 3224 | 3735 | 6959 |
| 10 - 14 | 5202 | 4205 | 9407 | 5440 | 4017 | 9457 | 5690 | 3837 | 9527 |
| 15 - 19 | 4419 | 4112 | 8531 | 4356 | 3876 | 8232 | 4293 | 3654 | 7948 |
| 20 - 24 | 4098 | 4541 | 8639 | 4206 | 4799 | 9005 | 4318 | 5072 | 9389 |
| 25 - 29 | 4063 | 4685 | 8748 | 4609 | 5555 | 10164 | 5227 | 6587 | 11815 |
| 30 - 34 | 2826 | 4255 | 7081 | 3045 | 5426 | 8471 | 3282 | 6919 | 10200 |
| 35 - 39 | 2381 | 3123 | 5504 | 2517 | 3614 | 6132 | 2662 | 4183 | 6845 |
| 40 - 44 | 2606 | 2166 | 4772 | 3210 | 2103 | 5313 | 3953 | 2041 | 5995 |
| 45 - 49 | 2020 | 1700 | 3719 | 2259 | 1495 | 3754 | 2526 | 1316 | 3841 |
| 50 - 54 | 1257 | 1724 | 2981 | 1163 | 1668 | 2831 | 1076 | 1614 | 2689 |
| 55 - 59 | 1166 | 1722 | 2888 | 1151 | 1733 | 2884 | 1135 | 1744 | 2880 |
| 60 - 64 | 1377 | 1427 | 2804 | 1623 | 1499 | 3121 | 1912 | 1574 | 3487 |
| 65 - 69 | 2020 | 1489 | 3509 | 3540 | 1835 | 5376 | 6203 | 2262 | 8466 |
| 70 - 74 | 296 | 1091 | 1387 | 221 | 1292 | 1513 | 165 | 1529 | 1694 |
| 75 - 79 | 382 | 489 | 871 | 427 | 485 | 912 | 477 | 481 | 959 |
| 80 - 84 | 110 | 202 | 312 | 87 | 151 | 238 | 68 | 113 | 181 |
| 85+ | 104 | 148 | 251 | 90 | 102 | 192 | 77 | 70 | 148 |
| TOTAL | 42600 | 46278 | 88879 | 45545 | 48537 | 94081 | 50050 | 51585 | 101636 |

Source: Super cross 2017

Sex ratio can be used to get insights on population movement, within the jurisdiction of the Municipality. If the ratio is =100, there is a perfect balance between the sexes. If the ratio is <100, there are more females than males and if the ratio is >100, there are more males than females.

The table below it indicates that Males dominates in the groups aged 10 – 19 years whilst the rest of the groups are dominated by females including the working group. It is evident that the economic opportunities within the Municipality attract more females than males hence we find more females than males in the working age group 30-64. In addition it indicates that the majority of the population of the Municipality is made up of females.

| Age Group | 2001 | | | 2011 | | | 2016 | | |
|-----------|------|--------|-----------|------|--------|-----------|------|--------|-----------|
| | Male | Female | sex ratio | Male | Female | sex ratio | Male | Female | sex ratio |
| 0 - 4 | 4899 | 5004 | 98 | 5126 | 5077 | 101 | 4744 | 5020 | 95 |
| 5 - 9 | 4973 | 5151 | 97 | 4679 | 4804 | 97 | 4263 | 4511 | 95 |
| 10 - 14 | 5451 | 5688 | 96 | 4756 | 4608 | 103 | 4974 | 4402 | 113 |
| 15 - 19 | 4937 | 5089 | 97 | 4548 | 4627 | 98 | 4483 | 4362 | 103 |
| 20 - 24 | 3267 | 3701 | 88 | 3889 | 4066 | 96 | 3992 | 4297 | 93 |
| 25 - 29 | 2609 | 2997 | 87 | 3158 | 3332 | 95 | 3582 | 3951 | 91 |
| 30 - 34 | 1994 | 2643 | 75 | 2433 | 2617 | 93 | 2622 | 3337 | 79 |

| | | | | | | | | | |
|--------------|--------------|--------------|-----------|--------------|--------------|-----------|--------------|--------------|-----------|
| 35 - 39 | 2015 | 2544 | 79 | 2130 | 2331 | 91 | 2252 | 2698 | 83 |
| 40 - 44 | 1605 | 2139 | 75 | 1718 | 2298 | 75 | 2116 | 2231 | 95 |
| 45 - 49 | 1490 | 1835 | 81 | 1615 | 2196 | 74 | 1806 | 1932 | 93 |
| 50 - 54 | 1234 | 1462 | 84 | 1469 | 1842 | 80 | 1359 | 1782 | 76 |
| 55 - 59 | 880 | 1046 | 84 | 1198 | 1700 | 70 | 1182 | 1711 | 69 |
| 60 - 64 | 807 | 1134 | 71 | 991 | 1294 | 77 | 1168 | 1359 | 86 |
| 65 - 69 | 576 | 844 | 68 | 658 | 980 | 67 | 1153 | 1208 | 95 |
| 70 - 74 | 396 | 811 | 49 | 528 | 779 | 68 | 395 | 922 | 43 |
| 75 - 79 | 288 | 399 | 72 | 306 | 497 | 62 | 342 | 493 | 69 |
| 80 - 84 | 187 | 390 | 48 | 178 | 359 | 50 | 140 | 269 | 52 |
| 85 - 120 | 77 | 172 | 45 | 140 | 310 | 45 | 121 | 214 | 57 |
| Total | 37688 | 43049 | 88 | 39520 | 43715 | 90 | 40694 | 44699 | 91 |

Source: Supercross 2017

The racial composition of Dr Pixley Ka Isaka Seme Local Municipality is indicated in the table below and geographically most of the African population is concentrated in an area of Dr Pixley Ka Isaka Seme Local Municipality. This illustrates the entrenched racial divisions within the municipality.

Table 9: Ethnic group

| Racial Type | Number | Percentage |
|--------------------|---------------|-------------|
| Black | 78628 | 92% |
| White | 5690 | 6.7% |
| Coloured | 758 | 0.9% |
| Indian/Asian | 319 | 0.4% |
| Grand Total | 85 395 | 100% |

Source: Community Survey 2016

SOCIO- ECONOMIC DEVELOPMENT

3.4 Human Development Index

The challenge for the municipality is to sustain the growth in the HDI whilst gradually reducing the growth in income disparities especially within the previously disadvantaged communities. Although free market policies tend to promote these disparities to a certain level, Government together with its social partners, need to progressively come up with ways of dealing with this potentially damaging trend.

The table below indicate the human development as per socio-economic and Gini coefficient

| Human Development | | | | | | | |
|----------------------------|------|------|------------------|------|---------|--------|-------|
| | HDI | | Gini Coefficient | | Poverty | | |
| | 2001 | 2010 | 2001 | 2010 | 2001 | 2010 | 2015 |
| Gert Sibande DM | 0.52 | 0.51 | 0.66 | 0.65 | 51.0% | 47.0% | 36.0% |
| Dr Pixley Ka Isaka Seme LM | 0.47 | 0.46 | 0.67 | 0.65 | 57.2% | 50.4 % | 47.0% |

3.5 Employment

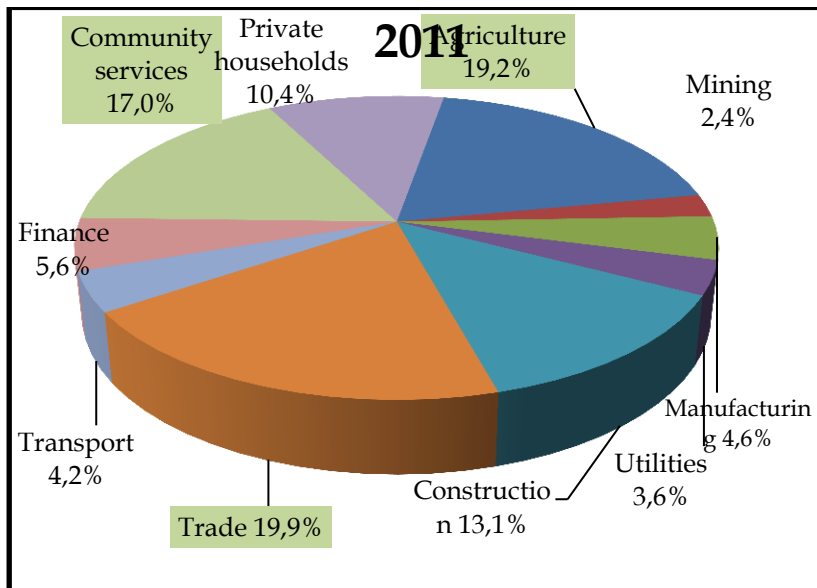
Employment or persons employed refers to those who performed work for pay, profit or family gain for at least one hour in the seven days. Whilst unemployment occurs when a person is willing and able to work but is unable to find employment.

Table 10: Mpumalanga Unemployment Analysis

| Local Municipal Area | Unemployment rate Census 2011 | Unemployment rate 2015 IHS Global Insight figures |
|---------------------------------|----------------------------------|---|
| Steve Tshwete | 19.7% | 16.4% |
| Lekwa | 25.9% | 19.3% |
| Thaba Chweu | 20.5% | 20.3% |
| Victor Khanye | 28.2% | 21.6% |
| Emalaheni | 27.3% | 23.2% |
| Govan Mbeki | 26.2% | 23.6% |
| Emakhazeni | 25.9% | 23.8% |
| Umjindi | 26.9% | 24.1% |
| Msukaligwa | 26.8% | 25.6% |
| Mbombela | 28.1% | 27.6% |
| Mkhondo | 35.9% | 31.7% |
| Nkomazi | 34.3% | 32.1% |
| Chief Albert Luthuli | 35.4% | 32.7% |
| Thembisile Hani | 37.0% | 33.3% |
| Dr. Pixley Ka Isaka Seme | 36.1% | 33.7% |
| Dipaleseng | 37.2% | 38.8% |
| Dr. JS Moroka | 46.6% | 44.9% |
| Bushbuckridge | 52.1% | 46.4% |

The table above clearly articulates the unemployment challenges that are faced by the municipality. The percentage of unemployed individuals has been increasing over the years and slightly decreased from 36.1% in 2011 to 33.7% in 2015. The municipality has a substantial number of people who are looking for employment but fail to acquire the right knowledge or skill due to their poverty background, financial limitations etc. in spite of the aforementioned challenges, the municipality has been initiating Learnership programmes and bursaries to the citizens of the area. This is the indication that the municipality is investing in its own development by capacitating the youth and making use of their skills once they are qualified.

Figure 8: Sectoral Employment for Dr. Pixley Ka Isaka Seme Local Municipality in 2011



Source: Census 2011

Census 2011 indicated that the leading industries in terms of employment are agriculture (20.0%), Trade (19.4%) and Community Services (17.5%). The 2016 CS shows that the largest employing industries in Dr. Pixley Ka Isaka Seme are Trade, Finance and community services, almost 60% of the total employment. This therefore means that between 2011 and 2016 there was a decline in Agricultural projects or activities within the Municipality. The High labour intensity is found in industries such as transport, manufacturing and construction

Poverty Indicators

The share of population in Dr. Pixley Ka Isaka Seme below STATSSA’s lower-bound poverty line increased or deteriorated to 40.7% in 2015 placing it on the 4th highest(unfavourable) amongst the municipal areas. The Lower-bound poverty line is equal to R575 per capita per month. The number of people below the lower bound poverty line increased to 38 723 in 2015.

According to the 2016 CS of STATSSA, the so-called poverty headcount of the Municipality increased from 9.2% in 2011 to 10.2% in 2016, whilst the poverty intensity remained at 41.8%.

Unequal distribution of income in Dr. Pixley Ka Isaka Seme if measured by the share of income by the poorest 40% of households, but an improvement from 8.2% in 2011 to 8.6% in 2015.

| Local Municipal Area | Poverty rate (lower bound) 2011 | Poverty rate (lower bound) 2015 | Poverty numbers (lower bound) 2015 |
|----------------------|---------------------------------|---------------------------------|------------------------------------|
| Emalahleni | 19.6% | 21.0% | 90494 |
| Steve Tshwete | 18.9% | 21.0% | 53567 |
| Thaba Chweu | 21.2% | 21.5% | 21792 |

| | | | |
|---------------------------------|--------------|--------------|--------------|
| Govan Mbeki | 24.3% | 26.1% | 81481 |
| Emakhazeni | 27.9% | 27.8% | 13240 |
| Umjindi | 28.3% | 28.9% | 20375 |
| Dipaleseng | 30.0% | 29.3% | 12650 |
| Lekwa | 28.6% | 30.7% | 35801 |
| Mbombela | 33.3% | 32.6% | 202433 |
| Msukaligwa | 30.4% | 32.7% | 50964 |
| Victor Khanye | 30.1% | 34.1% | 27524 |
| Thembisile Hani | 44.4% | 40.2% | 133169 |
| Chief Albert Luthuli | 46.7% | 40.8% | 74944 |
| Dr. JS Moroka | 48.4% | 44.8% | 112258 |
| Dr. Pixley Ka Isaka Seme | 46.3% | 47.0% | 38723 |
| Bushbuckridge | 53.9% | 47.7% | 266620 |
| Nkomazi | 50.2% | 48.1% | 199827 |
| Mkhondo | 50.2% | 51.0% | 92577 |

Source: Community Survey 2016

3.6 Education Attainment

One of the indicators used to measure the level of Human Development within a population is the level in education attainment. On the objectives or targets set in the MDG under the third goal is to amongst others “eliminate gender disparity in primary and secondary education...” this object also supports the Gender Equity right as set in our South African Constitution. The table below depicts the level of education.

Table 11: Education Attainment

| | Male | Female | Grand Total |
|--|--------------|--------------|--------------|
| No schooling | 8312 | 10133 | 18445 |
| Grade 0 - Grade 7/Standard 5/ABET 3 | 11069 | 14519 | 25588 |
| Grade 8/Standard 6/Form 1 - Grade 12/Standard 10/Form 5/Matric/NCV Level 4/ Occupational certificate NQF Level 3 | 17546 | 19083 | 36629 |
| NTC I/N1 - Other | 2392 | 1457 | 3849 |
| Grand Total | 39320 | 45191 | 84511 |

Source: Community Survey 2016

According to the 2016 CS, the population in Dr Pixley Ka Isaka Seme aged 20+ that completed grade 12, increased from 14 184 in 2011 to 17 332 in 2016 – an increase of more than 4.6% pa. The grade 12 pass rate improved from 46.0% in 2011 to 60.7% in 2015 but it is the 2nd lowest of the municipal areas in Mpumalanga. The area also achieved the 2nd lowest admission rate to university/degree studies in 2015, which was recorded at only 13.6%. The challenge is to accommodate the educated young people in the area as there are inadequate economic opportunities within the Municipal Jurisdiction.

The table below gives a comparison of the Grade 12 pass rate during 2011, 2014 and 2015.

| Local Municipal Area | Grade 12 Pass rate | Admission to B |
|----------------------|--------------------|----------------|
|----------------------|--------------------|----------------|

| | 2011 | 2014 | 2015 | Degree |
|---------------------------------|--------------|--------------|--------------|--------------|
| Emakhazeni | 74.8% | 85.7% | 87.0% | 29.5% |
| Steve Tshwete | 74.4% | 85.6% | 86.3% | 30.5% |
| Thaba Chweu | 69.0% | 81.1% | 85.7% | 35.4% |
| Nkomazi | 76.2% | 86.0% | 85.7% | 26.7% |
| Victor Khanye | 70.3% | 74.6% | 85.4% | 27.3% |
| Emalahleni | 75.8% | 81.9% | 84.6% | 27.7% |
| Lekwa | 71.1% | 84.7% | 82.6% | 35.9% |
| Mbombela | 69.1% | 80.5% | 80.5% | 30.0% |
| Dr. JS Moroka | 57.6% | 73.8% | 80.0% | 24.1% |
| Chief Albert Luthuli | 69.7% | 80.1% | 79.5% | 25.4% |
| Thembisile Hani | 67.2% | 77.1% | 77.8% | 19.9% |
| Bushbuckridge | 51.2% | 76.4% | 76.0% | 18.6% |
| Govan Mbeki | 71.3% | 76.3% | 74.4% | 22.7% |
| Umjindi | 74.9% | 67.6% | 72.3% | 25.2% |
| Msukaligwa | 74.1% | 80.6% | 71.3% | 24.8% |
| Mkhondo | 55.2% | 70.9% | 66.9% | 24.7% |
| Dr. Pixley Ka Isaka Seme | 46.0% | 68.1% | 60.7% | 13.6% |
| Dipaleseng | 42.6% | 81.4% | 53.6% | 11.8% |
| Mpumalanga | 64.8% | 79.0% | 78.6% | 24.5% |

Source: Community Survey 2016

3.7 Health Status

According to Department of Health, the HIV prevalence rate of Dr. Pixley Ka Isaka Seme was measured at 42.4% in 2013 making it the 8th highest of all the municipal areas in the Province even though this shows a decrease of 5.6% when compared to the 48% prevalence rate in 2012.

Dr. Pixley Ka Isaka Seme is one of 6 municipal areas that recorded an improvement in their HIV prevalence rate between 2012 and 2013.

| Local Municipal Area | HIV prevalence rate 2012 | HIV prevalence rate 2013 |
|--------------------------------|-----------------------------|-----------------------------|
| Thembisile Hani | 26.4% | 30.2% |
| Dr JS Moroka | 25.7% | 30.4% |
| Bushbuckridge | 29.9% | 31.0% |
| Govan Mbeki | 37.0% | 33.1% |
| Chief Albert Luthuli | 42.4% | 34.6% |
| Lekwa | 47.4% | 35.0% |
| Thaba Chweu | 32.2% | 36.4% |
| Victor Khanye | 30.0% | 38.9% |
| Nkomazi | 42.7% | 40.5% |
| Emalahleni | 40.6% | 40.7% |
| Dr Pixley Ka Isaka Seme | 48.0% | 42.4% |
| Mbombela | 36.0% | 42.7% |
| Steve Tshwete | 52.3% | 43.1% |
| Emakhazeni | 40.0% | 45.5% |
| Msukaligwa | 34.4% | 46.5% |
| Umjindi | 43.6% | 48.3% |

| | | |
|------------|-------|-------|
| Mkhondo | 42.3% | 50.0% |
| Dipaleseng | 31.0% | 58.8% |

Source: Department of Finance

3.8 Household Data

Spatial Distribution of Households

The Dr. Pixley Ka Isaka Seme Local Municipality consists of 11 Wards of which are mostly rural. There are noticeable variations in the distribution of households within the Municipality. From table 9 below it is evident that the largest amount of households is spatially located in Daggakraal Ward 10 with a total number of 2679 households and the least number of households can be found in Vukuzakhe Ward 2 with a total of 1031 households. Comparing the number of households during the 2011 & 2016 period, there is a decline in terms of the number households for Ward 4 & 5 respectively.

Table 12: Number of Households per Ward

| WARD | NAME OF WARD | NUMBER OF HOUSEHOLDS – 2011 | NUMBER OF HOUSEHOLDS - 2017 |
|---------|---------------------|-----------------------------|-----------------------------|
| MP304 | Entire Municipality | 19838 | 22546 |
| Ward 1 | Vukuzakhe | 1962 | 2790 |
| Ward 2 | Vukuzakhe | 840 | 1031 |
| Ward 3 | Vukuzakhe | 2106 | 2285 |
| Ward 4 | Greater Volksrust | 1767 | 1649 |
| Ward 5 | Wakkerstroom | 1593 | 1569 |
| Ward 6 | Perdekop | 2060 | 2240 |
| Ward 7 | Amersfoort | 2061 | 2238 |
| Ward 8 | Ezamokuhle | 1893 | 2070 |
| Ward 9 | Daggakraal | 1179 | 1358 |
| Ward 10 | Daggakraal | 2415 | 2679 |
| Ward 11 | Daggakraal | 1962 | 2138 |

Source: 2016 Community Survey

There are 22546 households with an average household size of 3.788 persons per household according to the Community Survey data. The number of formal, traditional and informal dwellings in the municipality is 15227, 3108 and 1448 respectively. The scenario for the sex of the household head changed from being dominated by males during the Census 2011 to being dominated by females during the 2016 Community Survey.

We are also exposed to the fact that there are 139 child headed households whilst 3971 households are youth headed (18-34yrs) and the majority of 18346 households are headed by the age group that is 35years and older.

Table 13: Sex of Household Head

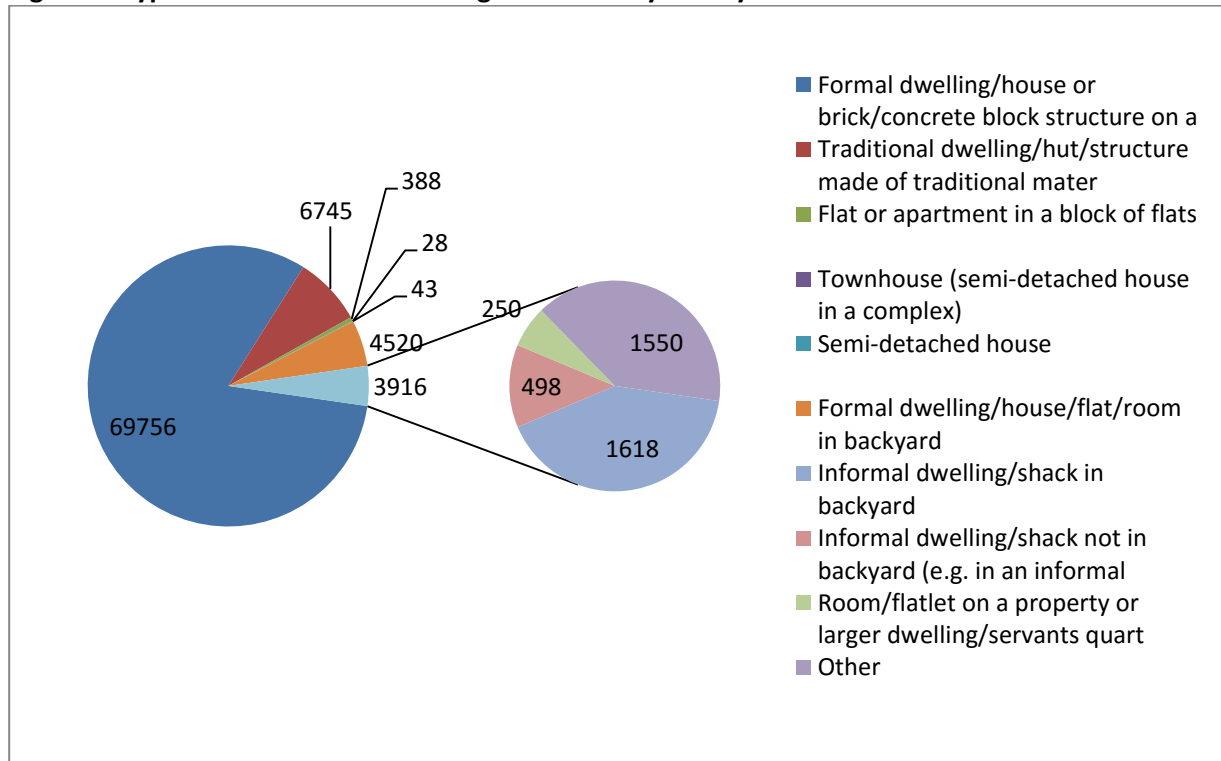
| Sex of household head by Census Year | | | | | | |
|--------------------------------------|----------------------|--------------|----------------------|--------------|----------------------|--------------|
| | 2001 | | 2011 | | 2016 | |
| | Number of Households | Percentage | Number of Households | Percentage | Number of Households | Percentage |
| Male | 9923 | 55.1 | 10882 | 54.9 | 10466 | 46.4% |
| Female | 8079 | 44.9 | 8956 | 45.1 | 12080 | 53.6% |
| Total | 18002 | 100.0 | 19838 | 100.0 | 22546 | 100.0 |

Source: Community Survey 2016

Type of Dwelling

The type of dwelling refers to the type of infrastructural houses that the community occupies as their residential place. In terms of the 2016 Community Survey statistical data it indicates that 81% (69756 people) of the total community reside in a formal dwelling or house made up of bricks/ concrete block structure and 8% reside in a traditional dwelling, hut or structure made up of traditional mater whilst 0.4% resides in a flat or apartment located in a block of flats.

Figure 9: Types and number of Dwellings: Community Survey 2016



Source: Community Survey 2016

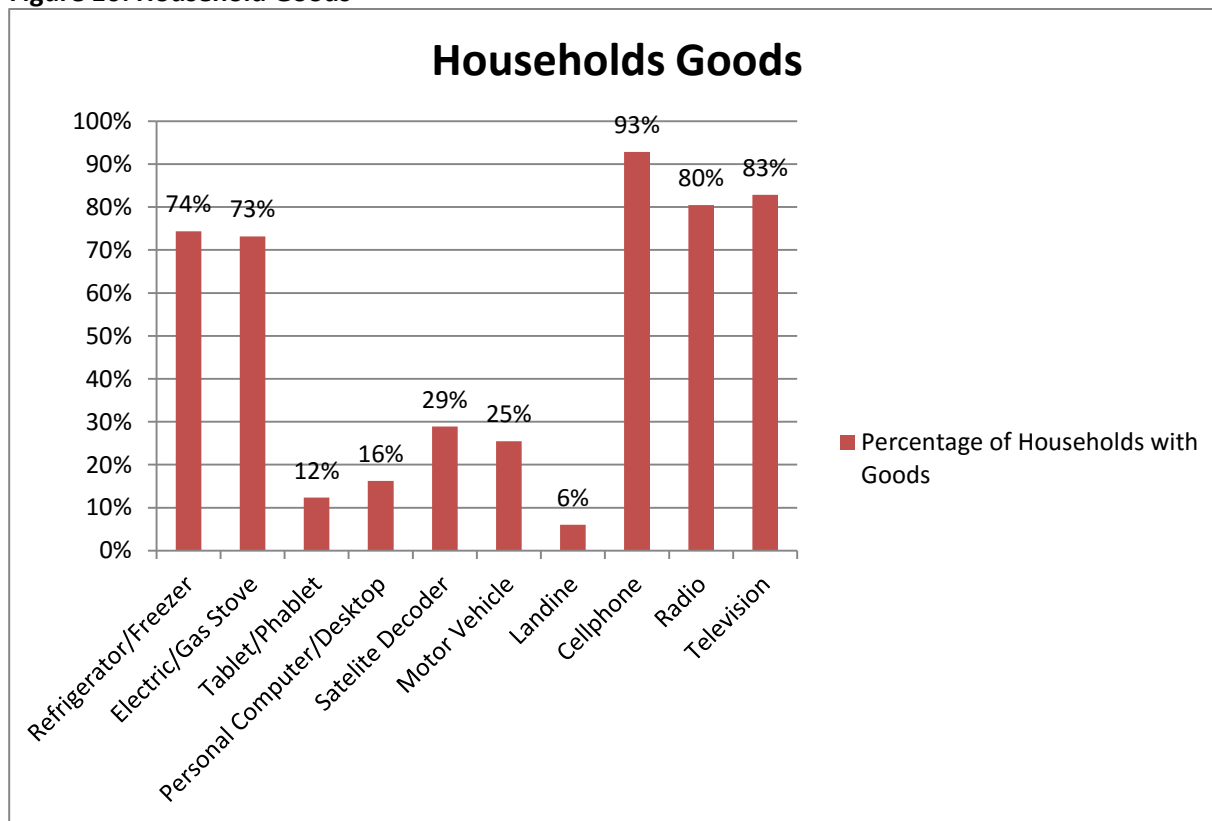
Table 14 Percentage (%) of Ownership

| Household Services_Electoral_Wards | | |
|---|--------------------|-------------------------|
| Tenure status by Household Weight (Calculations) | | |
| | Household weighted | % of Household weighted |
| Rented from private individual | 3309 | 14,68% |
| Rented from other (incl. municipality and social housing ins) | 1541 | 6,83% |
| Owned; but not yet paid off | 1717 | 7,62% |
| Owned and fully paid off | 12206 | 54,14% |
| Occupied rent-free | 1455 | 6,45% |
| Other | 1948 | 8,64% |
| Do not know | 370 | 1,64% |
| TOTAL | 22546 | 100% |

Source: Community Survey 2016

In terms of household goods 93% of households owns a cellphone, 83% have television sets, 80% have radios and 74% have refrigerators/ freezers.

Figure 10: Household Goods



Source: Community Survey 2016

3.10 Household income

The annual average income per household increased from R23 399 per annum in 2001 to R64 990 per annum in 2011. The average monthly income per household is R5 415. The Municipality registered 11th in the provincial ranking of household income.

Table 15: Average income per household, 2001 & 2011

| MUNICIPAL AREA | 2001 | 2011 | Ranking: highest (1) – lowest (18) |
|-------------------------|----------|-----------|------------------------------------|
| Steve Tshwete | R 55 369 | R 134 026 | 1 |
| Govan Mbeki | R 47 983 | R 125 480 | 2 |
| Emalahleni | R 51 130 | R 120 492 | 3 |
| Mbombela | R 37 779 | R 92 663 | 4 |
| Lekwa | R 38 113 | R 88 440 | 5 |
| Thaba Chweu | R 35 795 | R 82 354 | 6 |
| Msukaligwa | R 31 461 | R 82 167 | 7 |
| Umjindi | R 35 244 | R 81 864 | 8 |
| Victor Khanye | R 35 281 | R 80 239 | 9 |
| Emakhazeni | R 36 170 | R 72 310 | 10 |
| Dr Pixley Ka Isaka Seme | R 23 399 | R 64 990 | 11 |
| Dipaleseng | R 19 454 | R 61 492 | 12 |
| Mkhondo | R 26 935 | R 53 398 | 13 |
| Chief Albert Luthuli | R 22 832 | R 48 790 | 14 |
| Thembisile Hani | R 18 229 | R 45 864 | 15 |
| Nkomazi | R 19 195 | R 45 731 | 16 |
| Dr JS Moroka | R 17 328 | R 40 421 | 17 |
| Bushbuckridge | R 17 041 | R 36 569 | 18 |

Source: Census 2011

Table 16 below indicates the total number of people that are receiving Grants including a breakdown on the type of Grant received.

Table 16: Number of social grants recipients (per grant type)

| Social Grant beneficiaries (Dec 2015) | |
|---------------------------------------|----------|
| Grant type | DRPKISLM |
| Old Age | 4617 |

| | |
|-----------------|--------------|
| War Veteran | 0 |
| Disability | 1326 |
| Foster Care | 796 |
| Care Dependency | 111 |
| Child Support | 19335 |
| Grant in aid | 66 |
| TOTAL | 26251 |

Source: SASSA

3.11 Access to Basic Services

In general the basic services improved between 2011 and 2016 according to the Community Survey of StatsSA. The number of households increased from 19 838 in 2011 to 22 546 in 2016 resulting in a total increase of 2 708 households whilst the household size declined from 4.2 to 3.8 in the same period.

The number of informal dwellings declined/improved from 1 448 in 2011 to 578 in 2016 totalling a decrease of 870 dwellings and now only 2.6% of households living in informal dwellings. The number of households with piped water as their main source increased to 20 334 households with a share of 90.2% of all households. This was; however, lower than the share of 92.9% in 2011.

The number of households with access to flush/chemical toilets increased from 13 049 to 15 102 between 2011 and 2016 giving it a share of 67.0% access of all households. There are 958 households that do not have access to flushing toilets.

Households with a connection to electricity increased to 19 824 in 2016. The share of households connected to electricity improved to a level of 87.9% in 2016. The current backlog of households not connected to electricity is 2561.

There is a concern about the very poor performance of Dr. Pixley Ka Isaka Seme in terms of both the Blue (quality of water aspects) and Green Drop (waste water services) scores and reports

Table 17: Basic Service Infrastructure Indicators

| BASIC SERVICE INFRASTRUCTURE INDICATORS | Trend 2011 | Latest figure 2016 | Better (+) or worse (-) than Gert Sibande |
|--|-------------------|---------------------------|--|
| % of households in informal dwellings | 7.3% | 2.6% | (+) (13.4%) |
| % of households with no toilets or with bucket system | 5.1% | 4.2% | (+) (30%) |

| | | | |
|--|-------|-------|-------------|
| % of households with connection to piped (tap) water: on site & off site | 92.9% | 90.2% | (-) (91.5%) |
| % of households with electricity for lighting | 85.2% | 88.6% | (-) (90%) |
| % of households with weekly municipal refuse removal | 62.0% | 53.2% | (-) (63.6%) |

Source: Community Survey 2016

ENVIRONMENTAL (STRATEGIC)

3.12 Blue Drop Performance (Water Services)

The Blue Drop status of the Municipality is ranking 12th out of 18 Municipalities within the Province. The ranking of the Municipality falls under the category of “very poor performance or status” with regards to the Water Services Performance.

Table 18: Blue Drop Performance

| Local municipal area (ranked from best to worst) | 2012 | 2014 | Trend 2012-2014 |
|---|------|-------|--------------------|
| Steve Tshwete | 97% | 97.1% | 😊 |
| Dr JS Moroka | 93% | 89.3% | 😞 |
| Mbombela | 88% | 88.9% | 😊 |
| Govan Mbeki | 78% | 77.2% | 😞 |
| Victor Khanye | 80% | 73.5% | 😞 |
| Thembisile Hani | 78% | 67.6% | 😞 |
| Bushbuckridge | 31% | 64.2% | 😊 |
| Chief Albert Luthuli | 18% | 53.2% | 😊 |
| Nkomazi | 17% | 51.5% | 😊 |
| Emakhazeni | 80% | 50.0% | 😞 |
| Emalahleni | 38% | 43.8% | 😊 |
| Dr Pixley Ka Isaka Seme | 41% | 43.4% | 😊 |
| Mkhondo | 11% | 32.4% | 😊 |
| Lekwa | 35% | 20.6% | 😞 |
| Umjindi | 76% | 18.8% | 😞 |

| | | | |
|-------------|-----|-------|---|
| Msukaligwa | 21% | 18.1% | ☹ |
| Dipaleseng | 41% | 10.6% | ☹ |
| Thaba Chweu | 19% | 9.1% | ☹ |

Source: Community Survey 2016

3.13 Green Drop Performance (Waste Water Services)

The Green Drop Performance of the Municipality is ranked 16th out of 18 Municipalities within the Province. The performance of the Municipality has deteriorated from ranking 10th in 2013 to ranking 16th in 2014. The ranking of the Municipality falls under the “critical risk” category in terms of its performance in the waste water services.

Table 19: Green Drop Performance

| Local municipal area (ranked from best to worst) | Green drop risk rating 2013 | Green drop risk rating 2014 | Trend 2013-2014 |
|--|-----------------------------|-----------------------------|-----------------|
| Mbombela | 53.9% | 58.0% | ☹ |
| Steve Tshwete | 62.8% | 61.9% | 😊 |
| Thaba Chweu | 39.8% | 64.4% | ☹ |
| Umjindi | 72.7% | 77.3% | ☹ |
| Nkomazi | 87.1% | 78.8% | 😊 |
| Bushbuckridge | 75.7% | 80.2% | ☹ |
| Dr JS Moroka | 56.0% | 81.2% | ☹ |
| Emakhazeni | 66.2% | 83.4% | ☹ |
| Chief Albert Luthuli | 90.6% | 83.5% | 😊 |
| Thembisile Hani | 68.6% | 84.3% | ☹ |
| Victor Khanye | 64.8% | 87.3% | ☹ |
| Govan Mbeki | 68.0% | 92.0% | ☹ |
| Mkhondo | 76.5% | 94.8% | ☹ |
| Emalaheni | 85.8% | 96.6% | ☹ |
| Msukaligwa | 96.3% | 98.5% | ☹ |
| Dr Pixley Ka Isaka Seme | 88.2% | 99.0% | ☹ |
| Lekwa | 94.1% | 100.0% | ☹ |
| Dipaleseng | 94.1% | 100.0% | ☹ |

Source: Community Survey 2016

CHAPTER FOUR

INSTITUTIONAL PRIORITIES & DEVELOPMENT NEEDS

4.1 Introduction

In terms of Section 25 of the Municipal Systems Act, 32 of 2000 requires that “each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality”, commonly known as the IDP (Integrated Development Plan) The IDP must guide and inform all planning, development, budgeting decisions of the municipality.

And Section 26 (a) of the Municipal Systems Act, 32 of 2000 also requires that the IDP must reflect the municipal council’s vision for the long term development of the municipality. This chapter outlines the vision, mission, development objectives and priorities of Dr Pixley Ka Isaka Seme Local Municipality.

4.2 Vision

A Vision Statement defines what the Municipality will do and why it will exist tomorrow and it has Defined goals to be accomplished by a set date. A Vision Statement takes into account the current Status of the organization, and serves to point the direction of where the organization wishes to go.

The vision of Dr Pixley Ka Isaka Seme Local Municipality is:
“A credible, customer friendly and well developed Municipality”.

4.3 Mission

A Mission Statement captures the uniqueness of our Municipality and guides the quality and service that Dr. Pixley Ka Isaka Seme Local Municipality will deliver.

The Mission of Dr. Pixley Ka Isaka Seme Local Municipality is:
“To deliver quality services, in accordance with our Integrated Development Plan. This will be achieved through community participation, skilled and motivated staff, rapid economic development and a tourism friendly environment”.

4.4 Core Values

Core values are the fundamental beliefs of a person or organization. The core values are the guiding principles that dictate behaviour and action. Core values can help people to know what is right from wrong; they can help companies to determine if they are on the right path and fulfilling their business goals; and they create an unwavering and unchanging guide.

The Core Values of Dr. Pixley Ka Isaka Seme Local Municipality are as follows:

- ✓ Caring
- ✓ Honesty
- ✓ Transparency
- ✓ Responsiveness
- ✓ Accountable

4.5 Development Priorities

In the beginning of the term Council approved the following development priorities for the 5 year term:

1. Enhancement of Local Economic Development
2. Improvement of Revenue collection
3. Eradication of backlogs - Water ,Sanitation& Electricity
4. Land for Human Settlements
5. Waste Management
6. Maintenance of Infrastructure
7. Improvement of the Road Infrastructure
8. Education
9. Health

4.6 Strategic Goals

Council has identified the following strategic goals for the current 5 year political term. These goals are aligned to the priorities identified by Council in the beginning of their term of office.

1. Reduction of unemployment by 3%
2. Increase revenue collection rate by 36%
3. Reduction of Basic service delivery backlog by 5%
4. Acquire land for socio economic development
5. Improve condition of road networks to enhance development (15km surfacing)
6. Improve Waste Management(Refuse removal) by 5%

4.7 Strategic Objectives

In order to achieve the identified priorities for Dr. Pixley Ka Isaka Seme Local Municipality, the following development objectives have been identified.

1. To provide access to Basic Service Delivery to the community.
2. To provide effective, efficient and transformed Human Resource.
3. To create & promote a conducive environment for socio- economic development.
4. To provide sound Financial Management & compliance with legislation.
5. To deepen democracy through public participation and promote good governance.
6. To ensure integrated rural and urban planning.

4.8 Key Performance Areas

The Council of Dr. Pixley Ka Isaka Seme Local Municipality approved 6 Key Performance Areas as

- KPA 1: Municipal Transformation and Organizational Development
- KPA 2: Basic Service Delivery and Infrastructure Development
- KPA 3: Local Economic Development
- KPA 4: Municipal Financial Viability and Management
- KPA 5: Good Governance and Public Participation
- KPA 6: Spatial Planning

4.8.1 KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

4.8.1.1 MUNICIPAL POWERS AND FUNCTIONS

The Constitution states in section 156(1) that a municipality has executive authority in respect of, and has the right to administer the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5.

The Powers and Functions of municipalities should be exercised in a manner that has a maximum impact on the social development of communities and on the growth of the local economy. In addition to providing traditional services such as water provision and refuse collection, municipalities have a new expanded role to play. They must also lead, manage and plan for development within their respective jurisdictions. The lack of certainty with regard to the 'Powers and Functions' between the District and Local Municipalities is one of the fundamental challenges impeding effective Municipal Planning, whilst brewing unnecessary conflicts among the Spheres of Government at the same time.

Due to capacity constraints, the municipality has received assistance tool for several functions, which is similar to those of the other LMs where most functions are shared.

Schedule 4 of the Constitution outlines the competencies of National and Provincial government as outlined below:

- Administration of indigenous forests
- Agriculture
- Airports other than international and national airports
- Animal control and diseases
- Casinos, racing, gambling and wagering, excluding lotteries and sports pools
- Consumer protection
- Cultural matters
- Disaster management
- Education at all levels, excluding tertiary education
- Environment
- Health services
- Housing
- Indigenous law and customary law, subject to Chapter 12 of the Constitution
- Industrial promotion
- Language policy and the regulation of official languages to the extent that the provisions of section 6 of the Constitution expressly confer upon the provincial legislatures legislative competence
- Media services directly controlled or provided by the provincial government, subject to section 192
- Nature conservation, excluding national parks, national botanical gardens and marine resources
- Police to the extent that the provisions of Chapter 11 of the Constitution confer upon the provincial legislatures legislative competence
- Pollution control
- Population development
- Property Transfer Fees

Table 20 below demonstrates the Powers, Duties and Functions allocated to Dr. Pixley Ka Isaka Seme Local Municipality and the ones allocated to the Gert Sibande District Municipality (GSDM).

Table 20 -Powers, Duties and Functions

| Constitutional Mandate, Powers and Functions | GSDM | Dr. PIXLEY KA ISAKA SEME |
|---|---------------|-----------------------------|
| 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 |
| Municipal Airports in terms of section 84(i) (j) schedule 4 part (b) | ✓ | X |
| Fire Fighting in terms of Section 84(i) (j) schedule 4 part (b) | ✓ | ✓ |
| Disaster Management in terms of section 25,42 & 53 of the DMA 57 of 2002 | ✓ | ✓ |
| The Constitution of Republic of SA Act of 1996 in terms schedule 4& 5 part (b) of the constitution | ✓ | ✓ |
| Electricity in terms of section 84(1) (c) except planning of the MSA | ✓ | ✓ |
| Waste Management in terms of schedule 4 & part (b) of the constitution | ✓ | ✓ |
| Housing in terms of providing land and bulk services | ✓ | ✓ |
| FBS – targeted indigent register available | X | ✓ |
| Greening programme in terms of Schedule 4 & part (b) of the Constitution Environmental promotion | ✓ | ✓ |
| Municipal Planning in terms of MSA Section 84 (1) (a) | ✓ | ✓ |
| Municipal Roads in terms of Schedule 4 & part (b) of the Constitution | MSA S84(1) | ✓ |
| Child Care Facilities in terms of Schedule 5 & part (b) of the Constitution | ✓ | ✓ |
| Control of undertaking to sell liquor to the public in terms of Schedule 5 & part (b) of the Constitution | ✓ | ✓ |
| Facilities for accommodation, care/ burial of animals in terms of Schedule 5 & part (b) of the Constitution | ✓ | ✓ |
| Markets in terms of MSA S84(1)(k) | ✓ | ✓ |
| Municipal Abattoirs in terms of Schedule 5 & part (b) of the Constitution | MSA S84(1)(k) | ✓ |

| Constitutional Mandate, Powers and Functions | GSDM | Dr. PIXLEY KA ISAKA SEME |
|--|---------------|-------------------------------------|
| Promotion of Tourism In terms of Schedule 4 & part (b) of the Constitution[planning] | MSA S84(1)(k) | ✓ |
| Local Amenities / Sports facilities / Parks & Recreation in terms of Schedule 5 & part (b) of the constitution | x | ✓ |
| Billboards in terms of Schedule 5 & part (b) of the constitution | x | ✓ |
| Public Places in terms of Schedule 5 & part (b) of the Constitution | ✓ | ✓ |

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

- Need to continually engage within the Inter-Governmental Relation Framework and mechanisms in improving the manner in which we perform our functions.
- Need to continually improve the design of the current staffing structures, so as to ensure that all the employees match and are able to perform all the assigned functions.
- Enhance the Municipal Monitoring and Evaluation processes.

4.8.1.2 Institutional Leadership

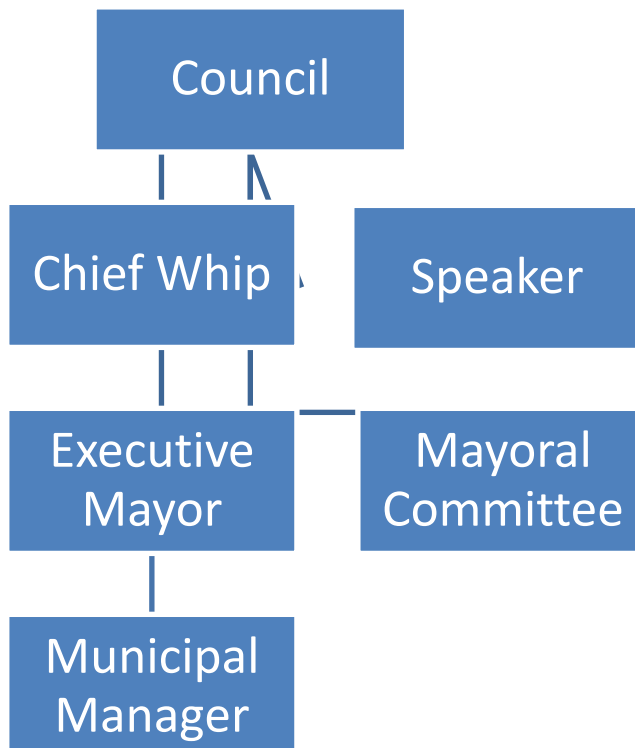
The Dr Pixley Ka Isaka Seme Local Municipality comprises of both Political and Administrative components with the office of the Executive Mayor, four mayoral Committee Members, the Office of the Speaker and the Office of the Municipal Manager. The structure of the municipality is supported by five administrative departments being the Department Corporate Services, Department Technical and Engineering Services, Department Community Services and the Department of Finance.

The Executive Committee or Political committee of Dr. Pixley Ka Isaka Seme Local Municipality comprises of the following:

- The Executive Mayor (Head of the Executive)
- The Speaker
- The Chief Whip
- MMC: Corporate Services & Community Services
- MMC: Technical Services & Planning

The Figure below demonstrates the Political Management of Dr. Pixley Ka Isaka Seme Local Municipality

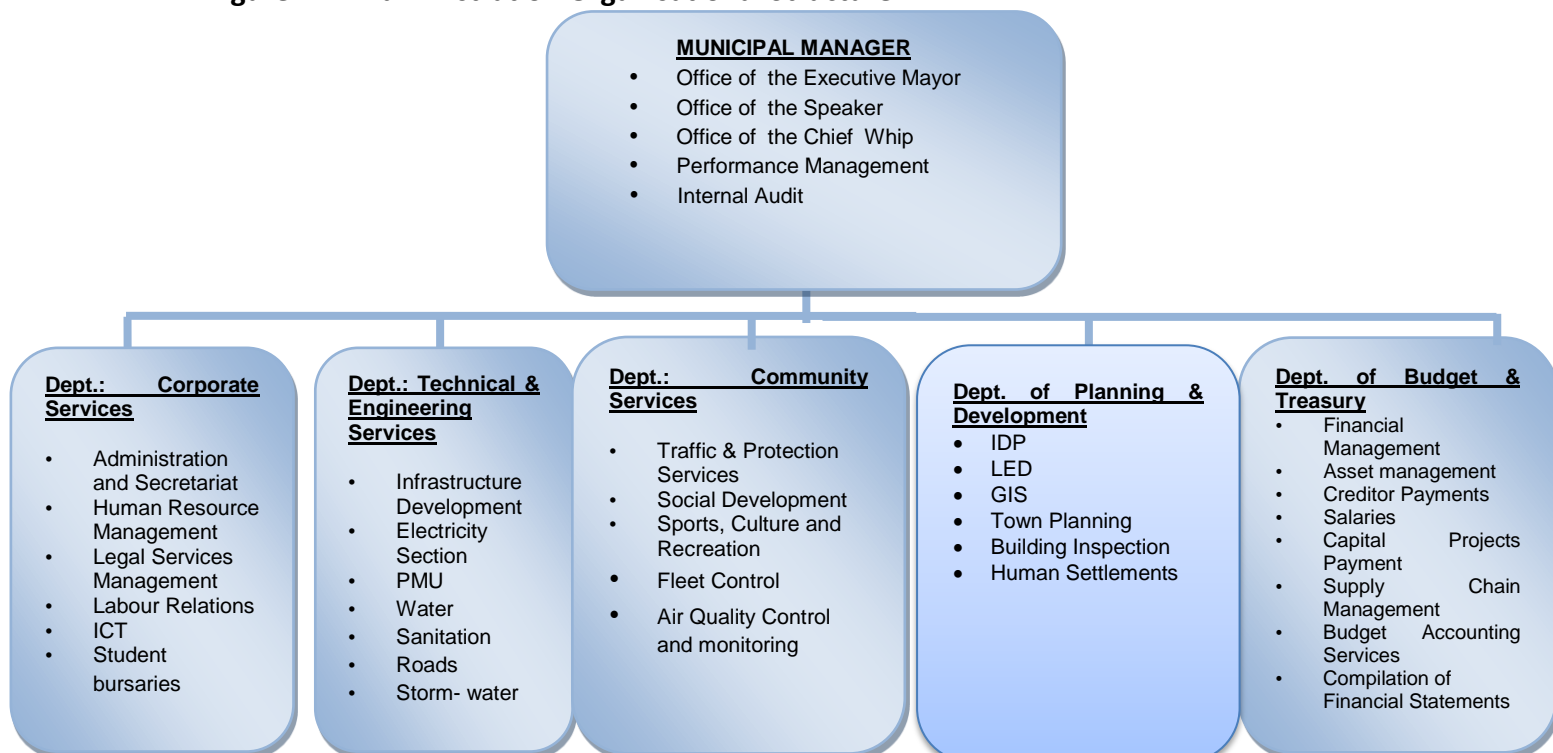
Figure 11 – Political Structure



Administration Arrangements

There is a significant relationship between an IDP and the institutional arrangement. The municipality cannot implement its IDP effectively without proper organizational structure. As a result, the municipality has approved the organizational structure on 29 May 2013, with *Resolution number A89/2013*. Figure 4 below indicates the departments that the municipality is made up of and gives a brief summary of the duties that each department is responsible for.

Figure 12 – Administration Organisational Structure



The Municipality has filled most of the vacancies with regards to the approved Organogram. The Table below gives a reflection of the status quo of the positions in the Organizational Structure.

Table 21: Status of positions in the Organizational Structure

| ITEM | STATUS QUO |
|---|------------------|
| Status of Organogram (Approval date) | 28 February 2017 |
| Total No of Posts | 389 |
| No. of Filled funded Post | 259 |
| No. of Vacant funded Post | 130 |
| Vacancy Rate (%) | 33.4% |
| No. of Males | 193 |
| No. of Females | 70 |
| No. of people living with disability | 0 |
| No. of officials employed under the age of 35 | 55 |

The table below depicts the functions of the administrative departments within the municipality:

Table 22 – Departmental Functions

| Department Corporate Services | Department Technical and Engineering Services |
|---|---|
| Secretarial Services | Electricity section |
| Legal matters | Administration |
| Communication | Maintenance |
| Records | Civil section |
| Compilation: Agenda & Minutes | Water & Sanitation |
| By-laws and Municipal legislation | Roads & Storm water |
| Administration | Administration/ General |
| Agreements / Contracts | Building control |
| Correspondence | MIG/PMU Unit |
| Human Resources | Town Planning |
| Labour Relations | |
| Occupational Health and Safety | |
| Department Community Services | Office of the Municipal Manager |
| Traffic & Protection Services | Internal Auditing |
| Fire, Rescue & Disaster Management | Risk Management |
| Licensing Administration (Motor Vehicles) | Transversal issues |
| Fleet Management | Communications |
| Libraries | Performance Management |
| Community Halls | |
| Parks & Recreation | |
| Maintenance parks & sport facilities | |
| Swimming pools | |
| Waste disposal sites | |
| Mechanical section – Workshop | |
| Cemeteries | |
| Department: Planning & Development | Department: Budget & Treasury |
| Integrated Development Planning | Financial Management |
| Local Economic Development | Income and Expenditure |
| Town Planning | Budget and control |
| Human Settlements | Financial statements and reports |
| GIS | Credit control |
| Building Inspection | Accounting record |
| | Insurance portfolio |
| | Loans, investments & cash flow |
| | Supply Chain Management Unit |

Table 23: Status Quo of Sector Plans, Policies and By-Laws

| SECTOR PLAN/STRATEGY/Framework | STATUS QUO |
|------------------------------------|---|
| Spatial Development Framework | Approved, 29 October 2011 Resolution no. A81/2011 |
| GSDM Disaster Management Framework | Approved, 15 December 2011, Resolution no. A97/2011 |
| Environmental Management Framework | Approved, 25 November 2012, Resolution no. A74/2012 |
| Performance Management Framework | Approved, 31 October 2013, Resolution no. A163/2013 |

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| Ward Governance Framework | Approved, 27 January 2015, Resolution no. A4/2015 |
| IT Governance Framework | Approved, 29 January 2015, Resolution no. A21/2015 |
| Local Economic Development & Tourism Strategy | Approved on 26 April 2016 Resolution no. A59/2016 |
| Rural Development Strategy | Draft |
| Bulk Water Supply Strategy | Was developed by Jeffer & Green Consulting Engineers through funding from GSDM |
| Stream & Storm Water Management Strategy | Was to be included on the Road & Storm water master plan |
| Communication strategy | Approved, 25 October 2016, Resolution no. A170/2016 |
| HIV/AIDS Strategy | Approved on 26 April 2016 Resolution no. A59/2016 |
| Retention Strategy | Approved, 31 May 2016, Resolution no.A114/2016 |
| Human Resources Strategy | Approved, 29 January 2013, Resolution no. A12/2013 |
| Community Participation Strategy | Approved, 29 July 2014, Resolution no.A100/2014 |
| LUMS | Is currently under development by MISA |
| Integrated Housing Plan | Approved 29 March 2009, Resolution no. A84/2009 |
| SPLUMA | Approved 26 January 2016, Resolution no. A59/2016 |
| IT Disaster Recovery Plan | Approved, 28 October 2014, Resolution no. A135/2014 |
| IT Business Continuity Plan | Approved, 29 January 2015, Resolution no. A22/2015 |
| Integrated Waste Management Plan | Approved 26 May 2015, Resolution no. A81/2015 |
| Water & Sanitation Services Infrastructure Asset Management Plan | Approved, 14 August 2012, Resolution no. A53/2012 |
| Waste Water risk Abatement Plan | Approved, 31 March 2016, Resolution no. A48/2016 |
| Roads Master Plan | Approved, 28 October 2014, Resolution no. A123/2014 |
| Roads & Storm water Operations & Maintenance Plan | Approved 27 October 2015, Resolution no.A146/2015 |
| Workplace Skills Plan | Approved, 26 April 2016, Resolution no. A77/2016 |
| Water Services Development Plan | Developed by GSDM. |
| Maintenance plan & Water safety Plan | Approved 31 January 2014, Resolution no. A12/2014 |
| Environment Management Framework/ Plan | Approved 25 November 2012, Resolution no.A74/2012 |
| Electrical Infrastructure Master Plan | Approved 28 October 2014, Resolution no. A123/2014 |
| Public Lighting Master Plan | Not in Place |
| Employment Equity Plan | Approved, 28 July 2015, Resolution no. A117/2015 |
| Back to Basic Municipal Action Plan | Approved, 26 January 2016, Resolution no. A4/2016 |
| Disaster Management Plan | Approved, 15 December 2011, Resolution no. A97/2011 |
| Fraud Prevention Plan | Approved, 29 May 2013, Resolution no. A75/2013 |
| Risk Based Audit Plan | Approved, 25 September 2012, Resolution no. A78/2012 |
| Human Resources Strategy | Approved, 29 January 2013, Resolution no. A12/2013 |

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|---|--|
| Public Participation Strategy | Approved, 29 July 2014, Resolution no. A100/2014 |
| POLICIES | STATUS QUO |
| Supply Chain Management policy | Approved, 31 May 2016, Resolution no. A114/2016 |
| Budget Policy | Approved, 31 May 2016, Resolution no. A114/2016 |
| Budget Virement Policy | Approved, 31 May 2016, Resolution no. A114/2016 |
| Credit Control Policy and Debt Collection Policy | Approved, 31 May 2016, Resolution no. A114/2016 |
| Indigent Policy | Approved, 31 May 2016, Resolution no. A114/2016 |
| Tariffs Policy | Approved, 31 May 2016, Resolution no. A114/2016 |
| Asset Management Policy | Approved, 31 May 2016, Resolution no. A114/2016 |
| Induction Policy | Approved, 29 September 2009, Resolution no. A79/2009 |
| Overtime Policy | Approved, 31 May 2016, Resolution no. A114/2016 |
| Education, Training & Development Policy | Approved, 31 May 2016, Resolution no. A114/2016 |
| Promotion Policy | Approved, 31 May 2016, Resolution no. A114/2016 |
| Risk Management Policy | Approved, 29 May 2013, Resolution no. A70/2013 |
| Placement of staff policy | Approved, 29 May 2013, Resolution no. A85/2013 |
| Employment Equity Policy | Outstanding |
| Cellphone Policy | Approved, 09 June 2014, Resolution no. A49/2014 |
| Property rates Policy | Approved, 31 May 2016, Resolution no. A114/2016 |
| Acting allowance policy | Approved, 31 May 2016, Resolution no. A114/2016 |
| Appointment of Temporal Workers Policy | Approved, 31 May 2016, Resolution no. A114/2016 |
| Recruitment, Selection Policy | Approved, 31 May 2016, Resolution no. A114/2016 |
| Attendance and absenteeism Policy | Collective Agreement by SALGA |
| Policy on attendance of the Local Labour Forum Meetings by relevant members and officials | Collective agreement by SALGA |
| Cash Management & Investment Policy | Approved, 31 May 2016, Resolution no. A114/2016 |
| Transfer Policy | Approved, 31 May 2016, Resolution no. A114/2016 |
| Provision for doubtful debt and Debt Write -off Policy | Approved, 31 May 2016, Resolution no. A114/2016 |
| Travelling Allowance Policy | Approved, 31 May 2016, Resolution no. A114/2016 |
| Petty Cash Policy | Approved, 31 May 2016, Resolution no. A114/2016 |
| Student Assistance Policy | Approved, 31 May 2016, Resolution no. A114/2016 |
| Standby Policy | Approved, 26 May 2015, Resolution no. A84/2015 |
| IT security Policy and IT Data Back-up Policy | Approved, 28 October 2014, Resolution no.A147/2014 |
| Whistle Blowing Policy | Approved, 09 June 2014, Resolution no. A43/2014 |
| Bursary Policy | Approved, 29 July 2014, Resolution no. A97/2014 |
| Safety and Security Policy | Approved, 29 May 2013, Resolution no.A80/2013 |

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|---|--|
| Management of Objectives Policy Blue Print Policy | Approved, 31 October 2013, Resolution no. A158/2013 |
| OHS Policy | Approved, 25 September 2012, Resolution no.A79/2012 |
| Customer Care Policy | Approved, 25 October 2016, Resolution no. A170/2016 |
| Contract Management Policy | Approved, 31 January 2017, Resolution no. A5/2017 |
| BY-LAWS | STATUS QUO |
| Electricity By-Law | Approved, 31 January 2017, Resolution no. A5/2017 |
| Street Trading By-Law | Waiting for input |
| Water Supply By-Law | Waiting for input |
| Library By-Law | Waiting for input |
| Public Health By-Law | Waiting for input |
| Cemeteries By-Law | Approved, 31 January 2017, Resolution no. A5/2017 |
| Credit Control and Debt Collection By-Law | Approved, 25 October 2016, Resolution no. A170/2016 |
| Tariff By-law | Approved, 25 October 2016, Resolution no. A170/2016 |
| Spatial planning and land use management by-law and tariffs | Approved, 26 April 2016, Resolution no. A59/2016 |
| Property rates by-law | Approved, 25 October 2016, Resolution no. A170/2016. |

4.8.1.3 ADMINISTRATION, HUMAN RESOURCES & SKILLS DEVELOPMENT

Skills Development is one of the key issues that are critical here. The economy continues to experience a shortage of certain skills in each of the key sectors of the economy. The skills required to drive the economy are critical and scarce. In order to address short to medium measures are to address structural imbalances in the labour market.

The Municipality is still in great need of an institution of higher learning.

Employee and Councillor Skills development is also important as service delivery needs efficient and effective workforce and political leadership. The mode of capacity building for staff is lifelong learning, multi-skilling and retraining to ensure capacitating employees on new development in the fields of work.

LEGAL SERVICES

Key amongst the tasks that will be covered by this service includes, but not limited to the following:

- Development and standardisation of employment contracts;
- Management of contracts
- Service level agreements between Dr Pixley Ka Isaka Seme Local Municipality and service providers;
- By-Laws development process.

Dr Pixley Ka Isaka Seme Local Municipality has a staff compliment of ±291 persons, some of which are employed on fixed term contracts, whilst others are permanently employed. Irrespective of the duration of the employment all the employees are expected to sign an employment contract which clearly stipulates the terms and conditions of their employment. It is against this backdrop that the standardisation of employment contracts within the Municipality remains a key task that must be continuously undertaken as a strategic tenant to enhance good governance.

Furthermore, Dr Pixley Ka Isaka Seme Local Municipality is having a large number of service providers serving as implementing agents of its work within its jurisdictional area, majority of which enter either into contracts or service level agreements. Accordingly the management of all these contracts and agreements must be done in an efficient manner to enhance optimal implementation of the work of Council with minimal legal implementations that might affect Council negatively.

INTEGRATED DEVELOPMENT PLAN

The constitution instructs a Municipality to structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community and to promote the social and economic Development community. Municipalities are also under duty to participate in National and Provincial development programmes.

The most important instrument that the Municipality uses to implement these constitutional instructions is integrated development plan (IDP) which should consolidate all the municipal planning into a comprehensive strategy that is linked to the Municipal budget. It is important to note that the IDP is an intergovernmental process, in that it is articulation of local, National and provincial planning within the Municipal area.

Even though a Municipality has the right to govern on its own initiative the Local Government affairs of its community, the Constitution requires that this right be subject to National and provincial legislation. Section 25 (1) (e) of the Municipal Systems Act clearly states that an IDP adopted by a Municipal Council must be compatible with National and provincial development plans and planning requirements binding on the Municipality in terms of legislation. The synergy, alignment and coordination between the development plans of the three spheres of government (e.g. IDP, PGDS and NSDP) take precedence in order to achieve proper coordination and alignment of development initiatives within the region.

Implementation monitoring of all IDP projects is pivotal. Impact monitoring and evaluation of all projects inclusive of projects implemented by Sector Departments, the GSDM and key social partners on an on-going basis. Shared understanding of key priority issues of the communities and the broader strategic developmental trajectory will lead to better coordination, alignment of programmes and improved impact on the ground.

Monitored IDP implementation is the key to the realisation of government socio-economic developmental agenda. Accordingly, within the context of the interdependence and inter-relatedness between the three spheres of government impact monitoring and evaluation of all projects implemented by national and provincial sector Departments, the GSDM, local Municipalities within the Municipality and key social partners must be strengthened. Thus, a shared understanding of key priority issues of the communities and the broader strategic development trajectory will lead to better coordination, alignment of programmes and improved impact on the ground.

The Municipal IDP/LED Forum will be key in this regard and will be utilised as the Monitoring vehicle for the implementation of the IDP of the Municipality. This is over and above quarterly Consultants Meetings, where all Service Providers providing services to the Municipality are reporting on progress of all their respective projects, the challenges and remedial measures are suggested where applicable.

PERFORMANCE MANAGEMENT SYSTEM (PMS):

The planning Framework for Local Government is premised on the notion that the formulation of a plan is not sufficient, but adequate implementation is key to the success of Local Government. It is against this backdrop the White Paper on Local Government states that Performance Management is critical in ensuring that plans are being successfully implemented and have the desired impact and that resources are being used efficiently.

As a result, a Legal Framework for Performance Management is coupled with the IDP, where the principal purpose of Performance Management is to ensure that the work of all Political Structures, Political Office Bearers and the Municipal Administration is based on and seeks to realise Council Developmental Objectives as articulated in the IDP. A critical expression of this notion is the requirements that the content of the Performance Agreements for the Municipal Manager, and managers reporting to the municipal manager must be directly linked to the IDP.

One of the key principles of Municipal Administration in the Municipals Systems Act is the instruction to municipalities that their Administration must be performance orientated. A Municipality must promote a culture of Performance Management among the Municipalities political structures, Political Office Bearers and Councillors as well as within its Administration.

The Municipal Systems Act expects the Municipality to operate in accordance with a Performance Management System. Furthermore, the Municipal Council must annually review its overall performance in achieving the Developmental Objects of local government as outlined in the constitution. To this end, each Municipality must establish a Performance Management System which is a framework that describes and represents how the Municipality's cycle and processes of Performance Management System which is a framework that describes and represents how the Municipality's cycle and processes of Performance Planning, Monitoring, measurement, review, reporting and improvements will be conducted, organised and managed, and also determines the roles of different role players. It should ensure that Municipality administers its affairs in an economical, effective, efficient and accountable manner.

The performance management system should be embedded in the circumstance of the municipality must be commensurate with its resources, suited to its circumstances and most importantly in line with the priorities, objectives, indicators and targets contained in the IDP.

Coordination and integration of the PMS for the DPKLISLM, capacity building for Councillors and employees retention of skills as well stream-lining of the organisational structure and internal administrative processes are some of the issues that still need to be improved. Alignment and coordination of initiatives and programmes of external service provides with that of the local municipality also needs attention, whilst some progress have been achieved in this regard, there is evidently still much that needs to be done pertaining overall organisational performance in the immediate to long-term future.

Agreement on an integrated PMS across all three spheres of government will also be sought. Key in this activity will be the ability of individual performance of officials to the overall performance management and relevant monitoring and evaluation systems pertaining to relevant Municipal IDPs. To this end, the municipality will prioritise the strengthening of its PMS through automating across all levels of administration in moving forward.

Over the years as necessitated by developmental circumstances has reviewed its organisational structure, the Human Resource Development and capacity building strategy well as the Performance Management System.

The main purpose of reviewing the aforementioned structures and strategies is to determine the extent to which they respond to the Dr. Pixley Ka Isaka Seme Local Municipality Integrated Development Plans (IDP) priorities, objectives, strategies and Performance measurements, also reflected and amplified in the Service Delivery and Budget implementation plan (SDBIP).

In the light of the abovementioned challenges and issues the following will be undertaken:

- Enhance the capacity of the Municipality to perform all its Performance Management issues through training, capacity building and staffing;
- Fast track the cascading of Performance Management System (PMS) to all levels in the Municipality by following the automated system approach;
- Work towards standardisation and integration of PMS practice throughout the Municipality by;
- Ensure timely preparation, submission and assessments of the in-year performance reports of the Municipality as required by legislation.
- Ensure that Annual Performance Agreements are fully linked to the Municipal SDBIP.

INFORMATION AND COMMUNICATION TECHNOLOGY (ICT):

The information and communication Technology (ICT) within the Municipality is crucial in the underpinning of the Municipal IDP: while serving as the key to strategic discussions on land and spatial issues, community development, economic and social issues. ICT is the vehicle for service delivery.

Whilst the primary objectives of the ICT section is to serve the immediate needs of the Municipality concerning the application and operation of its computer systems and access to information on local networks and the public internet by the relevant stakeholders the following remain the main objectives for the existence of the ICT:

- Enablement of access to information for all relevant stakeholders;
- Maintenance and implementation of ICT's within the Municipality to fast-track service delivery;
- Management and maintenance of hardware, networks, infrastructure, and provision of general ICT support;
- Management of Information System in line with the vision and mission of DPKISLM.

ICT Services

Currently the municipality has an annual ICT plan only which is not sufficient the municipality needs an IT Strategy/ Master System plan that can be aligned to the municipal strategy/IDP to ensure that the optimum quality service delivery is realised

IT GORVENANCE

The municipality does not have adequate implementation of the ICT Governance Framework that needs to be reviewed to be aligned with the IT Governance Framework

SECURITY MANAGEMENT

The municipality has the disaster recovery plan, business continuity plan, IT governance, data backup policy and IT security policy documents which has been approved by Council yet not fully implemented,

To implement disaster recovery plan and business continuity plan the municipality need to have a disaster recovery centre at least 20km away from the main office to reduce information loss risk.

ELECTRONIC FILE TRANSFER

Currently the municipality has an annual ICT plan only which is not sufficient the municipality needs an IT Strategy/ Master System plan that can be aligned to the municipal strategy/IDP to ensure that the optimum quality service delivery is realised.

The municipality has the disaster recovery plan, business continuity plan, IT governance, data backup policy and IT security policy documents which has been approved by Council yet not fully implemented.

To implement disaster recovery plan and business continuity plan the municipality need to have a disaster recovery centre at least 20km away from the main office to reduce information loss risk. The municipality needs to perform daily, weekly, monthly and quarterly internal data back.

CHALLENGES

- a) Drafting of IT Strategy/Master System plan and align to the municipal Strategy/IDP.
- b) Funds to open a disaster recovery centre.

4.8.2 KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

4.8.2.1 Community Facilities

Community facilities provide an essential collective support system for the urban population. With proper planning the provision of community facilities can create liveable urban environments and contribute towards social up-liftment of the relevant communities.

Social facilities are the core component of developing human settlements. Such facilities include Primary Health Care Centres, Thusong Centres, Schools (whether primary, secondary or high) and having access to all other amenities that induce human development. Below is a table that looks at the availability of such facilities in the Dr Pixley Ka Isaka Seme LM jurisdiction.

Table 24 – Social Facilities

| Health Facilities | | Education Institutions | |
|--------------------------|------|-------------------------------|----|
| Private Hospital | None | Independent Schools | 2 |
| Private Doctors | 10 | Public Primary Schools | 46 |
| Primary Health Clinic | 8 | Public Secondary Schools | 14 |
| Mobile Clinics | 4 | Combined Schools | 3 |
| Government Hospital | 2 | FET | 1 |
| Dentist | 3 | Independent Schools | 2 |
| Social Facilities | | | |
| Grant Pay Points | 5 | Community Hall | 11 |
| Victim Support Centre | 1 | Police Station | 5 |

| | | | |
|--------------------------------|----|--|---|
| Social Workers | 13 | Post Office | 5 |
| Old Aged Homes | 1 | Service Centre (Elderly People) | 3 |
| Children's Home | 1 | Youth Development Centers | 5 |
| Day Care Centers | 38 | Stimulation center's (Children living with Disability) | 2 |
| Multi-Purpose Community Centre | 2 | Drop in center's(Vulnerable children & Orphans) | 3 |

In relation to the population of 83 235 residents and the number of available facilities in the municipality's jurisdiction one can only understand the frustration of the communities. Emphasis is more on the availability of health care facilities and education institutions, the responsible departments have to urgently respond to the needs of the community. During previous consultative meetings with the community, the residents have repeatedly requested for higher education institution and the Department of Higher Education and Training responded positively to this request and an FET College has been built in Perdekop.

4.8.2.2 Sports Development

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

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

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

- Upgrading, adequate maintenance and rehabilitation of all facilities
- Developing at least one sports facility within the Municipal area
- Facilitate and support upgrading of six other facilities to meet the standards acceptable for the various national sport code
- Facilitates the revival of Sports, Arts and Culture councils
- Coordination and facilitation of opportunities for young talent to be exposed and supported through development

SPORTS RECREATION

The provision of sports and recreational facilities has been directly associated with the development of a healthy society and plays an important role in the development of our youth. The high levels of youth within the Municipality warrant that specific attention be given to the development of sports and recreation initiatives by the Municipality, district and the Department of Arts, Culture, Sports and Recreation. There are four formal sports facilities one of which is under construction, the district municipality is responsible and is expected to complete the facility by June 2017.

SPORTS FACILITIES

| NAME OF SPORTS FACILITY | LOCATION | STATUS | CHALLENGES |
|--------------------------------|--------------------|---|---|
| Vukuzakhe Stadium | Ward 2 | Dilapidated No Grass Vandalized | There's no security The facility has been vandalised |
| Volkstrust Showground | Ward 4 | Artificial Grass | There's no Security |
| Vukuzakhe Netball Court | Ward 1 | Combo Court Facility Netball, Basketball, Volleyball and Hand Ball Court within it. | Maintenance |
| Volkstrust Netball Court | Ward 4 | Tar Surface Made For Netball | |
| Volkstrust Tennis Ball Court | Ward 4 | Tar Surfaced Court | |
| Wakkerstroom Sports Facility | Ward 5 | It has Grass Ablution Facilities | No plan in terms of maintenance Plan in place |
| Perdekop Soccer Facility | Ward 06 | It has Grass | No maintenance plan |
| Perdekop Netball Court | Ward 06 | It's a Gravel Facility | |
| Amersfoort Soccer Facility | Ward 08 | No Grass Has been Vandalised | |
| Daggakraal Soccer facility | Ward 11 | Currently under construction | |
| Daggakraal Soccer Facility | Ward 09,10 & 11 | It's a Gravel Facility(Open Facilities) | |

Furthermore the Perdekop, Amersfoort, Daggakraal and Wakkerstroom Admin units do not have Netball Facilities and Volleyball Courts.

4.8.2.3 Cemeteries

Dr. Pixley Ka Isaka Seme Local Municipality currently has 14 graveyard sites within its jurisdictional area. There is still a need for more cemeteries and the Municipality is busy identifying land that will be suitable for such. The table below gives detail of the status quo on the cemeteries.

| CEMETERY | LOCATION | STATUS | CAPACITY STATUS | POSSIBLE INTERVENTION |
|-------------------|-----------------|---------------|-----------------------------|------------------------------|
| Vukuzakhe | Ward 3 | Operational | 30 % available burial space | Extension |
| Volkstrust | Ward 4 | Operational | 50 % available burial space | Extension is underway |
| Volkstrust Prison | Ward 2 | Full | | |
| Perdekop | Ward 6 | Operational | 10 % available burial space | Extension process |

| | | | | |
|--------------|---------|-------------|-----------------------------|--|
| | | | | underway |
| Vukuzakhe | Ward3 | Full | | |
| Amersfoort | Ward8 | Operational | 60 % available burial space | Identify space for future extension and conduct geo-tech assessment because of the unfavorable geological condition. |
| Daggakraal | Ward 9 | Operational | 15 % available burial space | Fencing required |
| Daggakraal | Ward 10 | Operational | 70% available burial space | Fencing required |
| Daggakraal | Ward 11 | Operational | 70% available burial space | Fencing required |
| Siyazenzela | Ward 5 | Operational | 50 % available burial space | Extension is underway |
| Wakkerstroom | Ward 5 | Operational | 50 % available burial space | Fencing required |

4.8.2.4 Public Safety (Crime, Road Safety, Fire & Rescue, Disaster management and Climate Change)

4.8.2.4.1 Crime

South African Police Services is committed in fighting crime within our municipality, currently crime that is high is theft, burglary, common assault, theft of stock, drugs and malicious damage to property.

SAPS are having a strategy to reduce high number of crime by deploying more Police official after hours on specific areas. SAPS is more committed in combating crime within our municipality

4.8.2.4.2 Traffic & Road Safety

The mission of the Traffic Section is to render a service that is effective and of high quality through a process of consultation and transparency in all facets of the traffic services, and in rendering a service to the community of Dr Pixley Ka Isaka Seme Local Municipality area and its visitors by ensuring the free flow of traffic and a safe environment.

Challenges

- Traffic Law Enforcement operates with poor condition of patrol vehicles
- Shortage of personnel to render effective services delivery to the Community
- Shortage of proper equipment to render effective services delivery

4.8.2.4.3 Vehicle registration and licensing

The Licensing Section is the function of the Department of Security Safety and Liaison in the Province hence it operates in the Municipality, the licensing section deal with registration of vehicles, issuing of driving licenses and permits on behalf of the Province.

During 2009 the section started the new system called Best Model system which is based to Batho Pele whereby we appointed five Licensing Cashiers that will services the Community on different cubic e.g.

License cashier which will deal only with vehicle registration and other deals with issuing driving license in order to improved service delivery to the Community.

The License section currently consists of four Licensing cashiers that are operating within Dr Pixley Ka Isaka Seme Local Municipality and five Examiner of Driving License and two Examiners for Vehicles.

Challenges in the License Section

- Licensing cashiers work under pressure long queues
- None filling of vacant post
- Inadequate store room to keep all files as per circular from the Department of Security Safety and Liaison
- Testing centers need upgrade
- Re-opening of Amersfoort testing center

4.8.2.4.4 Fire and Rescue

The Municipality does not have an adequate Fire Brigade Services equipment's within Dr Pixley Ka Isaka Seme Local Municipality to render effective and efficient services delivery to the Communities. There is no proper Fire Station, lack of capacity and lack of personnel due to budget constraints of the Municipality.

The Fire Brigade Services team despite the lack of equipment has attended to all incidents that required the fire brigade services. The fire section relay on the outside stakeholders for assistance in serious incidents as the Municipality is the member of Farmers Protection Association of Dr Pixley Ka Isaka Seme Local Municipality, as it is the requirement of the Forest Act.

The Fire Services consist of 7 fire fighters with one vacant Chief Fire Officer Post and one Fire fighter vacant post, and there is no volunteers Fire Fighters. The Fire Services team operating with one Tata fire truck, one Nissan Fire fighter vehicle and one emergency respond vehicle.

4.8.2.4.5 Disaster Management

Dr Pixley Ka Isaka Seme Local Municipality has an approved disaster management plan and policy. In terms of the Disaster Management Act, 2002, the municipality is experiencing a shortage of human resources to render efficient and effective services to our communities.

During the 2016/17 financial year, the Gert Sibande District Municipality funded the establishment of the Sub-Disaster Management Centre for Dr Pixley Ka Isaka Seme Local Municipality.

The Disaster Management services for, Dr. Pixley Ka Isaka Seme Local Municipality is incorporated in the fire services section. Officials conduct dual duties in order to render efficient and effective services to our communities.

With the limited number of officials and shortage of equipment, the department was able to reduce accidents with **8%**.

4.8.2.4.5.1. Disaster Risk Assessment

The objective of KPA2(as per the approved Disaster Management Plan) is to establish a uniform approach to assessing and monitoring disaster risk that will inform disaster risk management planning and disaster

risk reduction undertaken by organs of state and other role players. This KPA addresses the need for conducting ongoing disaster risk assessments and monitoring to inform disaster risk management planning and priority setting, guide disaster risk reduction efforts and monitor effectiveness of such efforts. It also outlines the requirements for implementing disaster risk assessment and monitoring by organs of state within the all spheres of government

In a generic sense, the following physical hazards were found to pose the highest risks;

| Hazard | Element at Risk | Effects |
|---------------------------------------|--|--|
| Floods/Severe storm, wind or rainfall | Communities building houses near river banks | Loss of life, loss of homes, loss of stocks, increase risk of disease |
| Fires (Veld/Structural) | Farming areas, Industrial areas and shacks. | Loss of life, loss of homes, loss of stocks, loss of grazing land, severe injury |
| Drought | Communities living in farming areas, animals | Loss of life, livestock, increase of diseases |
| Epidemics | Communities | Loss of life, loss of employment due to absenteeism |
| Major infrastructure failure | Communities | Loss of electrical power causing lack of heating, refrigeration, loss of communication |

Table 25: QUALITATIVE ANALYSIS MATRIX – LEVEL OF RISK

| Hazards | Low | Medium | High |
|---|-----|--------|------|
| Floods, Severe storm, strong winds or rainfall. | | | √ |
| Fires (Veld / structural) | | | √ |
| Drought | √ | | |
| Epidemics | √ | | |
| Major infrastructure failure | | √ | |
| Snow | | ✓ | |

Communities in RDP houses and in rural areas are the most vulnerable to many of these physical risks, but proximity to certain installations or hazards also exposes other communities to risks. In terms of capacity to address and therefore reduce risks, there currently is a strong emphasis on preparedness and response planning. This means that capacity and planning in terms of mitigation and prevention should be strengthened.

4.8.2.4.5.2. Disaster Risk Reduction

The objective of KPA 3(as per the approved Disaster Management Plan) is to ensure all risk management stakeholders develop and implement integrated disaster risk management plans and risk reduction programmes in accordance with approved framework

| Hazard | Element at Risk | Effects | Prevention and mitigation strategies |
|---------------------------------------|--|--|---|
| Floods/Severe storm, wind or rainfall | Communities building houses near river banks | Loss of life, loss of homes, loss of stocks, increase risk of disease | Prevent illegal occupation of land in low laying areas. Ensure that townships are established outside 1.50 year flood line, |
| Fires (Veld/Structural) | Farming areas, Industrial areas and shacks. | Loss of life, loss of homes, loss of stocks, loss of grazing land, severe injury | Awareness campaigns' Fire breaks |
| Drought | Communities living in farming areas, animals | Loss of life, livestock, increase of diseases | Improve farming practices; Storage of potable water source; Irrigation scheme |
| Epidemics | Communities | Loss of life, loss of employment due to absenteeism | Awareness campaign |
| Major infrastructure failure | Communities | Loss of electrical power causing lack of heating, refrigeration, loss of communication | Upgrade the power supplies system |

4.8.2.4.5 Climate Change

Climate change is a change of the general weather, conditions of which the most significant change is an increase in temperature of the earth's surface. Climate change is different to changes in weather because weather changes continuously on an hourly and daily basis while climate change occurs over large time scales ranging from 50 years onwards.

Climate change is occurring as a result of human activities that have introduced a massive increase in the levels of greenhouse gases in the atmosphere. The major human emissions of greenhouse gasses comes from burning coal, oil, natural gas ,vehicle exhaust fumes, Agriculture and changes in land use e.g. chopping down of trees and thus reducing the earth's natural ability to absorb greenhouse gases.

Currently the municipality does not have a climate change strategy or a person responsible for climate change issues. However moving forward funding will be requested from Department of Environmental Affairs for the development of the Climate Change Strategy.

Despite the non-existent of the Climate Change Strategy the Municipality is participating in the Provincial Climate Change Technical Forum.

4.8.2.5 Health

Dr. Pixley Ka Isaka Seme Local Municipality has two District Hospitals, Amajuba Hospital situated in Volksrust Town and Elsie Ballot Hospital situated in Amersfoort. There are no Private hospitals or clinics in the Municipality and such a service still remains a critical service that is needed by the Community.

In terms of Community Health Clinics (CHC's) currently there are two CHC's, one located in Perdekop and the other one in Daggakraal. These clinics operate for 12 hours a day for seven days.

The following services are offered in the two District Hospitals.

| <u>OUT PATIENT SERVICES</u> | <u>WARD / 24 HOUR SERVICES</u> |
|----------------------------------|--------------------------------|
| <u>MONDAY – FRIDAY</u> | |
| ➤ Outpatient services | ➤ Casualty |
| ➤ Eye care services. | ➤ Male/Female medical |
| ➤ Has/TB | ➤ Female/male surgical |
| ➤ Rehabilitation services | ➤ Pediatric services |
| ➤ Wellness clinic –ART services | ➤ HCT and PMTCT |
| HCT | ➤ Theatre |
| PMTCT | ➤ X-Ray services |
| ➤ Dietician services | ➤ Laboratory services |
| ➤ Social work services | ➤ Emergency medical services |
| ➤ Occupational health services | ➤ Referral services |
| ➤ High risk clinic | |
| ➤ Leprosy Clinic (Bi – Monthly) | |
| ➤ Orthopedic clinic | |
| ➤ MMC services | |
| ➤ Dental services | |

A comprehensive package of services is rendered and includes the following:

- Minor ailments
- TB, HIV and AIDS & STI services
- Mother, Child & Women and Youth Health Services(MCWYH)
- Ante Natal Care, Deliveries and Post Natal Care
- Emergency services
- Mental health services
- Chronic and Geriatrics Services
- Wellness clinic

Health Services / Facilities in the municipality still require a lot of attention by the Department of Health. The Department needs to prioritize the following:

- Building more Community Health Clinics especially in Wards where there is none.

- Have Community Health Clinics that will open 24 hours
- Increase the number of Ambulances operating within the Municipality.
- Improve on the response time for Ambulances.

4.8.2.6 HIV/ AIDS, Home Based Care and Orphans

4.8.2.6.1 HIV/AIDS

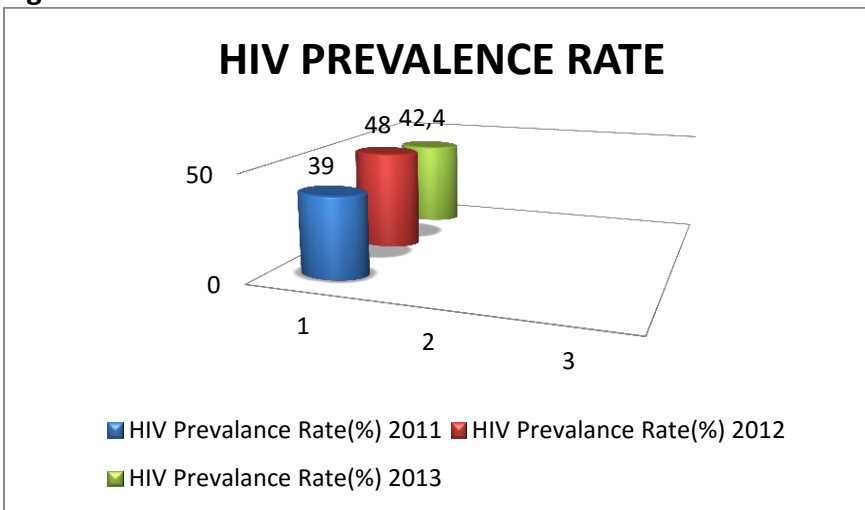
Mpumalanga is one of the three Provinces with the highest infection rates of HIV/AIDS. According to Department of Health, the HIV prevalence rate of Dr. Pixley Ka Isaka Seme was measured at 42.4% in 2013 making it the 8th highest of all the municipal areas in the Province even though this shows a decrease of 5.6% when compared to the 48% prevalence rate in 2012. Pixley Ka Isaka Seme is one of 6 municipal areas that recorded an improvement in their HIV prevalence rate between 2012 and 2013.

As part of the strategies to fight the high infection rate within the Dr. Pixley Ka Isaka Seme Local Municipality, the Local Aids Council (LAC). The LAC is formulated by a number of multi Stakeholders which include the Local Municipality, Department of Health, CDW’s etc.

The Municipality is in a process of developing a HIV/AIDS Strategy. The main purpose is to set the vision, outline the strategic interventions, provides a framework for a coordinated implementation of multi-sectorial responses, provide a plan for assigning responsibilities and accountabilities and tracking and reporting on performance ,and provide the basis for raising resources needed to implement key interventions at local level.

The figure below represents the HIV Prevalence rate from 2011 to 2013.

Figure 13: HIV Prevalence 2011-2013



Source: Community Survey 2016

4.8.2.6.2 Orphans and Vulnerable Children

There are more children orphaned because their parents have died from HIV and AIDS related diseases. The Department of Health and Social Development and Department of Education are doing their level best to take care of this situation and making sure that these children are identified and taken care of.

Department of Social Development has a number of programs designed and implemented to deal with orphans and child headed households. Community members have also taken a leading role in making sure that these children are not neglected and or abused.

Table 26: Distribution of population less than 17 years old by orphan-hood status

| Municipality | Maternal orphans | Paternal orphans | Double orphans |
|---------------------------------|------------------|------------------|----------------|
| DC30: Gert Sibande | 14,026 | 29,361 | 8,380 |
| MP301 : Chief Albert Luthuli | 3,189 | 6,332 | 1,476 |
| MP302 : Msukaligwa | 1,796 | 4,224 | 961 |
| MP303 : Mkhondo | 2,816 | 6,788 | 1,992 |
| MP304 : Dr Pixley Ka Isaka Seme | 1,127 | 2,079 | 849 |
| MP305 : Lekwa | 1,452 | 2,961 | 863 |
| MP306 : Dipaleseng | 454 | 983 | 139 |
| MP307 : Govan Mbeki | 3,192 | 5,995 | 2,101 |

Source: Community Survey 2016

Table 26 reflects the number of children who have lost their fathers, mothers as well as those who lost both parents. Paternal orphans (2079) within the Dr. Pixley Ka Isaka Seme Municipal jurisdiction are thus more than double the number of maternal orphans (1127) while the number of double orphans (849) is the lowest. Mkhondo local municipality shows the highest numbers in terms of the total number

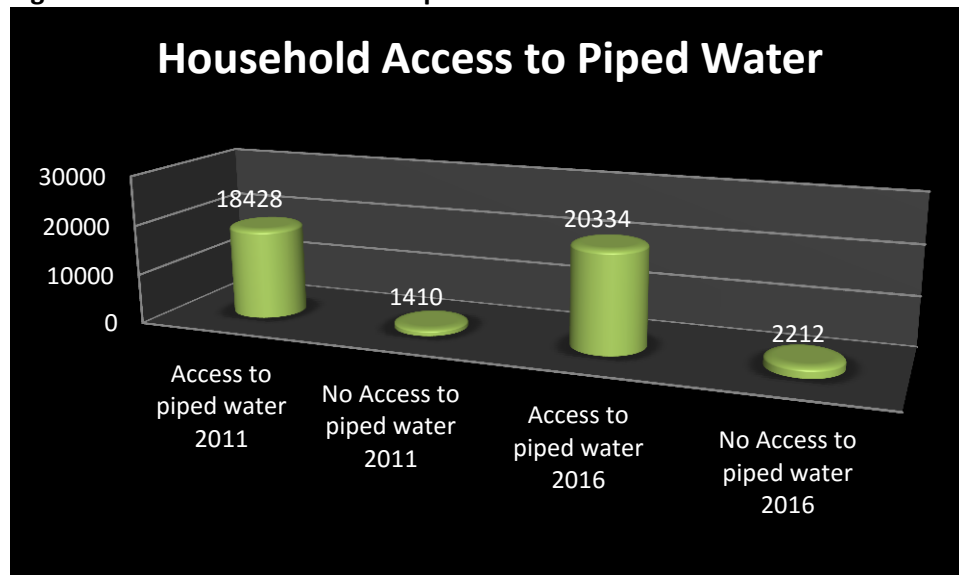
4.8.2.7 Water

The Municipality has been working hard over the years in trying to make sure that each household has access to basic living standards or services as required by the Government. The majority of the residents of Dr. Pixley Ka Isaka Seme Local Municipality get their water supply from a local water scheme.

The main challenge is our dilapidated water supply network in all administration units, particularly in Volksrust and Amersfoort Towns where the network is still mostly consisted of Asbestos (AC) pipes, which have reached their design life span, These AC pipes burst constantly and leak badly thus contributing to water loss. The Municipality has sent business plans to DWA and COGTA to source funding for the eradication of the AC pipes and refurbishment of our water supply network. This project requires approximately R78m to complete, however the municipality utilizes its limited internal funds to address this challenge in small bits.

Figure 14 below displays that the number of households with access to piped water increased between 2011 and 2016. The reason for the higher number of households that have no access to piped water in 2016 is caused by the increase of the number of households as per the community survey results.

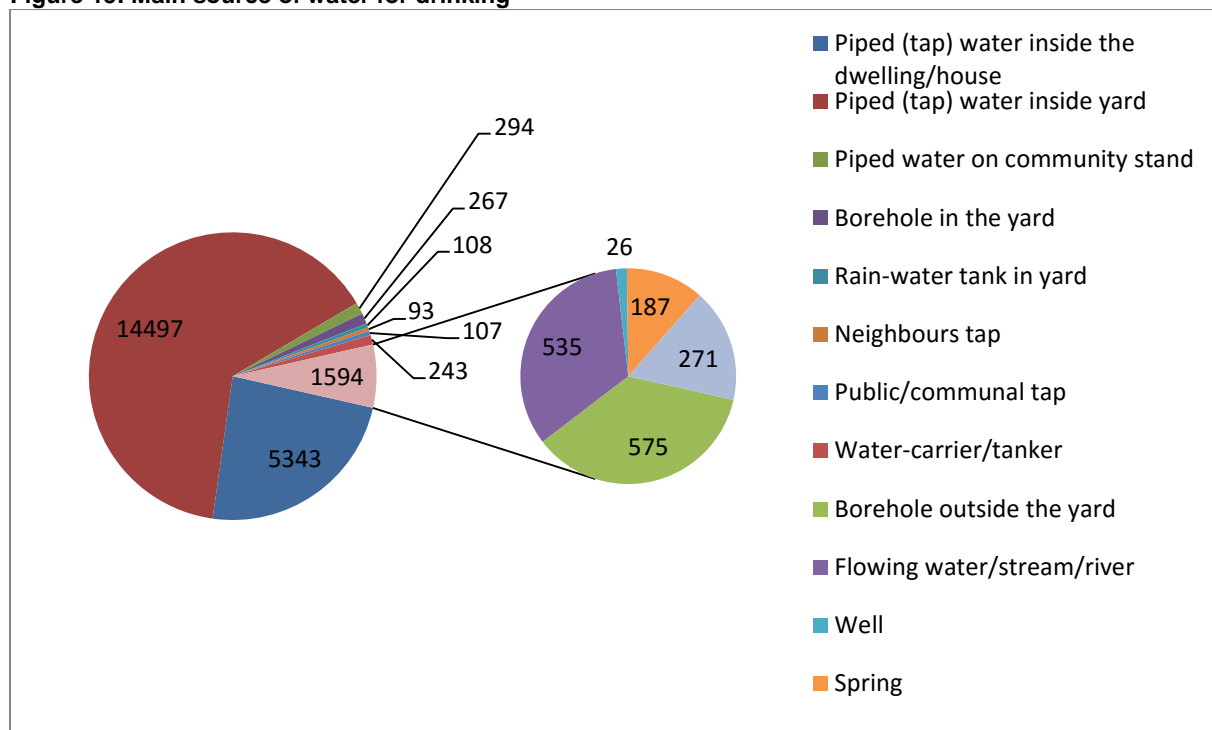
Figure 14: Household Access to Piped Water



Source: Community Survey 2016

The Pie chart below indicates that there are 64% households (14,497) with access to piped water inside their dwelling or house, 24% households (5,343) with access to piped water inside their yard and 1% of the households have access through a communal tap. There are 2,212 households (11%) that have no access to piped water.

Figure 15: Main source of water for drinking



Source: Community Survey 2016

The level of access to water can be broken down as follows on ward level. The table below is based on the 2016 Community Survey statistical data.

| Ward No. | Number of Households | Households with Access | Households without Access | Remedial Action | | Progress |
|----------|----------------------|------------------------|---------------------------|--|---------------|-----------------------|
| | | | | Intervention | Timeframe | End of February 2017 |
| Ward 1 | 2790 | 2653 | 137 | Construction of water connection complete with water meter(153HH) | 30 April 2017 | Contractor is on site |
| Ward 2 | 1031 | 1031 | 0 | N/A | N/A | N/A |
| Ward 3 | 2285 | 2285 | 0 | None | None | None |
| Ward 4 | 1946 | 1649 | 297 | None | None | None |
| Ward 5 | 1771 | 1569 | 202 | None | None | None |
| Ward 6 | 2240 | 2111 | 129 | | | |
| Ward 7 | 2238 | 2045 | 193 | None | None | None |
| Ward 8 | 2070 | 1876 | 194 | None | None | None |
| Ward 9 | 1358 | 1248 | 110 | Construction of water connection complete with water meter(30 HH) | | |
| Ward 10 | 2679 | 2169 | 510 | Construction of water connection complete with water meter (30 HH) | 15 Dec 2016 | Project complete |
| Ward 11 | 2138 | 1941 | 197 | Construction of water connection complete with water meter (30 HH) | 15 Dec 2016 | Project complete |

The Municipality is a water service authority and a water service provider. The current status of the Bulk supply and storage for water can be outlined as follows:

- Water Treatment Works in Vukuzakhe plant was refurbished in 2010
- Water Treatment Works in Amersfoort plant was refurbished in 2011/2012
- Water Treatment Works in Volksrust needs to be upgraded.
- Water Treatment Works in Wakkerstroom needs to be refurbished.

- Balfour and Schuilhoek dams are currently dry due to draught.
- Waste Water treatment in Vukuzakhe needs to be upgraded.
- New pump station in Amersfoort WTW was constructed in 2014.
- Bulk water meters were installed in 2014 by Gert Sibande District Municipality.
- Construction of Bulk line by GDSM in Amersfoort reservoir to Ezamokuhle reservoir was completed in 2015.
- Waste Water Treatment works in Amersfoort plant needs to be upgraded and refurbished.

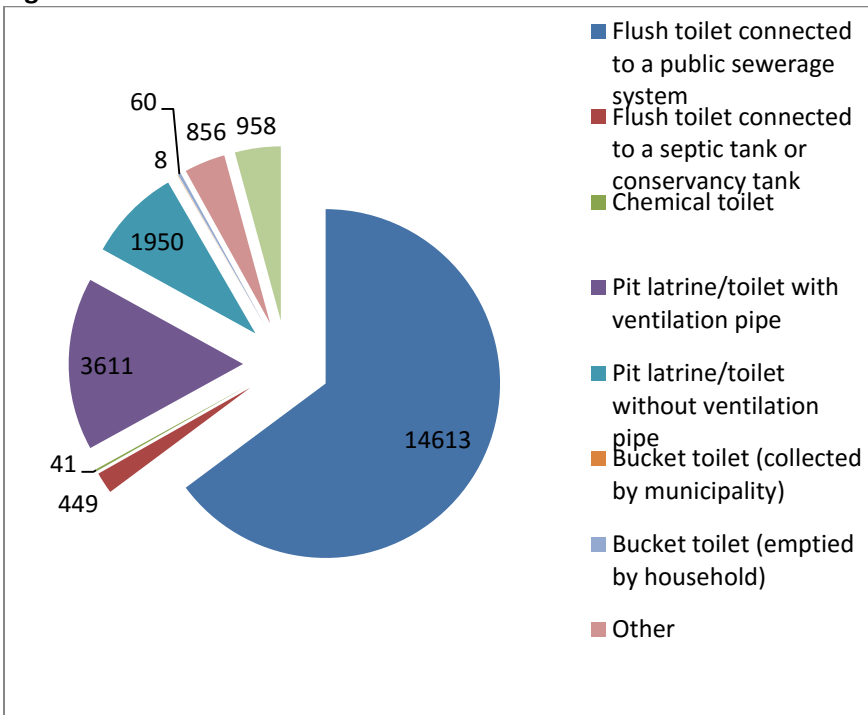
The Municipality is faced with numerous challenges that make it difficult to implement the service accurately to community members. The following challenges are faced by the Municipality:

- Lack of water quality laboratories equipment's
- No process controllers in some of the treatment works
- Shortage of operation and maintenance staffs
- Limited budget for operation and maintenance.
- Ageing infrastructure e.g. asbestos pipe, water meters, overloaded treatment plant
- Critical sector plans not in place.
- Dry water sources due to draught

4.8.2.8 Sanitation

The number of households with access to flush/chemical toilets increased from 13 049 to 15 102 between 2011 and 2016, which equals to a share of 67.0% of all households. There are 958 households without any toilet facilities.

Figure 16: Access to Sanitation



Source: Community Survey 2016

The level of access to sanitation can be broken down as follows on ward level. The table below is based on the 2016 Community Survey statistical data.

| Ward No. | Number of Households | Households with Access | Households without Access | Remedial Action | | Progress |
|----------|----------------------|------------------------|---------------------------|--|---------------|-----------------------------|
| | | | | Intervention | Timeframe | End of February 2017 |
| Ward 1 | 2790 | 2671 | 119 | | | |
| Ward 2 | 1031 | 839 | 0 | None | None | None |
| Ward 3 | 2285 | 2107 | 0 | None | None | None |
| Ward 4 | 1946 | 1933 | 13 | Installation of 27 improved sanitation | 15 Dec 2016 | Service provider is on-site |
| Ward 5 | 1771 | 1741 | 30 | Installation of 87 improved sanitation | 30 June 2017 | Service provider is on-site |
| Ward 6 | 2240 | 2211 | 29 | Installation of 87 improved sanitation | 30 March 2017 | Service provider is on-site |
| Ward 7 | 2238 | 2200 | 38 | Installation of 28 improved sanitation | 15 Dec 2016 | The project is complete |
| Ward 8 | 2070 | 2061 | 9 | Installation of 28 improved sanitation | 15 Dec 2016 | The project is complete |
| Ward 9 | 1358 | 1290 | 68 | Installation of 28 improved sanitation | 15 Dec 2016 | The project is complete |
| Ward 10 | 2679 | 2551 | 128 | Installation of 56 improved sanitation | 15 Dec 2016 | The project is complete |
| Ward 11 | 2138 | 2055 | 83 | Installation of 28 improved sanitation | 15 Dec 2016 | The project is complete |

4.8.2.9 Electricity

4.8.2.9.1 Electricity Provision

The Dr Pixley Ka Isaka Seme Local Municipality purchases electricity from ESKOM and provides for Volksrust, Vukuzakhe and a portion of Daggakraal (Sinqobile C).

Other administrative units receive electricity directly from the ESKOM grid but the public lighting in these units is maintained by the Municipality. The electricity is provided through both the conventional method and the prepaid system. The biggest challenge is maintenance and replacement of aging infrastructure due to inadequate funding.

VOLKSRUST

Volksrust is supplied by Eskom at 11KV with a Maximum Notified Demand of 9MVA, while Daggakraal is also supplied by Eskom with a 22KV line with a Maximum Notified Demand of 400 KVA. Electricity is distributed by underground cables and overhead lines with current backlog of 2, 1 MVA. There is a need to increase the supply capacity from 9MVA to 20MVA, the application to increase our bulk supply were submitted to Department of Energy.

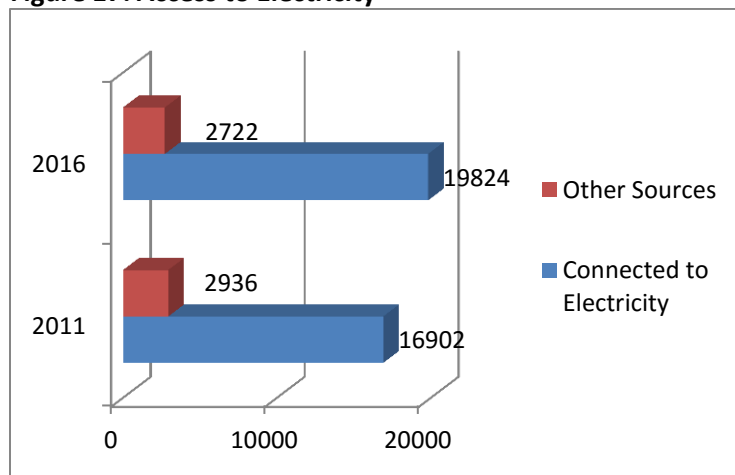
VUKUZAKHE

The electricity distribution is mostly on underground cables with current supply capacity of 8MVA and spare capacity of 3,5MVA. All the streets have public lighting through streetlights and high mast lights. There are 590 households in ward 1 that still need access to electricity; application has been submitted to Department of Energy.

Access to Electricity

Households with connection to electricity increased to 19 824 in 2016. The share of households connected to electricity improved to a level of 87.9% in 2016. There are 2 561 households not connected to electricity and this backlog figure is made up of both the municipal and Eskom serviced areas.

Figure 17: Access to Electricity



Source: Community Survey 2016

The level of access to electricity can be broken down as follows on ward level. The table below is based on the 2016 Community Survey statistical data.

| Ward No. | Number of Households | Households with Access | Households without Access | Remedial Action | | Progress End of February 2017 |
|----------|----------------------|------------------------|---------------------------|-----------------------------------|-----------------|-------------------------------|
| | | | | Intervention | Timeframe | |
| Ward 1 | 2790 | 2734 | 56 | Electrification of 250 Households | 18 January 2016 | The project is complete |
| Ward 2 | 1031 | 839 | 0 | Grid | June 2018 | None |
| Ward 3 | 2285 | 2107 | 0 | Grid | June 2018 | None |

| | | | | | | |
|---------|------|------|-----|------|-----------|------|
| Ward 4 | 1946 | 1690 | 256 | Grid | June 2018 | None |
| Ward 5 | 1771 | 1621 | 150 | Grid | June 2018 | None |
| Ward 6 | 2240 | 1891 | 349 | Grid | June 2018 | None |
| Ward 7 | 2238 | 1959 | 279 | Grid | June 2018 | None |
| Ward 8 | 2070 | 1819 | 251 | Grid | June 2018 | None |
| Ward 9 | 1358 | 1134 | 224 | Grid | June 2018 | None |
| Ward 10 | 2679 | 2161 | 518 | Grid | June 2018 | None |
| Ward 11 | 2138 | 1910 | 228 | Grid | June 2018 | None |

4.8.2.10 Roads and Storm water

4.8.2.10.1 Roads

The municipal roads are in a bad state due to high volumes of coal haulage trucks that transport coal to the Amajuba Power Stations and other areas within and beyond its jurisdictional area; thus inflating the maintenance expenditure of all three spheres of government on roads across the municipalities boundaries.

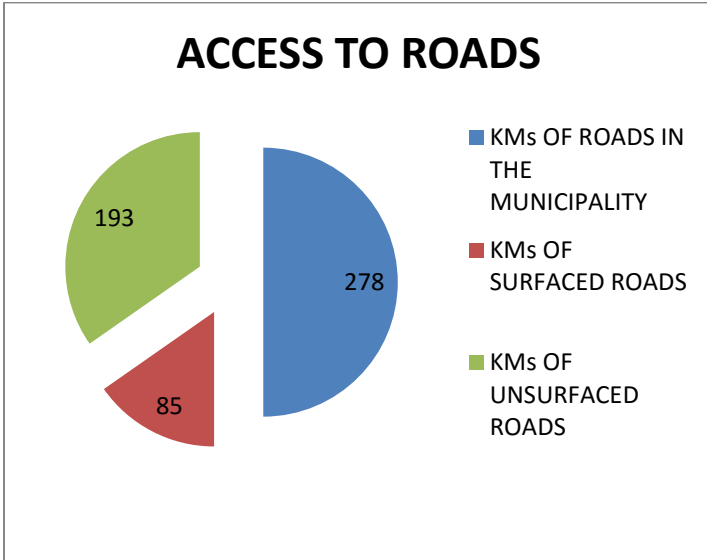
The N11 between Ermelo, Amersfoort and Volksrust transverses the area and it is an important north-south transportation route providing access from the Limpopo Province and to the Northern KZN. The N11 is used freight transportation route and can also be viewed as a potential corridor on boosting the tourism in the area. This route can be used to tap into the economic development of the municipal jurisdiction as it is in good condition.

There are other routes within the municipal boundaries that are provincial roads, these include the R23 (connects Volksrust to Standerton), R543 (links Volksrust to Piet Retief). Some of the roads, mainly those by provincial and local, have to be properly gravelled or be tarred accordingly. There is also a growing need for footbridges in the rural areas as most of the roads are gravel and are inaccessible during rainy periods.

The challenge is also maintenance and refurbishing of our internal roads both in town and townships due to insufficient funding. This situation affects the economic stability in the area such as the value of houses along such roads.

The Municipal is made up of 278km's of road of which 85kms is surfaced and 193kms is gravel road.

Figure 18: Access to Roads



Source: Community Survey 2016

4.8.2.10.2 Storm water

Storm-water drainage is part of the roads infrastructure; therefore storm-water systems should be provided alongside all formal roads, whether gravel or paved and with the state of our roads, storm-water drainage also needs attention. Currently the municipality has storm-water drainage system such as drop structures, open-channel system and regular drainage from the roadway into intersecting roads or drainage ways.

The Municipality still needs to come up with the Storm water Mater Plan but due to lack of funding that cannot be done within this financial year.

4.8.2.11 Waste Management

The development of an Integrated Waste Management Plan(IWMP) is a requirement for certain organs of state in terms of Section 11 of the National Environmental Management Waste Act, 2008 (Act 59 of 2008) (NEMWA) for government to properly plan and manage waste. Dr Pixley Ka Isaka Seme Local Municipality is now complying with the National Environmental Management Waste Act because our Municipality has an Integrated Waste Management Plan that was approved through Council.

Dr Pixley Ka Isaka Seme Local Municipality is faced with the challenge of ensuring that waste management is comprehensively done in line with the best practicable methods, effectively, efficiently and at the cost that the community and the municipalities can afford. This is imperative with more emphasis being placed in reducing waste that comes to the landfill sites by promoting re-use, recycling and prevention of waste generation from source.

The management and control of landfill sites is key to effective waste management. Effective and efficient waste management is envisaged to be achieved over medium and long term. Partnerships between the key stakeholders, sector departments, private sector and the communities in having joint programs including technological advancement to eliminate, minimize and control waste generation and disposal.

Dr Pixley Ka Isaka Seme LM in partnership with GSDM will also look into integration of planning and waste management including the review of all waste by – laws that will ensure a balance with environmental safety and protection, capacity building will be on going for those involved in waste management, re-cycling, re-use and awareness programs.

The program will be to evaluate and monitor the local and district wide development trends, waste generation, management and disposal methods and mechanism, awareness and educational programs including preventative and technological advances. The program will also look into the program of ensuring compliance monitoring and environment impact of waste within the district and rehabilitation and re-use of old landfill sites.

The following Key Issues were identified as far as waste management is concerned:

- Review of Waste By laws and Waste Management Development Plans
- Monitoring and surveillance of landfill sites
- Coordination and partnership with all stakeholders in waste management
- Promotion and support for waste minimization, re-cycling and re- use
- Rehabilitation and pollution control programs
- Enforcement of relevant legislation by all stakeholders

Waste quantities generated and categories of waste are important in order to devise a plan for waste collection and determine the staff numbers that are needed. From the population sizes above Dr Pixley Ka Isaka Seme is expected to have the highest waste quantities as the municipality develops. In the municipality waste is divided into the following categories:

- Domestic;
- Building Rubble;
- Garden;
- Hazardous; and
- Industrial

In order for the Municipality to meet the required Waste Management targets and standards, it has to purchase communal bins, tractors and power x-trailers. However, due to budgetary constraints it is practically impossible for the Municipality to purchase the above mentioned items.

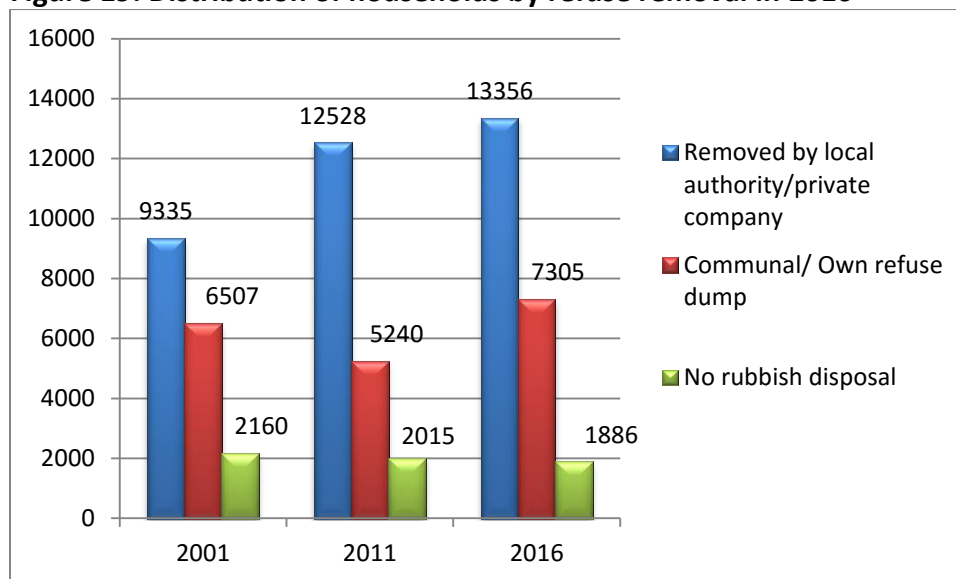
4.8.2.11.1 Waste Removal

As part of waste management, the municipality also has a refuse collection system that operates in all administrative units, with exception for Daggakraal. Refuse removal is rendered to 20 661 households out of the 22546.



The municipality has had a significant increase in the number of households that receive a refuse removal service. There has been a decrease in communal/own refuse dumps and well as the no of households that receive no refuse removal. The number of household that do not receive a refuse removal service can in this case also be contributed to farms and informal settlements that are at times not accessible by the Dr Pixley Ka Isaka Seme Local Municipality for waste removal service.

Figure 19: Distribution of households by refuse removal in 2016



Source: Community Survey 2016

The above figures show that the municipality is performing well in terms of moving towards a 100% refuse removal service.

The Community Survey 2016 interviews revealed that the majority of the community members are having their refuse moved by local authority. There is still a great challenge with the refuse removal service which range from working tools or machinery to human resources.

4.8.2.11.2 Waste Disposal

The Municipality has four waste disposal sites in their jurisdiction Volksrust, Amersfoort, Perdekop and Wakkerstroom waste disposal sites and all four are licensed for operation. All the waste disposal sites are experiencing operational problems in varying degrees, but mainly as a result of insufficient funding, equipment and personnel shortage as well as interference by uncontrolled reclaiming activities on daily operations. None of the sites are covered on a daily basis and wind-blown litter, vectors, dust, storm water ponding and odours are common concerns.

Volksrust Waste disposal site

The Volksrust waste disposal site is permitted in terms of Section 20 (1) of the Environment Conservation Act, 1989 (Act 73 of 1989). The site is operated by the municipality. Waste is disposed of over a wide open area which is not in line with the license conditions. Cover material is not readily available and no regular covering of waste is occurring as required in the license issued for the site.

Amersfoort Waste disposal site

The Amersfoort waste disposal site is licensed in terms of Section 45 of the National Environmental Management: Waste Act, (Act 59 of 2008) or any previous acts relating to licensing of such facilities. The waste disposal site are experiencing operational problems mainly due to insufficient funding, equipment and personnel shortage as well as interference by uncontrolled reclaiming activities on daily operations. The site is operated by the municipality. Waste is disposed of over a wide open area which is not in line with the Minimum Requirements for Waste Disposal.

Perdekop Waste disposal site

The Perdekop waste disposal site is licensed in terms of Section 45 of the National Environmental Management: Waste Act, (Act 59 of 2008) or any previous acts relating to licensing of such facilities. The Waste disposal site is experiencing operational problems mainly due to insufficient funding, equipment and personnel shortage. The site is operated by the municipality. The site has been filled almost to capacity with waste deposited in berms/cells. The site is not operated in accordance with the Minimum Requirements for Waste Disposal.

Wakkerstroom Waste disposal site

The Wakkerstroom waste disposal site is licensed in terms of Section 45 of the National Environmental Management: Waste Act, (Act 59 of 2008) or any previous acts relating to licensing of such facilities. The waste disposal site is experiencing operational problems mainly due to insufficient funding, equipment and personnel shortage. The site is operated by the municipality. Waste is disposed of over a wide open area which is not in line with the Minimum Requirements for Waste Disposal.

The following can be concluded with regards to Waste Disposal Sites

- ✓ Volksrust, Wakkerstroom, Amersfoort and Perdekop landfill sites are all licenced.
- ✓ In Wakkerstroom, the current landfill site is located in an ecological sensitive area thus it need to be closed and rehabilitated. New site need to identified will comply with environmental standards where a buy back centre can be operated.
- ✓ Amersfoort and Perdekop landfill sites are now licenced.
- ✓ Institutional and financial challenges pose challenges with regard to complying with the Minimum Requirements for Waste Disposal.

4.8.2.12 Summary of Access to Basic Services

The following table gives a summary with regards to access to basic services; comparison is made between Census 2011 data and the 2016 Community Survey.

| Services | Total no of HH | No of HH with Access | % of HH with Access | No of HH without Access | % of HH without Access |
|--|----------------|----------------------|---------------------|-------------------------|------------------------|
| Census 2011 Statistics | | | | | |
| Water | 19838 | 18430 | 92 | 1408 | 7.1 |
| Sanitation | 19838 | 18826 | 94 | 1012 | 5.1 |
| Electricity | 19838 | 16902 | 85 | 2936 | 15 |
| Refuse Removal | 19838 | 12299 | 62 | 7539 | 38 |
| 2016 Community Survey Statistics | | | | | |
| Water | 22546 | 20577 | 91.3 | 1969 | 8.7 |
| Sanitation | 22546 | 22029 | 97.7 | 517 | 2.3 |
| Electricity | 22546 | 20235 | 89.7 | 2311 | 2.3 |
| Refuse Removal | 22546 | 14 933 | 72.6 | 5641 | 27.4 |
| Additional Households between Census 2011 and 2016 Community Survey is 2708 | | | | | |

4.8.3 KPA 3: LOCAL ECONOMIC DEVELOPMENT

Section 153(a) of the constitution stipulates that, as part of its developmental duties, local government 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”.

Local Economic Development is one of the six key performance areas in the Dr. Pixley Ka Isaka Seme Local Municipality. LED has emerged as one of the key developmental strategies by which to address the intractable challenges of poverty, unemployment and income inequality. The role of local government in LED has strong legislative foundations. In the constitution economic development is defined as one of the core duties of developmental local government.

Dr Pixley Ka Isaka Seme Local Municipality has a high unemployment rate and poverty levels that result in low affordability levels which turn manifest in low levels of investment, development and service delivery and underutilization of development opportunities.

Unemployment Rate

The unemployment rate of Dr. Pixley Ka Isaka Seme decreased from 36.1% in 2011 to 33.7% in 2015. In 2015, Dr. Pixley Ka Isaka Seme’s unemployment rate was the 4th highest among all the municipal areas of Mpumalanga. The unemployment rate is higher for females (39.3%) than the one for males (29%). The Municipality is dominated by unemployed Youth which is standing at 45.1% as per the 2016 Community Survey results again the females dominate the unemployment rate in this category.

Economy Analysis

The municipality has a limited and almost non- existent industrial economy, the predominantly rural nature of the municipality limits commercial and business development. Business activities are confined

to supply store, the municipality is more substantial commercial and business activities are restricted to Newcastle which falls within KZN which means that a substantial portion of DPKISLM community's income is not being reinvested into the province although part of the municipality such as Perdekop, Daggakraal and Amersfoort the community income is being reinvested in Ermelo that fall under Msukaligwa municipality the neighbouring municipality which is part of the Mpumalanga Province.

The average annual economic growth rate for the municipality as per the 2016 community survey is 1.9% over the period 1996 to 2015. The fore-casted average annual GDP growth for 2015-2019 is around 1.3% per annum.

Table 27 – Economic Contribution & Growth

| Local municipal area | % contribution to Mpumalanga economy 2015 | Average annual economic growth 1996-2015 | Average annual economic growth 2015-2020 |
|-------------------------|---|--|--|
| Emalahleni | 20.9% | 2.4% | 1.9% |
| Mbombela | 15.4% | 2.9% | 1.2% |
| Govan Mbeki | 14.8% | 1.5% | 1.9% |
| Steve Tshwete | 13.4% | 2.7% | 2.1% |
| Bushbuckridge | 4.3% | 0.7% | 1.7% |
| Msukaligwa | 4.2% | 2.5% | 1.0% |
| Lekwa | 3.7% | 1.7% | 2.3% |
| Victor Khanye | 3.2% | 5.2% | 2.5% |
| Thaba Chweu | 3.1% | 2.7% | 1.2% |
| Nkomazi | 3.1% | 1.6% | 1.5% |
| Mkhondo | 2.7% | 3.6% | 1.8% |
| Thembisile Hani | 2.7% | 3.1% | 2.0% |
| Umjindi | 2.5% | 2.4% | 1.2% |
| Chief Albert Luthuli | 2.4% | 2.8% | 1.0% |
| Emakhazeni | 1.0% | 2.0% | 1.1% |
| Dr Pixley Ka Isaka Seme | 1.0% | 1.9% | 1.3% |
| Dr JS Moroka | 0.7% | -4.7% | 0.9% |
| Dipaleseng | 0.7% | 1.9% | 0.4% |

Source: Community Survey 2016

Extracting from the table above the municipal contribution to the Mpumalanga economy is 1% which makes it the 3rd smallest economy in the province and 2nd smallest in Gert Sibande. The size of the

economy in 2015 was estimated at more or less R3 billion in current terms and R2 billion in 2010 constant prices.

The largest employing industries in Dr. Pixley Ka Isaka Seme are utilities, trade, finance and community services, occupying roughly 66% of the total employment. There is a High labour intensity in industries such as transport, manufacturing and construction.

The municipality is vested with natural resources which have significant economic potential including;

- Agriculture (crop farming and livestock farming)
- Tourism (Wetlands & bird watching)
- Small scale mining

There are a number of registered Cooperatives and SMME's within the Municipality; however the greatest challenge is that the minority of those registered are also operational. With regards to SMME's the greatest challenge is their inability to compete with other Business people.

TOURISM

The tourism industry within Dr. PKISLM is yet to achieve optimal levels. Among the key challenges facing the industry, include:

- i. **Lack of well-developed tourism product.** One of the recurring criticisms leveled against Dr. PKISLM is failure to develop and market a common product for the entire municipality. In the absence of such a product, tourism development has been characterized by fragmentation, ineffectiveness, and inefficiency.
- ii. **Lack of effective public, private and community collaboration:** While the public sector has an important role to play in facilitating an enabling environment, it is the private sector that drives tourism. The lack of a common vision, which is capable of unifying all major stakeholders including government, private sector, and communities, is also a major weakness.
- iii. **Lack of transformation.** The integration of the community (previously disadvantaged) sector into the industry has been quite slow. Unless all three actors act in concert, the sector is unlikely to break free from its current and lack lustre performance levels.
- iv. **Tourism expenditure:** Equally critical is the need to ensure that adequate financial resources are provided to complement the private sector efforts product development and marketing spend.
- v. **Enabling infrastructure:** The provision of both soft and hard infrastructure including access roads to heritage sites, air travel needs to be significantly improved.

To address these challenges Dr. PKISLM needs to pay urgent attention to the following factors:

- Building effective collaborations between the public, private and community sector;
- Development of a coherent product for the municipality and linking this with the district, provincial and national product;
- Ensuring effective and efficient utilization available resources;
- Expedite the transformation and integration of the industry;

- Investment in strategic tourism infrastructure.

The table below demonstrates the contribution of Tourism to the GDP in percentage and monetary value for the years from 2011 to 2015. From this extract it is evident that more strategies should be developed and implemented to fully utilize the tourism potential of the municipal area.

Table 28 – Tourism Expenditure

| Region | Total tourism spend (R-million) | | Tourism spend as % of GDP (current prices) | |
|--------------------------------|---------------------------------|--------------|--|--------------|
| | 2011 | 2015 | 2011 | 2015 |
| Gert Sibande | 2 093 | 2 977 | 3.0% | 3.3% |
| Chief Albert Luthuli | 323 | 342 | 6.0% | 4.8% |
| Msukaligwa | 356 | 561 | 3.5% | 4.5% |
| Mkhondo | 189 | 279 | 3.2% | 3.3% |
| Dr Pixley Ka Isaka Seme | 129 | 200 | 5.2% | 6.1% |
| Lekwa | 136 | 224 | 1.8% | 1.9% |
| Dipaleseng | 231 | 305 | 12.1% | 13.7% |
| Govan Mbeki | 729 | 1 068 | 2.0% | 2.4% |

Source: Community Survey 2016

Potential Interventions

Development in the municipal area is limited as a result of backlog in social and economic infrastructure, although the natural resources of the area provide the basis for socio-economic developments.

In terms of economic infrastructure development priority intervention includes;

- Factory space/ Industrial Hub
- Irrigation and other farming infrastructure (Farm Paardekraal, Hydrophic Farming in Daggakraal)
- Truck Inn/Stop
- Development of the N11 and R23 Corridor
- Small scale mining (Kangra coal, Yzermyn underground mine and Fly Ash Project).
- Construction of a Waste Management Plant (Recycling).
- Construction and Management of Uthaka Bird and Nature Park
- Market the heritage and Liberation route (Pixley Ka Seme Statue, Mahatma Gandhi prison cell)
- Construction of a Cultural Village in Wakkerstroom.

STATUS QUO OF IDENTIFIED ANCHOR PROJECTS

It is critically important to realize that the success of the LED rely heavily on the so-called anchor project that will stimulate the economic growth to prospective dimensions. Projects should address among other things the following: create sustainable jobs, eradicate poverty, equip local people with required business skills, nurture start up smme's and cooperatives, create enable environment for business development to allow economic spin offs, etc.

1. Kangra Coal

Kangra Coal (Pty) Ltd proposes to expand their current mining operations facility at the Savmore Colliery (approximately 10 km west of Driefontein, near Piet Retief). The Savmore Colliery currently operates on the Maquasa East and West properties. Current operations entail both underground and open pit mining methods.

2. Majuba Rail

The continued attention and emphasis given to the effective partnership with private sector as well as other spheres of government are certainly the most critical factor for the success of local economy. Eskom is trying to shift from transporting coal through road transport (trucks) to railway mode of transport because of the adverse impact to road infrastructure and high cost of road maintenance. Railway line that will link Majuba power station stretching to mines around Msukaligwa will be constructed soon. This project will create hundreds of job opportunities for our municipality and Msukaligwa. The whole project is estimated to the tune of five billion or more.

3. Fly Ash

Eskom has a footprint in the Mpumalanga Province and currently operating in in the following power stations Camden, Tutuka, Arnot, Komati, Kriel, Duvha, Matla, Majuba, Grootvlei and Kendal. As Eskom produces a large amount of coal combustion ash in the burning of coal to produce electricity at its various coal-fired power stations, this coal combustion product, consisting of bottom ash and fly ash, can be beneficially used in a number of applications including brick making, road construction, concrete and cement and other commodities. With the above in mind, Eskom decide to pilot the project at our municipality utilising ash from the Majuba power station. This project will benefit cooperatives from five admin units and create substantial jobs.

4. Meerkat Truck Stop

Volksrust town is in need of secure facilities for trucks and their crew. The existing trucking and related facilities available does not fulfil this need, socially, economically and spatially. Towb Trading has secured 8 ha of land outside of town for the development of such facilities. The site is situated 2km outside of Volksrust on the R23 towards Standerton. Phase I of the development will be a truck stop and parking with security fence, lighting, 24 hour surveillance, ablution facilities, truck pit and 24 hour convenience shop, including two diesel bowser outlets for trucks. Phase II of the development will be a retail fuel outlets for diesel and petrol with a café, office complex and fuel storage facility. Phase II will only commence once traffic volume counts on the R23 at the site reached 6000 vehicles per day.

5. Perdekop/Amersfoort Glencore underground Mine

High unemployment levels is an unfavorable situation and as such local municipalities have to generate new employment opportunities and the employment growth rate within various economic sector should be accelerated ,then the unemployment rate will decline. Glencore which is working very close with

Xstrata is under an intensive study of opening two coal mines in Amersfoort and Perdekop respectively. These two mines promise to create considerable job opportunities for the people of DPKISM and might attract other business ventures that will eventually assist to resuscitate the dormant economic spinoffs within the two towns.

6. Yzermyn Underground Mine

Atha-Africa Ventures (Pty) Ltd. is a subsidiary of Atha Group, India with registered office at Sandton, Johannesburg. The Group presence in South Africa is growing with strategic interest in mineral sector and power sector. The Group acquired a large Coal Asset PR – Yzermyn in 2011 with an estimated reserve of around 80.32 million tons in Mpumalanga province near Piet Retief. This investment into South Africa was largely due to The Free Trade Agreements, BRICS and other Bilateral Agreements, inviting Indian companies to participate and invest in six specific sectors including Mining and Beneficiation. Underlying Principles of such investments between the two countries was to directly contribute to socio-economic upliftment by mutually beneficial commercial opportunities.

4.8.3.1 Job creation

There are number of job creation initiatives that are currently being implemented in the Dr Pixley Ka Isaka Seme Municipality including:

Phezukomkhono

Phezukomkhono is a job creation initiative that has been introduced by the Gert Sibande District Municipality as an endeavour to curb unemployment by creating job opportunities at local level. Currently there are 72 beneficiaries that have been employed in this programme.

CWP

The Community Work Programme (CWP) is a job creation initiative by Department of Cooperative Governance (COGTA) that provides an employment safety net. It aims to supplement existing livelihood strategies by providing a basic level of income security through work.

The programme is targeted at unemployed and underemployed women and men of working age. The programme aims to give those willing and able to work the opportunity to do so, and afford them the dignity and social inclusion that comes from this. What makes the CWP different is that it is also a community programme. The work must be 'useful work'. It must improve the area and the quality of life for the people living there. This includes fixing community assets like schools, road and parks, and setting up food gardens. It also includes training people. People living in the area help to decide on the kind of work that is needed, and what is most urgent. This could be looking after orphans and vulnerable children, helping sick people, assisting teachers at schools, looking after children while their parents are at work, and working with the local police to improve safety and reduce crime.

The CWP programme has employed 1100 people for the 2016/17 financial year.

Expanded Public Works Programme (EPWP)

The Expanded Public Works Programme (EPWP) is a government programme aimed at the alleviation of poverty and unemployment. The programme ensures the full engagement on Labour Intensive Methods of Construction (LIC) to contractors for skills development.

The EPWP focuses at reducing unemployment by increasing economic growth by means of improving skills levels through education and training and improving the enabling environment for the industry to flourish

The Dr. Pixley Ka Isaka Seme Local Municipality through the EPWP Programme has employed 160 people during the 2016/17 financial year. Even though people are hired on a six months contract and not on a permanent basis it has a positive contribution in fighting Poverty Alleviation.

Employees under the EPWP in the Dr. Pixley Ka Isaka Seme Local Municipality are placed under the following programmes:

| Programme Name | Number of employees |
|-----------------------------------|----------------------------|
| Waste Management | 34 |
| Parks & Cemetery | 26 |
| Working with Fire | 08 |
| Road Maintenance and Furniture | 37 |
| Water and Sanitation | 40 |
| Security Service & Access Control | 15 |
| TOTAL EMPLOYEES | 160 |

4.8.4 KPA 4: FINANCIAL VIABILITY

In terms of the White Paper on Local Government municipalities generally need to have access to adequate sources of revenue – either own resources or intergovernmental transfers – to enable them to carry out the functions that have been assigned to them. Municipalities should be encouraged to fully exploit these sources of revenue to meet their developmental objectives. Financial sustainability requires that municipalities ensure that their budgets are balanced (income should cover expenditure). Given revenue constrains, this involves ensuring that services are provided at levels which are affordable, and that municipalities are able to recover the costs of service delivery.

The Municipality had the following sources of Income during the 2016/17 financial year:

- ✓ Own Revenue
- ✓ Government grants

The financial policies are on an annual basis reviewed and adopted by Council. They should include a general strategy which will apply to the detailed strategies, a financial resources (capital and operational) strategy, revenue raising strategy, asset management strategy, capital financing strategy, operational financing strategy and cost effectiveness strategy. These strategies have been incorporated into a detailed financial action plan that follows details of the aforementioned strategies are set out below.

4.8.4.1 Financial related Policies

The following policies are in place and are reviewed annually.

- ✓ Credit Control and Debt Collection policy
- ✓ Tariff policy
- ✓ Indigent policy

-
- ✓ Budget policy
 - ✓ Overtime policy
 - ✓ Recruitment, Selection and Appointment
 - ✓ Temporal & part-time employee appointment
 - ✓ Placement policy
 - ✓ Retention Strategy
 - ✓ Budget Virement Policy
 - ✓ Promotion Policy
 - ✓ Supply Chain Policy
 - ✓ Property Rates Policy

4.8.4.2 General

4.8.4.2.1 Social responsibility

All aspects of matters relating to financial matters will take cognisance of council's social responsibility. A further aspect of social responsibility will focus on transformation and empowerment, for example in Council supply chain policy.

4.8.4.2.2 Investor attraction

Council's main aim is to increase investor and consumer confidence by building on the sound financial base. This will include developing sufficient reserves and limiting risks by ensuring that major contracts are awarded to "blue chip" partners and suppliers. At the same time Council must take cognisance of its social responsibilities and will only enter into agreements with partners and suppliers who can demonstrate a significant and continuing contribution to the empowerment of previously disadvantaged communities.

It is envisaged that an alliance with "blue chip" partners and suppliers will in the long term contribute to the betterment of the community through investment and increased employment opportunities. Council must seek to improve the fortunes of the community by awarding affordable smaller contracts to businesses and individual residents operating within the jurisdiction of the Municipality.

In order to limit risk, Council reserves the right to have due diligence reviews conducted in respect of any new partners, institutions or suppliers, including major suppliers. Recognising that smaller contractors might have difficulty in securing lines of credit, Council will investigate mechanisms to assist these contractors without placing the Council at risk. One such method will be the direct payment to suppliers of the contractors via cession documents. Such payments being limited to the amounts which the emerging contractors owe the suppliers.

An important factor considered by investors in relocating to an area is the ability of the authorities to demonstrate financial discipline, adherence to statutory requirements, timely preparation and production of financial statements, adherence to generally accepted accounting practices and audit reports. In order for the finance department to deliver on these strategies, it is Council's intention to clearly define accounting policies and recruit the best finance people for that department. To this end, Council will define recruitment policy for finance staff, put in place a pre- and continuing education policy and develop career progression paths for designated finance staff. Like the IDP, the financial action plan will be subject to a regular review and comparison of actual performance to predetermined performance measures.

4.8.4.2.3 Financial Resources

For the purposes of this plan, Council must consider financial resources for both capital projects and operational purposes. The various resources available to Council are summarised below.

Capital expenditure:

- ✓ External borrowings
- ✓ Grant funding from both National and Provincial government
- ✓ Capital market
- ✓ Public/ private partnerships
- ✓ Disposal of un-utilised assets

Operational expenditure:

- ✓ Normal revenue streams
- ✓ Short term borrowings:

4.8.4.2.4 Revenue rising

The Dr Pixley Ka Isaka Seme Local Municipality's most significant source of revenue is from grants and services. The contribution of the various alternative streams of revenue will be subject to review.

4.8.4.2.5 Asset Management

It is important to maintain a regular inventory of property, plant and equipment; implementation of a maintenance programme and insurance cover. This part of the plan will be extended to assist in identifying and listing unutilised/ uneconomic assets with a view to disposal as previously indicated.

4.8.4.2.6 Financial Management

Council is committed to sound financial management and the maintenance of a healthy economic base. Council will strive to put in place policies, which will maintain sufficient contributions to similar funds established in terms of GRAP. Financial management policies and procedures for the entire municipality will be implemented and in addition, financial management systems and procedures will be reviewed to incorporate the following:

- ✓ Asset management policy
- ✓ Cash management policy
- ✓ Provision for doubtful dept.
- ✓ Annexure to SCM
- ✓ Budgeting methods
- ✓ Cash forecasts and cash flow monitoring against forecasts
- ✓ Credit risk management
- ✓ Investment policies
- ✓ Management reporting
- ✓ Supply chain management policies
- ✓ Supplier payment periods
- ✓ Supplier selection and monitoring procedures

Municipal staff will be encouraged to adhere to value for money principles in carrying out their functions. To assist the finance departments' staffs achieve efficiencies, their daily tasks a performance review incorporating time and motion studies will be conducted on all functions. It is expected that this review will promote efficiencies in the finance department. Council has adopted a zero tolerance approach in

respect of both internal and external audit reports and measures will be implemented to ensure that any material or fundamental issues are addressed immediately. It is expected that the internal audit function will raise any material or fundamental issues before external audit. Other issues arising will be prioritised and addressed accordingly. Council recognises the need to maintain a positive cash flow at all times and will be investigating various avenues to improve cash flow. Positive cash flow will result in additional revenue in the form of interest earned.

4.8.4.2.7 Capital Financing

When determining appropriate sources of funding it is important to assess the nature of projects, expected revenue streams and time frames for repayment. As a general guide, the following principles will apply:

- ✓ Statutory funds to fund specific projects
- ✓ National and provincial government funding for medium term and long term projects
- ✓ External borrowings for long term revenue generation and strategic projects

4.8.4.2.8 Operational Financing

Council's policy is to fund operating expenses from normal revenue streams with short term funding being used as a last resort. It is expected that strong financial management including near accurate cash forecasting will obviate the need to resort to short-term borrowings. It is Council's intention to maintain a strong economic base by buying on good working capital management including the setting aside of adequate provisions for working capital. It is anticipated that these reserves will be based on the same principles as currently apply to existing statutory funds in that the respective reserves are cash backed.

4.8.4.2.9 Cost effectiveness

In any organisation it is necessary to strive for cost effectiveness. It is Council's intention to develop outsourcing policies and review all non-core services with a view to outsourcing or alternate service delivery. The effectiveness of departments and services provided by the departments will be subject to value for money reviews. It is expected that these reviews will achieve cost savings.

4.8.4.3 Financial Matters

4.8.4.3.1 Financial Management System

The municipality has been in the last few years been using the Sebata Financial Management Systems which was succeeding the Finstel. It became evident that the system had a number of shortcomings which is not assisting the finance department to make good financial decisions based on the information withdrawn from the system.

The municipality has to date spent considerable amount of money trying to attend to issues relating to system problem and enhancement of operations yet we are facing a situation whereby we are not making progress. The MPAC met with Sebata management wherein they presented a "possible" solution to the challenges that were being experienced by the municipality and they offered to attend to all the issues based on the audit report for a fee of R1.3 million and in addition we have spent R250 000 in development of a Section 71 reporting which we struggled to make use for some time.

In terms of the original offering by Sebata there were a number of things which were supposed to have been provided but to date to no avail, an example of such was the connection of outlying offices to the

main building so that they are also online. The connection of these offices would have improved the level of services we are offering to all the inhabitants of Dr Pixley Ka Isaka Semen as a whole.

Council therefore approved MUNSOFT as the new company that would replace SEBATA Financial Management Systems.

4.8.4.3.2 Non- payment of services

The non-payment of services is a challenge in the Municipality due to the high unemployment rate within the Municipality. The Municipality currently has a number of indigents that are registered in the incentive programme.

The table below represents the collection rate from July 2016 until February 2017.

PAYMENT RATE PERCENTANGES

| | |
|--------------------------------|-------|
| JULY | 55% |
| AUGUST | 24% |
| SEPTEMBER | 49% |
| OCTOBER | 105% |
| NOVEMBER | 39% |
| DECEMBER | 53% |
| JANUARY | 50% |
| FEBRUARY | 70% |
| MARCH | 38% |
| APRIL | 84% |
| AVERAGE COLLECTION RATE | 56.7% |

| MONTH | BILLING | PAYMENTS |
|--------------|-----------------------|----------------------|
| JULY | 18 950 133.54 | 5 536 212.29 |
| AUGUST | 10 983 431.53 | 4 562 495.00 |
| SEPTEMBER | 11 745 364.95 | 4 811 285.04 |
| OCTOBER | 11 988 303.27 | 12 339 823.70 |
| NOVEMBER | 10 402 701.05 | 5 141 147.57 |
| DECEMBER | 11 193 794.35 | 4 552 076.49 |
| JANUARY | 10 922 897.73 | 5 633 391.42 |
| FEBRUARY | 10 789 423.81 | 7 661 606.87 |
| MARCH | 11 829 289.84 | 8 700 821.28 |
| APRIL | 12 855 147.59 | 9 974 925.50 |
| TOTAL | 121 660 487.66 | 68 913 785.16 |

The three tables above gives a clear indication that the collection rate for the municipality is extremely poor and it also gives an indication of the arrears owed by debtors.

Debtors

| Total | Government | Business | Residential | Others(incl. Farms) |
|-------------|------------|-----------|-------------|---------------------|
| 189 148 881 | 6 114 673 | 9 313 356 | 161 799 405 | 11 921 447 |

The most critical challenge for the Municipality is the Data Cleansing issue and needs assistance in this regard. The implementation of the Revenue Enhancement Strategy that will focus mainly on Government and Business (as a quick win). Residential will also fall under the recovery programme through the Credit control Policy.

Therefore as part of an attempt to improve the collection rate, the municipality will continue implement the following steps during the 2017/18 financial year.

- Conduct Data Cleansing
- Conduct an Audit of all Water and Electricity meters that are in place and fully functional.

4.8.4.4 Supply Chain Management

The Supply Chain Management unit has been established in terms of Section 111 of the Municipal Finance Management Act, No. 56 of 2003 to oversee the implementation of the SCM policy, in conjunction with provincial treasuries.

In Dr. Pixley Ka Isaka Seme Local Municipality, the unit is conducting the following functions:

- Formulate and advise on SCM policy;
- Administer national procurement legislation and regulations;
- Promote communications and liaison between different SCM units;
- Monitor the performance of SCM Units at national, provincial and local government level;
- Serve as a linkage between national government and the SCM units located in institutions;
- Issue regulations to ensure uniform application of the national SCM policy,
- Establish minimum reporting requirements for accounting officers/authorities;
- Investigate complaints received from the public regarding bid procedures and irregularities;
- Maintain a database of non-preferred suppliers;
- Monitor the manner in which policy is implemented in respect of government’s procurement reform objectives, the manner in which targets are set and attained, value for money obtained and delivery mechanisms; and
- Facilitate the arrangement of transversal contracts, provided that they are cost-effective.

4.8.4.5 Detailed Financial Strategy Action Plan

4.8.4.5.1 Revenue Enhancement Strategy

Own revenue is made of income from property rates, electricity, water, refuse and sewerage and they contribute little as these services are running at loss. The current budget funding structure needs to be drastically improved if council is to sustain operations for the foreseeable future. When the Municipal Rates Property Act was enacted it was envisaged by the National Government that at least 25% of the revenue generated by municipalities will be from property rates, unfortunately our municipality has been

generating within the region of 5 & 7% of its income from this source. Over the short to medium term, we will increase revenue from this source. The service we are offering as a municipality will have to improve in order to counter the tax burden effect on consumers.

Management has highlighted the following to be short term revenue sources that should be implemented fully;

- Full implementation of the credit control and debt collection policy.
- Review of rental income from rented flats.
- Data cleansing to ensure that all services are billed on consumers.
- Increase revenue from traffic services through usage of portable cameras assisted by an external service provider.
- Increase our monitoring to adherence on building regulations and issue penalties to transgressors.
- Review of town planning fees. The costing of this service is way below a point of recouping our input cost and we will have to majorly increase our tariffs in the short to medium term.
- Conduct VAT Audit. Council approved the appointment of MAXPROF to do a VAT audit, management to continue using these services in the current financial year.
- Engage Eskom to assist the municipality in collecting monies due to council in areas where the municipality is not an electricity supplier. This will take the form of linking accounts to Eskom prepaid meters and a percentage of the money tendered to buy electricity will be apportioned to municipal account.

Council has adopted various policies including the Indigent policy and Credit control and Debt management policy. These policies need to be fully implemented in order to ensure that our financial viability as a municipality is maintained.

4.8.4.5.2 Cost Reduction Strategy

- Implement a cash flow monitoring system to maintain control over income and expenditure.
- Ensure effective monitoring of fleet cars.

Financial Strategy Action Plan

The financial strategy action plan identifies the most feasible strategies to increase efficiency and cost effectiveness within the Municipality. The financial strategy action plan incorporates strategies covering a period of 3 years. The implementation of the financial strategy action plan requires a team effort. A team approach requires the involvement of the Council, Municipal Manager, Chief Financial Officer and all Heads of Departments in implementing these strategies.

It is crucial that individuals to whom the responsibilities have been allocated according to the action plan be held accountable for the outcome of these actions. The progress made towards achieving these strategies should be measurable and it is essential that these strategies be included in the performance appraisals of individuals.

4.8.4.5 Budget Summary

MP304 Pixley Ka Isaka Seme (MP) - Table A1 Budget Summary

| Description R thousands | 2013/14 | 2014/15 | 2015/16 | Current Year 2016/17 | | | | 2017/18 Medium Term Revenue & Expenditure Framework | | |
|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2017/18 | Budget Year +1 2018/19 | Budget Year +2 2019/20 |
| Financial Performance | | | | | | | | | | |
| Property rates | - | - | - | - | - | - | - | 45 581 | 48 179 | 50 877 |
| Service charges | - | - | - | - | - | - | - | 108 354 | 111 813 | 115 399 |
| Investment revenue | - | - | - | - | - | - | - | 4 241 | 4 482 | 4 733 |
| Transfers recognised - operational | - | - | - | - | - | - | - | 99 771 | 109 144 | 116 701 |
| Other own revenue | - | - | - | - | - | - | - | 38 605 | 40 806 | 43 091 |
| Total Revenue (excluding capital transfers and contributions) | - | - | - | - | - | - | - | 296 551 | 314 423 | 330 801 |
| Employee costs | - | - | - | - | - | - | - | 88 299 | 93 332 | 98 558 |
| Remuneration of councillors | - | - | - | - | - | - | - | 7 857 | 8 093 | 8 336 |
| Depreciation & asset impairment | - | - | - | - | - | - | - | 37 214 | 39 408 | 41 691 |
| Finance charges | - | - | - | - | - | - | - | - | - | - |
| Materials and bulk purchases | - | - | - | - | - | - | - | 77 095 | 79 739 | 82 468 |
| Transfers and grants | - | - | - | - | - | - | - | 7 091 | 7 137 | 7 705 |
| Other expenditure | - | - | - | - | - | - | - | 87 670 | 92 726 | 97 980 |
| Total Expenditure | - | - | - | - | - | - | - | 305 225 | 320 434 | 336 738 |
| Surplus/(Deficit) | - | - | - | - | - | - | - | (8 674) | (6 011) | (5 937) |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial and District) | - | - | - | - | - | - | - | 46 327 | 38 180 | 37 608 |
| Contributions recognised - capital & contributed assets | - | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) after capital transfers & contributions | - | - | - | - | - | - | - | 37 653 | 32 169 | 31 671 |
| Share of surplus/ (deficit) of associate | - | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) for the year | - | - | - | - | - | - | - | 37 653 | 32 169 | 31 671 |
| Capital expenditure & funds sources | | | | | | | | | | |
| Capital expenditure | - | - | - | - | - | - | - | 48 930 | 36 842 | 36 196 |
| Transfers recognised - capital | - | - | - | - | - | - | - | 44 930 | 36 842 | 36 196 |
| Public contributions & donations | - | - | - | - | - | - | - | - | - | - |
| Borrowing | - | - | - | - | - | - | - | - | - | - |
| Internally generated funds | - | - | - | - | - | - | - | 4 000 | - | - |
| Total sources of capital funds | - | - | - | - | - | - | - | 48 930 | 36 842 | 36 196 |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---------|----------|----------|----------|--|
| Financial position | | | | | | | | | | | |
| Total current assets | - | - | - | - | - | - | - | 113 280 | 69 529 | 73 361 | |
| Total non current assets | - | - | - | - | - | - | - | 772 670 | 809 860 | 848 481 | |
| Total current liabilities | - | - | - | - | - | - | - | 38 100 | 39 919 | 42 970 | |
| Total non current liabilities | - | - | - | - | - | - | - | 121 226 | 128 135 | 135 311 | |
| Community wealth/Equity | - | - | - | - | - | - | - | 726 623 | 711 335 | 743 562 | |
| Cash flows | | | | | | | | | | | |
| Net cash from (used) operating | - | - | - | - | - | - | - | 47 759 | 70 699 | 44 691 | |
| Net cash from (used) investing | - | - | - | - | - | - | - | (46 327) | (38 180) | (37 608) | |
| Net cash from (used) financing | - | - | - | - | - | - | - | - | - | - | |
| Cash/cash equivalents at the year end | - | - | - | - | - | - | - | 84 319 | 116 838 | 123 921 | |
| Cash backing/surplus reconciliation | | | | | | | | | | | |
| Cash and investments available | - | - | - | - | - | - | - | 52 001 | 4 757 | 5 022 | |
| Application of cash and investments | - | - | - | - | - | - | - | (16 366) | (17 142) | (17 911) | |
| Balance - surplus (shortfall) | - | - | - | - | - | - | - | 68 367 | 21 899 | 22 933 | |
| Asset management | | | | | | | | | | | |
| Asset register summary (WDV) | - | - | - | - | - | - | 845 934 | 845 934 | 893 953 | 943 819 | |
| Depreciation | - | - | - | - | - | - | 37 214 | 37 214 | 39 408 | 41 691 | |
| Renewal of Existing Assets | - | - | - | - | - | - | - | - | - | - | |
| Repairs and Maintenance | - | - | - | - | - | - | 16 379 | 16 379 | 17 312 | 18 282 | |
| Free services | | | | | | | | | | | |
| Cost of Free Basic Services provided | - | - | - | - | - | - | - | - | - | - | |
| Revenue cost of free services provided | - | - | - | - | - | - | - | - | - | - | |
| Households below minimum service level | | | | | | | | | | | |
| Water: | - | - | - | - | - | - | - | - | - | - | |
| Sanitation/sewerage: | - | - | - | - | - | - | - | - | - | - | |
| Energy: | - | - | - | - | - | - | 1 | 1 | 1 | 1 | |
| Refuse: | - | - | - | - | - | - | - | - | 8 | 9 | |

MP304 Pixley Ka Seme (MP) - Table A1 Budget Summary

| Description | 2013/14 | 2014/15 | 2015/16 | Current Year 2016/17 | | | | 2017/18 Medium Term Revenue & Expenditure Framework | | |
|--|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2017/18 | Budget Year +1 2018/19 | Budget Year +2 2019/20 |
| R thousands | | | | | | | | | | |
| Financial Performance | | | | | | | | | | |
| Property rates | 20 681 | 30 129 | 33 060 | 42 839 | 42 839 | 42 839 | 42 839 | - | - | - |
| Service charges | 80 788 | 93 140 | 91 289 | 104 713 | 104 713 | 104 713 | 104 713 | - | - | - |
| Investment revenue | 2 618 | 3 097 | 5 634 | 3 986 | 3 986 | 3 986 | 3 986 | - | - | - |
| Transfers recognised - operational | 129 385 | 87 825 | 96 272 | 96 584 | 96 584 | 96 584 | 96 584 | - | - | - |
| Other own revenue | 38 892 | 23 513 | 34 014 | 36 283 | 36 283 | 36 283 | 36 283 | - | - | - |
| Total Revenue (excluding capital transfers and contributions) | 272 364 | 237 704 | 260 269 | 284 404 | 284 404 | 284 404 | 284 404 | - | - | - |
| Employee costs | 65 152 | 71 040 | 67 112 | 77 115 | 76 275 | 76 275 | 76 275 | - | - | - |
| Remuneration of councillors | 6 517 | 6 982 | 7 464 | 7 587 | 7 257 | 7 257 | 7 257 | - | - | - |
| Depreciation & asset impairment | 26 377 | 33 947 | 28 701 | 36 484 | 34 976 | 34 976 | 34 976 | - | - | - |
| Finance charges | - | - | 398 | - | - | - | - | - | - | - |
| Materials and bulk purchases | 52 886 | 58 896 | 79 099 | 67 403 | 74 376 | 74 376 | 74 376 | - | - | - |
| Transfers and grants | 2 030 | - | 1 634 | 9 969 | 9 014 | 9 014 | 9 014 | - | - | - |
| Other expenditure | 73 246 | 169 614 | 69 372 | 106 184 | 82 397 | 82 397 | 82 397 | - | - | - |
| Total Expenditure | 226 209 | 340 478 | 253 781 | 304 743 | 284 294 | 284 294 | 284 294 | - | - | - |
| Surplus/(Deficit) | 46 155 | (102 774) | 6 488 | (20 339) | 110 | 110 | 110 | - | - | - |
| Transfers recognised - capital | - | 23 586 | 32 837 | 30 959 | 30 959 | 30 959 | 30 959 | - | - | - |
| Contributions recognised - capital & contributed assets | - | 1 531 | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) after capital transfers & contributions | 46 155 | (77 657) | 39 324 | 10 620 | 31 069 | 31 069 | 31 069 | - | - | - |
| Share of surplus/ (deficit) of associate | - | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) for the year | 46 155 | (77 657) | 39 324 | 10 620 | 31 069 | 31 069 | 31 069 | - | - | - |
| Capital expenditure & funds sources | | | | | | | | | | |
| Capital expenditure | 22 457 | 33 677 | 44 640 | 30 959 | 32 698 | 32 698 | 32 698 | - | - | - |
| Transfers recognised - capital | 19 668 | 32 951 | 38 040 | 30 959 | 30 959 | 30 959 | 30 959 | - | - | - |
| Public contributions & donations | - | - | - | - | - | - | - | - | - | - |
| Borrowing | - | - | - | - | - | - | - | - | - | - |
| Internally generated funds | 2 789 | 726 | 6 600 | - | 1 739 | 1 739 | 1 739 | - | - | - |

| | | | | | | | | | | |
|--|-----------------|----------|----------|----------|----------|----------|----------|----------|-------|-------|
| Total sources of capital funds | 22 457 | 33 677 | 44 640 | 30 959 | 32 698 | 32 698 | 32 698 | - | - | - |
| <u>Financial position</u> | | | | | | | | | | |
| Total current assets | 164 209 | 106 511 | 167 662 | 100 318 | 141 551 | 141 551 | 141 551 | - | - | - |
| Total non current assets | 723 875 | 718 136 | 716 693 | 792 817 | 792 817 | 792 817 | 792 817 | - | - | - |
| Total current liabilities | 41 799 | 43 968 | 56 143 | 31 896 | 57 981 | 57 981 | 57 981 | - | - | - |
| Total non current liabilities | 102 739 | 112 392 | 127 063 | 122 353 | 122 353 | 122 353 | 122 353 | - | - | - |
| Community wealth/Equity | 743 547 | 668 287 | 701 149 | 738 885 | 754 034 | 754 034 | 754 034 | - | - | - |
| <u>Cash flows</u> | | | | | | | | | | |
| Net cash from (used) operating | 36 047 | 36 988 | 55 905 | 35 273 | 30 784 | 30 784 | 30 784 | 47 759 | - | - |
| Net cash from (used) investing | (33 815) | (28 186) | (28 344) | (30 959) | (32 698) | (32 698) | (32 698) | (46 327) | - | - |
| Net cash from (used) financing | - | - | (75) | - | - | - | - | - | - | - |
| Cash/cash equivalents at the year end | 46 598 | 55 400 | 82 886 | 41 955 | 118 613 | 118 613 | 118 613 | 1 432 | 1 432 | 1 432 |
| <u>Cash backing/surplus reconciliation</u> | | | | | | | | | | |
| Cash and investments available | 47 250 | 56 116 | 83 626 | 41 653 | 82 887 | 82 887 | 82 887 | - | - | - |
| Application of cash and investments | (51 884) | (2 011) | (2 334) | (18 896) | 7 189 | 7 189 | 7 189 | - | - | - |
| Balance - surplus (shortfall) | 99 134 | 58 127 | 85 960 | 60 550 | 75 698 | 75 698 | 75 698 | - | - | - |
| <u>Asset management</u> | | | | | | | | | | |
| Asset register summary (WDV) | 723 875 | 718 136 | 716 693 | 795 260 | 795 260 | 795 260 | - | - | - | - |
| Depreciation & asset impairment | 26 377 | 33 947 | 28 701 | 36 484 | 34 976 | 34 976 | - | - | - | - |
| Renewal of Existing Assets | - | - | - | - | - | - | - | - | - | - |
| Repairs and Maintenance | 10 158 | 10 050 | 14 634 | 12 535 | 15 394 | 15 394 | - | - | - | - |
| <u>Free services</u> | | | | | | | | | | |
| Cost of Free Basic Services provided | - | - | - | - | - | - | - | - | - | - |
| Revenue cost of free services provided | - | - | - | - | - | - | - | - | - | - |
| <u>Households below minimum service level</u> | | | | | | | | | | |
| Water: | 0 | - | - | - | - | - | - | - | - | - |
| Sanitation/sewerage: | 2 | 2 | - | - | - | - | - | - | - | - |
| Energy: | 1 | 1 | 8 | 0 | 0 | 0 | - | - | - | - |
| Refuse: | 8 | 8 | 8 | 8 | 8 | 8 | - | - | - | - |

MP304 Pixley Ka Seme (MP) - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

| Functional Classification Description | Ref | 2013/14 | 2014/15 | 2015/16 | Current Year 2016/17 | | | 2017/18 Medium Term Revenue & Expenditure Framework | | |
|--|----------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2017/18 | Budget Year +1 2018/19 | Budget Year +2 2019/20 |
| R thousand | 1 | | | | | | | | | |
| Revenue - Functional | | | | | | | | | | |
| Governance and administration | | - | - | - | - | - | - | 220 154 | 227 601 | 239 089 |
| Executive and council | | - | - | - | - | - | - | 96 524 | 107 413 | 114 723 |
| Finance and administration | | - | - | - | - | - | - | 123 629 | 120 188 | 124 366 |
| Internal audit | | - | - | - | - | - | - | - | - | - |
| Community and public safety | | - | - | - | - | - | - | 113 | 119 | 126 |
| Community and social services | | - | - | - | - | - | - | 92 | 97 | 103 |
| Sport and recreation | | - | - | - | - | - | - | 21 | 22 | 23 |
| Public safety | | - | - | - | - | - | - | - | - | - |
| Housing | | - | - | - | - | - | - | - | - | - |
| Health | | - | - | - | - | - | - | - | - | - |
| Economic and environmental services | | - | - | - | - | - | - | 12 499 | 13 070 | 13 795 |
| Planning and development | | - | - | - | - | - | - | 1 711 | 1 667 | 1 753 |
| Road transport | | - | - | - | - | - | - | 10 788 | 11 403 | 12 042 |
| Environmental protection | | - | - | - | - | - | - | - | - | - |
| Trading services | | - | - | - | - | - | - | 110 113 | 111 813 | 115 399 |
| Energy sources | | - | - | - | - | - | - | 50 413 | 50 569 | 50 726 |
| Water management | | - | - | - | - | - | - | 35 060 | 37 059 | 39 134 |
| Waste water management | | - | - | - | - | - | - | 14 420 | 15 242 | 16 095 |
| Waste management | | - | - | - | - | - | - | 10 219 | 8 943 | 9 443 |
| Other | 4 | - | - | - | - | - | - | - | - | - |
| Total Revenue - Functional | 2 | - | - | - | - | - | - | 342 878 | 352 603 | 368 409 |
| Expenditure - Functional | - | | | | | | | | | |
| Governance and administration | | - | - | - | - | - | - | 87 610 | 92 395 | 97 362 |
| Executive and council | | - | - | - | - | - | - | 22 531 | 23 603 | 24 714 |
| Finance and administration | | - | - | - | - | - | - | 65 079 | 68 792 | 72 648 |
| Internal audit | | - | - | - | - | - | - | - | - | - |
| Community and public safety | | - | - | - | - | - | - | 16 019 | 14 290 | 18 090 |
| Community and social services | | - | - | - | - | - | - | 6 031 | 6 375 | 7 733 |
| Sport and recreation | | - | - | - | - | - | - | 7 567 | 5 356 | 7 656 |
| Public safety | | - | - | - | - | - | - | 2 421 | 2 559 | 2 702 |
| Housing | | - | - | - | - | - | - | - | - | - |

| | | | | | | | | | | | |
|--|---|---|---|---|---|---|---|---|----------------|----------------|----------------|
| Health | | - | - | - | - | - | - | - | - | - | - |
| Economic and environmental services | | - | - | - | - | - | - | - | 40 802 | 50 304 | 49 854 |
| Planning and development | | - | - | - | - | - | - | - | 32 089 | 38 966 | 37 881 |
| Road transport | | - | - | - | - | - | - | - | 8 713 | 11 338 | 11 973 |
| Environmental protection | | - | - | - | - | - | - | - | - | - | - |
| Trading services | | - | - | - | - | - | - | - | 207 122 | 201 626 | 209 040 |
| Energy sources | | - | - | - | - | - | - | - | 104 406 | 102 776 | 102 103 |
| Water management | | - | - | - | - | - | - | - | 53 001 | 52 399 | 54 614 |
| Waste water management | | - | - | - | - | - | - | - | 19 339 | 12 367 | 16 317 |
| Waste management | | - | - | - | - | - | - | - | 30 376 | 34 084 | 36 007 |
| Other | 4 | - | - | - | - | - | - | - | - | - | - |
| Total Expenditure - Functional | 3 | - | - | - | - | - | - | - | 351 552 | 358 614 | 374 346 |
| Surplus/(Deficit) for the year | | - | - | - | - | - | - | - | (8 674) | (6 011) | (5 937) |

MP304 Pixley Ka Seme (MP) - Table A2 Budgeted Financial Performance (revenue and expenditure by standard classification)

| Standard Classification Description | Ref | 2013/14 | 2014/15 | 2015/16 | Current Year 2016/17 | | | 2017/18 Medium Term Revenue & Expenditure Framework | | |
|--|----------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2017/18 | Budget Year +1 2018/19 | Budget Year +2 2019/20 |
| R thousand | 1 | | | | | | | | | |
| Revenue - Standard | | | | | | | | | | |
| Governance and administration | | 185 116 | 151 521 | 144 035 | 166 254 | 166 254 | 166 254 | - | - | - |
| Executive and council | | 131 860 | 99 589 | 91 201 | 92 196 | 92 196 | 92 196 | - | - | - |
| Budget and treasury office | | 53 255 | 51 922 | 52 679 | 74 043 | 74 043 | 74 043 | - | - | - |
| Corporate services | | 1 | 10 | 156 | 15 | 15 | 15 | - | - | - |
| Community and public safety | | 1 029 | 981 | 1 878 | 2 066 | 2 066 | 2 066 | - | - | - |
| Community and social services | | 101 | 881 | 584 | 694 | 694 | 694 | - | - | - |
| Sport and recreation | | 6 | 8 | 12 | 20 | 20 | 20 | - | - | - |
| Public safety | | 922 | 91 | 1 282 | 1 352 | 1 352 | 1 352 | - | - | - |
| Housing | | - | - | - | - | - | - | - | - | - |
| Health | | - | - | - | - | - | - | - | - | - |
| Economic and environmental services | | 5 432 | 5 844 | 7 641 | 9 670 | 9 670 | 9 670 | - | - | - |
| Planning and development | | - | - | - | - | - | - | - | - | - |
| Road transport | | 5 432 | 5 844 | 7 641 | 9 670 | 9 670 | 9 670 | - | - | - |
| Environmental protection | | - | - | - | - | - | - | - | - | - |
| Trading services | | 80 788 | 96 868 | 115 901 | 106 415 | 106 415 | 106 415 | - | - | - |
| Electricity | | 43 792 | 44 492 | 63 255 | 50 257 | 50 257 | 50 257 | - | - | - |
| Water | | 14 501 | 30 380 | 39 003 | 32 951 | 32 951 | 32 951 | - | - | - |
| Waste water management | | 11 070 | 11 515 | 12 527 | 13 552 | 13 552 | 13 552 | - | - | - |
| Waste management | | 11 424 | 10 481 | 1 115 | 9 653 | 9 653 | 9 653 | - | - | - |
| Other | 4 | - | - | - | - | - | - | - | - | - |
| Total Revenue - Standard | 2 | 272 365 | 255 215 | 269 455 | 284 404 | 284 404 | 284 404 | - | - | - |
| Expenditure - Standard | - | | | | | | | | | |
| Governance and administration | | 109 906 | 136 066 | 75 971 | 87 213 | 81 298 | 81 298 | - | - | - |
| Executive and council | | 19 955 | 24 323 | 20 490 | 22 816 | 22 014 | 22 014 | - | - | - |
| Budget and treasury office | | 54 788 | 93 663 | 40 680 | 50 864 | 45 475 | 45 475 | - | - | - |
| Corporate services | | 35 163 | 18 080 | 14 800 | 13 533 | 13 808 | 13 808 | - | - | - |
| Community and public safety | | 21 854 | 30 343 | 20 501 | 20 584 | 20 565 | 20 565 | - | - | - |
| Community and social services | | 9 501 | 11 262 | 4 285 | 4 613 | 6 653 | 6 653 | - | - | - |
| Sport and recreation | | 6 282 | 7 693 | 4 031 | 4 131 | 3 644 | 3 644 | - | - | - |
| Public safety | | 6 071 | 11 388 | 12 185 | 11 841 | 10 269 | 10 269 | - | - | - |
| Housing | | - | - | - | - | - | - | - | - | - |

| | | | | | | | | | | |
|--|---|----------------|-----------------|-----------------|-----------------|----------------|----------------|---|---|---|
| Health | | - | - | - | - | - | - | - | - | - |
| Economic and environmental services | | 21 361 | 14 876 | 21 743 | 26 455 | 24 175 | 24 175 | - | - | - |
| Planning and development | | 3 597 | 2 942 | 2 533 | 1 835 | 2 009 | 2 009 | - | - | - |
| Road transport | | 17 765 | 11 935 | 19 210 | 24 619 | 22 166 | 22 166 | - | - | - |
| Environmental protection | | - | - | - | - | - | - | - | - | - |
| Trading services | | 73 088 | 159 595 | 168 562 | 170 492 | 158 256 | 158 256 | - | - | - |
| Electricity | | 52 701 | 66 678 | 91 840 | 90 015 | 84 067 | 84 067 | - | - | - |
| Water | | 11 197 | 64 305 | 44 322 | 42 149 | 41 153 | 41 153 | - | - | - |
| Waste water management | | 6 644 | 17 038 | 11 668 | 16 308 | 12 631 | 12 631 | - | - | - |
| Waste management | | 2 546 | 11 574 | 20 733 | 22 019 | 20 405 | 20 405 | - | - | - |
| Other | 4 | - | - | - | - | - | - | - | - | - |
| Total Expenditure - Standard | 3 | 226 210 | 340 880 | 286 777 | 304 743 | 284 294 | 284 294 | - | - | - |
| Surplus/(Deficit) for the year | | 46 155 | (85 665) | (17 322) | (20 339) | 111 | 111 | - | - | - |

MP304 Pixley Ka Seme (MP) - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

| Vote Description | Ref | 2013/14 | 2014/15 | 2015/16 | Current Year 2016/17 | | | 2017/18 Medium Term Revenue & Expenditure Framework | | |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2017/18 | Budget Year +1 2018/19 | Budget Year +2 2019/20 |
| Revenue by Vote | 1 | | | | | | | | | |
| Vote 1 - EXECUTIVE COUNCIL | | - | - | - | - | - | - | 96 524 | 107 413 | 114 723 |
| Vote 2 - BUDGET & TREASURY | | - | - | - | - | - | - | 123 614 | 120 171 | 124 349 |
| Vote 3 - CORPORATE SERVICES | | - | - | - | - | - | - | 16 | 17 | 17 |
| Vote 4 - PLANNING AND DEVELOPMENT | | - | - | - | - | - | - | - | - | - |
| Vote 5 - COMMUNITY & SOCIAL SERVICES | | - | - | - | - | - | - | 92 | 97 | 102 |
| Vote 6 - PUBLIC SAFETY | | - | - | - | - | - | - | 10 788 | 11 403 | 12 042 |
| Vote 7 - SPORTS & RECREATION | | - | - | - | - | - | - | 21 | 22 | 23 |
| Vote 8 - TECHNICAL SERVICES | | - | - | - | - | - | - | 1 711 | 1 667 | 1 753 |
| Vote 9 - WASTE MANAGEMENT | | - | - | - | - | - | - | 10 219 | 8 943 | 9 443 |
| Vote 10 - WASTE WATER MANAGEMENT | | - | - | - | - | - | - | 14 420 | 15 242 | 16 095 |
| Vote 11 - WATER | | - | - | - | - | - | - | 35 060 | 37 059 | 39 134 |
| Vote 12 - ELECTRICITY | | - | - | - | - | - | - | 50 413 | 50 569 | 50 726 |
| Vote 13 - [NAME OF VOTE 13] | | - | - | - | - | - | - | - | - | - |
| Vote 14 - [NAME OF VOTE 14] | | - | - | - | - | - | - | - | - | - |
| Vote 15 - [NAME OF VOTE 15] | | - | - | - | - | - | - | - | - | - |
| Total Revenue by Vote | 2 | - | - | - | - | - | - | 342 878 | 352 603 | 368 409 |
| Expenditure by Vote to be appropriated | 1 | | | | | | | | | |
| Vote 1 - EXECUTIVE COUNCIL | | - | - | - | - | - | - | 22 531 | 23 603 | 24 714 |
| Vote 2 - BUDGET & TREASURY | | - | - | - | - | - | - | 49 339 | 52 151 | 55 072 |
| Vote 3 - CORPORATE SERVICES | | - | - | - | - | - | - | 14 737 | 15 580 | 16 455 |
| Vote 4 - PLANNING AND DEVELOPMENT | | - | - | - | - | - | - | 4 638 | 2 259 | 2 386 |
| Vote 5 - COMMUNITY & SOCIAL SERVICES | | - | - | - | - | - | - | 6 031 | 8 847 | 10 343 |
| Vote 6 - PUBLIC SAFETY | | - | - | - | - | - | - | 11 133 | 13 897 | 14 675 |
| Vote 7 - SPORTS & RECREATION | | - | - | - | - | - | - | 7 567 | 5 356 | 7 656 |
| Vote 8 - TECHNICAL SERVICES | | - | - | - | - | - | - | 28 455 | 37 768 | 36 616 |
| Vote 9 - WASTE MANAGEMENT | | - | - | - | - | - | - | 30 376 | 34 174 | 36 007 |
| Vote 10 - WASTE WATER MANAGEMENT | | - | - | - | - | - | - | 19 339 | 9 805 | 13 707 |
| Vote 11 - WATER | | - | - | - | - | - | - | 53 001 | 52 399 | 54 614 |
| Vote 12 - ELECTRICITY | | - | - | - | - | - | - | 104 406 | 102 776 | 102 103 |
| Vote 13 - [NAME OF VOTE 13] | | - | - | - | - | - | - | - | - | - |
| Vote 14 - [NAME OF VOTE 14] | | - | - | - | - | - | - | - | - | - |

| | | | | | | | | | | |
|---------------------------------------|---|---|---|---|---|---|---|---------|---------|---------|
| Vote 15 - [NAME OF VOTE 15] | | - | - | - | - | - | - | - | - | |
| Total Expenditure by Vote | 2 | - | - | - | - | - | - | 351 552 | 358 614 | 374 346 |
| Surplus/(Deficit) for the year | 2 | - | - | - | - | - | - | (8 674) | (6 011) | (5 937) |

MP304 Pixley Ka Seme (MP) - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

| Vote Description | Ref | 2013/14 | 2014/15 | 2015/16 | Current Year 2016/17 | | | 2017/18 Medium Term Revenue & Expenditure Framework | | |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2017/18 | Budget Year +1 2018/19 | Budget Year +2 2019/20 |
| Revenue by Vote | 1 | | | | | | | | | |
| Vote 1 - EXECUTIVE COUNCIL | | 131 859 | 99 589 | 91 200 | 92 196 | 92 196 | 92 196 | - | - | - |
| Vote 2 - BUDGET & TREASURY | | 53 255 | 51 922 | 67 275 | 74 043 | 74 043 | 74 043 | - | - | - |
| Vote 3 - CORPORATE SERVICES | | 1 | 10 | 1 821 | 15 | 15 | 15 | - | - | - |
| Vote 4 - PLANNING AND DEVELOPMENT | | - | - | - | - | - | - | - | - | - |
| Vote 5 - COMMUNITY & SOCIAL SERVICES | | 101 | 93 | 85 | 87 | 87 | 87 | - | - | - |
| Vote 6 - PUBLIC SAFETY | | 6 055 | 6 502 | 39 401 | 10 139 | 10 139 | 10 139 | - | - | - |
| Vote 7 - SPORTS & RECREATION | | 6 | 8 | 12 | 20 | 20 | 20 | - | - | - |
| Vote 8 - TECHNICAL SERVICES | | 299 | 222 | 327 | 1 490 | 1 490 | 1 490 | - | - | - |
| Vote 9 - WASTE MANAGEMENT | | 11 424 | 10 481 | 10 076 | 9 653 | 9 653 | 9 653 | - | - | - |
| Vote 10 - WASTE WATER MANAGEMENT | | 11 070 | 28 264 | 12 729 | 13 552 | 13 552 | 13 552 | - | - | - |
| Vote 11 - WATER | | 17 819 | 34 219 | 23 482 | 32 951 | 32 951 | 32 951 | - | - | - |
| Vote 12 - ELECTRICITY | | 40 475 | 23 903 | 46 695 | 50 257 | 50 257 | 50 257 | - | - | - |
| Vote 13 - [NAME OF VOTE 13] | | - | - | - | - | - | - | - | - | - |
| Vote 14 - [NAME OF VOTE 14] | | - | - | - | - | - | - | - | - | - |
| Vote 15 - [NAME OF VOTE 15] | | - | - | - | - | - | - | - | - | - |
| Total Revenue by Vote | 2 | 272 364 | 255 214 | 293 106 | 284 404 | 284 404 | 284 404 | - | - | - |
| Expenditure by Vote to be appropriated | 1 | | | | | | | | | |
| Vote 1 - EXECUTIVE COUNCIL | | 19 954 | 24 323 | 21 315 | 22 816 | 22 014 | 22 014 | - | - | - |
| Vote 2 - BUDGET & TREASURY | | 54 788 | 93 663 | 62 942 | 50 864 | 45 475 | 45 475 | - | - | - |
| Vote 3 - CORPORATE SERVICES | | 35 163 | 18 080 | 14 653 | 13 533 | 13 808 | 13 808 | - | - | - |
| Vote 4 - PLANNING AND DEVELOPMENT | | 3 597 | 2 942 | 1 541 | 1 835 | 2 009 | 2 009 | - | - | - |
| Vote 5 - COMMUNITY & SOCIAL SERVICES | | 9 501 | 11 262 | 6 264 | 4 613 | 4 550 | 4 550 | - | - | - |
| Vote 6 - PUBLIC SAFETY | | 9 689 | 11 388 | 8 833 | 14 160 | 12 371 | 12 371 | - | - | - |
| Vote 7 - SPORTS & RECREATION | | 6 282 | 7 693 | 7 272 | 4 131 | 3 644 | 3 644 | - | - | - |
| Vote 8 - TECHNICAL SERVICES | | 14 147 | 11 935 | 13 481 | 22 300 | 22 166 | 22 166 | - | - | - |
| Vote 9 - WASTE MANAGEMENT | | 2 546 | 11 574 | 10 355 | 22 019 | 20 405 | 20 405 | - | - | - |
| Vote 10 - WASTE WATER MANAGEMENT | | 6 644 | 17 038 | 12 591 | 16 308 | 12 631 | 12 631 | - | - | - |
| Vote 11 - WATER | | 11 197 | 64 305 | 40 213 | 42 149 | 41 153 | 41 153 | - | - | - |
| Vote 12 - ELECTRICITY | | 52 701 | 66 678 | 54 321 | 90 015 | 84 067 | 84 067 | - | - | - |
| Vote 13 - [NAME OF VOTE 13] | | - | - | - | - | - | - | - | - | - |
| Vote 14 - [NAME OF VOTE 14] | | - | - | - | - | - | - | - | - | - |

| | | | | | | | | | | |
|---------------------------------------|---|----------------|-----------------|----------------|-----------------|----------------|----------------|---|---|---|
| Vote 15 - [NAME OF VOTE 15] | | - | - | - | - | - | - | - | - | - |
| Total Expenditure by Vote | 2 | 226 209 | 340 880 | 253 781 | 304 743 | 284 294 | 284 294 | - | - | - |
| Surplus/(Deficit) for the year | 2 | 46 155 | (85 666) | 39 324 | (20 339) | 111 | 111 | - | - | - |

MP304 Pixley Ka Seme (MP) - Table A4 Budgeted Financial Performance (revenue and expenditure)

| Description | Ref | 2013/14 | 2014/15 | 2015/16 | Current Year 2016/17 | | | | 2017/18 Medium Term Revenue & Expenditure Framework | | |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2017/18 | Budget Year +1 2018/19 | Budget Year +2 2019/20 |
| R thousand | 1 | | | | | | | | | | |
| Revenue By Source | | | | | | | | | | | |
| Property rates | 2 | - | - | - | - | - | - | - | 45 581 | 48 179 | 50 877 |
| Service charges - electricity revenue | 2 | - | - | - | - | - | - | - | 50 413 | 50 569 | 50 726 |
| Service charges - water revenue | 2 | - | - | - | - | - | - | - | 35 060 | 37 059 | 39 134 |
| Service charges - sanitation revenue | 2 | - | - | - | - | - | - | - | 14 420 | 15 242 | 16 095 |
| Service charges - refuse revenue | 2 | - | - | - | - | - | - | - | 8 460 | 8 943 | 9 443 |
| Service charges - other | | | | | | | | | | | |
| Rental of facilities and equipment | | | | | | | | | 1 038 | 1 098 | 1 159 |
| Interest earned - external investments | | | | | | | | | 4 241 | 4 482 | 4 733 |
| Interest earned - outstanding debtors | | | | | | | | | 25 421 | 26 870 | 28 375 |
| Dividends received | | | | | | | | | | | |
| Fines, penalties and forfeits | | | | | | | | | 53 | 56 | 59 |
| Licences and permits | | | | | | | | | | | |
| Agency services | | | | | | | | | 10 142 | 10 720 | 11 320 |
| Transfers and subsidies | | | | | | | | | 99 771 | 109 144 | 116 701 |
| Other revenue | 2 | - | - | - | - | - | - | - | 1 951 | 2 062 | 2 178 |
| Gains on disposal of PPE | | | | | | | | | | | |
| Total Revenue (excluding capital transfers and contributions) | | - | - | - | - | - | - | - | 296 551 | 314 423 | 330 801 |
| Expenditure By Type | | | | | | | | | | | |
| Employee related costs | 2 | - | - | - | - | - | - | - | 88 299 | 93 332 | 98 558 |
| Remuneration of councillors | | | | | | | | | 7 857 | 8 093 | 8 336 |
| Debt impairment | 3 | | | | | | | | 44 187 | 46 764 | 49 445 |
| Depreciation & asset impairment | 2 | - | - | - | - | - | - | - | 37 214 | 39 408 | 41 691 |
| Finance charges | | | | | | | | | | | |
| Bulk purchases | 2 | - | - | - | - | - | - | - | 60 716 | 62 427 | 64 186 |
| Other materials | 8 | | | | | | | | 16 379 | 17 312 | 18 282 |
| Contracted services | | | | | | | | | 15 110 | 15 972 | 16 866 |
| Transfers and subsidies | | | | | | | | | 7 091 | 7 137 | 7 705 |

| | | | | | | | | | | | |
|--|----|---|---|---|---|---|---|---|----------------|----------------|----------------|
| Other expenditure | 4, | - | - | - | - | - | - | - | 28 373 | 29 990 | 31 669 |
| Loss on disposal of PPE | 5 | - | - | - | - | - | - | - | - | - | - |
| Total Expenditure | | - | - | - | - | - | - | - | 305 225 | 320 434 | 336 738 |
| Surplus/(Deficit) | | - | - | - | - | - | - | - | (8 674) | (6 011) | (5 937) |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial and District) | | - | - | - | - | - | - | - | 46 327 | 38 180 | 37 608 |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) | 6 | - | - | - | - | - | - | - | - | - | - |
| Transfers and subsidies - capital (in-kind - all) | | - | - | - | - | - | - | - | 37 653 | 32 169 | 31 671 |
| Surplus/(Deficit) after capital transfers & contributions | | - | - | - | - | - | - | - | - | - | - |
| Taxation | | - | - | - | - | - | - | - | 37 653 | 32 169 | 31 671 |
| Surplus/(Deficit) after taxation | | - | - | - | - | - | - | - | 37 653 | 32 169 | 31 671 |
| Attributable to minorities | | - | - | - | - | - | - | - | 37 653 | 32 169 | 31 671 |
| Surplus/(Deficit) attributable to municipality | | - | - | - | - | - | - | - | 37 653 | 32 169 | 31 671 |
| Share of surplus/ (deficit) of associate | 7 | - | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) for the year | | - | - | - | - | - | - | - | 37 653 | 32 169 | 31 671 |

MP304 Pixley Ka Seme (MP) - Table A4 Budgeted Financial Performance (revenue and expenditure)

| Description | Ref | 2013/14 | 2014/15 | 2015/16 | Current Year 2016/17 | | | | 2017/18 Medium Term Revenue & Expenditure Framework | | |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2017/18 | Budget Year +1 2018/19 | Budget Year +2 2019/20 |
| Revenue By Source | | | | | | | | | | | |
| Property rates | 2 | 20 681 | 30 129 | 33 060 | 42 839 | 42 839 | 42 839 | 42 839 | - | - | - |
| Property rates - penalties & collection charges | | | | | | | | | | | |
| Service charges - electricity revenue | 2 | 43 792 | 44 226 | 43 964 | 50 257 | 50 257 | 50 257 | 50 257 | - | - | - |
| Service charges - water revenue | 2 | 14 501 | 30 380 | 26 641 | 32 951 | 32 951 | 32 951 | 32 951 | - | - | - |
| Service charges - sanitation revenue | 2 | 11 070 | 11 515 | 12 149 | 13 552 | 13 552 | 13 552 | 13 552 | - | - | - |
| Service charges - refuse revenue | 2 | 11 424 | 7 019 | 7 117 | 7 951 | 7 951 | 7 951 | 7 951 | - | - | - |
| Service charges - other | | | | 1 417 | | | | | | | |
| Rental of facilities and equipment | | 21 | 22 | 19 | 27 | 27 | 27 | 27 | | | |
| Interest earned - external investments | | 2 618 | 3 097 | 5 634 | 3 986 | 3 986 | 3 986 | 3 986 | | | |
| Interest earned - outstanding debtors | | 13 749 | 14 642 | 24 130 | 23 892 | 23 892 | 23 892 | 23 892 | | | |
| Dividends received | | | | | | | | | | | |
| Fines | | 916 | 578 | 284 | 50 | 50 | 50 | 50 | | | |
| Licences and permits | | 5 133 | 5 135 | 5 548 | | | | | | | |
| Agency services | | | | | 9 532 | 9 532 | 9 532 | 9 532 | | | |
| Transfers recognised - operational | | 129 385 | 87 825 | 96 272 | 96 584 | 96 584 | 96 584 | 96 584 | | | |
| Other revenue | 2 | 19 073 | 3 136 | 4 033 | 2 782 | 2 782 | 2 782 | 2 782 | - | - | - |
| Gains on disposal of PPE | | | | | | | | | | | |
| Total Revenue (excluding capital transfers and contributions) | | 272 364 | 237 704 | 260 269 | 284 404 | 284 404 | 284 404 | 284 404 | - | - | - |
| Expenditure By Type | | | | | | | | | | | |
| Employee related costs | 2 | 65 152 | 71 040 | 67 112 | 77 115 | 76 275 | 76 275 | 76 275 | - | - | - |
| Remuneration of councillors | | 6 517 | 6 982 | 7 464 | 7 587 | 7 257 | 7 257 | 7 257 | | | |
| Debt impairment | 3 | 35 493 | 132 912 | 28 376 | 66 398 | 41 529 | 41 529 | 41 529 | | | |
| Depreciation & asset impairment | 2 | 26 377 | 33 947 | 28 701 | 36 484 | 34 976 | 34 976 | 34 976 | - | - | - |
| Finance charges | | | | 398 | | | | | | | |
| Bulk purchases | 2 | 42 728 | 48 846 | 64 466 | 54 868 | 58 983 | 58 983 | 58 983 | - | - | - |
| Other materials | 8 | 10 158 | 10 050 | 14 634 | 12 535 | 15 394 | 15 394 | 15 394 | | | |
| Contracted services | | 5 889 | 8 884 | 11 936 | 11 622 | 14 201 | 14 201 | 14 201 | - | - | - |

| | | | | | | | | | | | |
|--|------|----------------|------------------|----------------|-----------------|----------------|----------------|----------------|----------|----------|----------|
| Transfers and grants | | 2 030 | – | 1 634 | 9 969 | 9 014 | 9 014 | 9 014 | – | – | – |
| Other expenditure | 4, 5 | 29 962 | 27 817 | 28 527 | 28 164 | 26 666 | 26 666 | 26 666 | – | – | – |
| Loss on disposal of PPE | | 1 903 | 0 | 534 | | | | | | | |
| Total Expenditure | | 226 209 | 340 478 | 253 781 | 304 743 | 284 294 | 284 294 | 284 294 | – | – | – |
| Surplus/(Deficit) | | 46 155 | (102 774) | 6 488 | (20 339) | 110 | 110 | 110 | – | – | – |
| Transfers recognised - capital | | – | 23 586 | 32 837 | 30 959 | 30 959 | 30 959 | 30 959 | | | |
| Contributions recognised - capital | 6 | – | 1 531 | – | – | – | – | – | – | – | – |
| Contributed assets | | | | – | | | | | | | |
| Surplus/(Deficit) after capital transfers & contributions | | 46 155 | (77 657) | 39 324 | 10 620 | 31 069 | 31 069 | 31 069 | – | – | – |
| Taxation | | | | | | | | | | | |
| Surplus/(Deficit) after taxation | | 46 155 | (77 657) | 39 324 | 10 620 | 31 069 | 31 069 | 31 069 | – | – | – |
| Attributable to minorities | | | | | | | | | | | |
| Surplus/(Deficit) attributable to municipality | | 46 155 | (77 657) | 39 324 | 10 620 | 31 069 | 31 069 | 31 069 | – | – | – |
| Share of surplus/ (deficit) of associate | 7 | | | | | | | | | | |
| Surplus/(Deficit) for the year | | 46 155 | (77 657) | 39 324 | 10 620 | 31 069 | 31 069 | 31 069 | – | – | – |

MP304 Pixley Ka Seme (MP) - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

| Vote Description R thousand | Ref | 2013/14 | 2014/15 | 2015/16 | Current Year 2016/17 | | | | 2017/18 Medium Term Revenue & Expenditure Framework | | |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2017/18 | Budget Year +1 2018/19 | Budget Year +2 2019/20 |
| Capital expenditure - Vote | | | | | | | | | | | |
| Multi-year expenditure to be appropriated | 2 | | | | | | | | | | |
| Vote 1 - EXECUTIVE COUNCIL | | - | - | - | - | - | - | - | - | - | - |
| Vote 2 - BUDGET & TREASURY | | - | - | - | - | - | - | - | - | - | - |
| Vote 3 - CORPORATE SERVICES | | - | - | - | - | - | - | - | - | - | - |
| Vote 4 - PLANNING AND DEVELOPMENT | | - | - | - | - | - | - | - | - | - | - |
| Vote 5 - COMMUNITY & SOCIAL SERVICES | | - | - | - | - | - | - | - | - | - | - |
| Vote 6 - PUBLIC SAFETY | | - | - | - | - | - | - | - | - | - | - |
| Vote 7 - SPORTS & RECREATION | | - | - | - | - | - | - | - | - | - | - |
| Vote 8 - TECHNICAL SERVICES | | - | - | - | - | - | - | - | - | - | - |
| Vote 9 - WASTE MANAGEMENT | | - | - | - | - | - | - | - | - | - | - |
| Vote 10 - WASTE WATER MANAGEMENT | | - | - | - | - | - | - | - | - | - | - |
| Vote 11 - WATER | | - | - | - | - | - | - | - | - | - | - |
| Vote 12 - ELECTRICITY | | - | - | - | - | - | - | - | - | - | - |
| Vote 13 - [NAME OF VOTE 13] | | - | - | - | - | - | - | - | - | - | - |
| Vote 14 - [NAME OF VOTE 14] | | - | - | - | - | - | - | - | - | - | - |
| Vote 15 - [NAME OF VOTE 15] | | - | - | - | - | - | - | - | - | - | - |
| Capital multi-year expenditure sub-total | 7 | - | - | - | - | - | - | - | - | - | - |
| Single-year expenditure to be appropriated | 2 | | | | | | | | | | |
| Vote 1 - EXECUTIVE COUNCIL | | - | - | - | - | - | - | - | - | - | - |
| Vote 2 - BUDGET & TREASURY | | - | - | - | - | - | - | - | - | - | - |
| Vote 3 - CORPORATE SERVICES | | - | - | - | - | - | - | - | - | - | - |
| Vote 4 - PLANNING AND DEVELOPMENT | | - | - | - | - | - | - | - | 2 500 | - | - |
| Vote 5 - COMMUNITY & SOCIAL SERVICES | | - | - | - | - | - | - | - | - | - | 1 000 |
| Vote 6 - PUBLIC SAFETY | | - | - | - | - | - | - | - | - | - | - |
| Vote 7 - SPORTS & RECREATION | | - | - | - | - | - | - | - | 2 500 | - | 2 000 |
| Vote 8 - TECHNICAL SERVICES | | - | - | - | - | - | - | - | 1 500 | 9 263 | 6 500 |
| Vote 9 - WASTE MANAGEMENT | | - | - | - | - | - | - | - | - | - | - |
| Vote 10 - WASTE WATER MANAGEMENT | | - | - | - | - | - | - | - | 15 215 | 8 000 | 11 696 |
| Vote 11 - WATER | | - | - | - | - | - | - | - | 10 215 | 7 500 | 7 000 |
| Vote 12 - ELECTRICITY | | - | - | - | - | - | - | - | 17 000 | 12 079 | 8 000 |
| Vote 13 - [NAME OF VOTE 13] | | - | - | - | - | - | - | - | - | - | - |

| | | | | | | | | | | | |
|--|---|---|---|---|---|---|---|---|--------|--------|--------|
| Vote 14 - [NAME OF VOTE 14] | | - | - | - | - | - | - | - | - | - | - |
| Vote 15 - [NAME OF VOTE 15] | | - | - | - | - | - | - | - | - | - | - |
| Capital single-year expenditure sub-total | | - | - | - | - | - | - | - | 48 930 | 36 842 | 36 196 |
| Total Capital Expenditure - Vote | | - | - | - | - | - | - | - | 48 930 | 36 842 | 36 196 |
| Capital Expenditure - Functional | | | | | | | | | | | |
| Governance and administration | | - | - | - | - | - | - | - | - | - | - |
| Executive and council | | | | | | | | | | | |
| Finance and administration | | | | | | | | | | | |
| Internal audit | | | | | | | | | | | |
| Community and public safety | | - | - | - | - | - | - | - | 2 500 | - | 3 000 |
| Community and social services | | | | | | | | | | | 1 000 |
| Sport and recreation | | | | | | | | | 2 500 | | 2 000 |
| Public safety | | | | | | | | | | | |
| Housing | | | | | | | | | | | |
| Health | | | | | | | | | | | |
| Economic and environmental services | | - | - | - | - | - | - | - | 4 000 | 9 263 | 6 500 |
| Planning and development | | | | | | | | | 2 500 | | |
| Road transport | | | | | | | | | 1 500 | 9 263 | 6 500 |
| Environmental protection | | | | | | | | | | | |
| Trading services | | - | - | - | - | - | - | - | 42 430 | 27 579 | 26 696 |
| Energy sources | | | | | | | | | 17 000 | 12 079 | 8 000 |
| Water management | | | | | | | | | 10 215 | 7 500 | 7 000 |
| Waste water management | | | | | | | | | 15 215 | 8 000 | 11 696 |
| Waste management | | | | | | | | | | | |
| Other | | | | | | | | | | | |
| Total Capital Expenditure - Functional | 3 | - | - | - | - | - | - | - | 48 930 | 36 842 | 36 196 |
| Funded by: | | | | | | | | | | | |
| National Government | | | | | | | | | 44 930 | 36 842 | 36 196 |
| Provincial Government | | | | | | | | | | | |
| District Municipality | | | | | | | | | | | |
| Other transfers and grants | | | | | | | | | | | |
| Transfers recognised - capital | 4 | - | - | - | - | - | - | - | 44 930 | 36 842 | 36 196 |
| Public contributions & donations | 5 | | | | | | | | | | |
| Borrowing | 6 | | | | | | | | | | |
| Internally generated funds | | | | | | | | | 4 000 | | |
| Total Capital Funding | 7 | - | - | - | - | - | - | - | 48 930 | 36 842 | 36 196 |

MP304 Pixley Ka Seme (MP) - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

| Vote Description | Ref | 2013/14 | 2014/15 | 2015/16 | Current Year 2016/17 | | | | 2017/18 Medium Term Revenue & Expenditure Framework | | |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2017/18 | Budget Year +1 2018/19 | Budget Year +2 2019/20 |
| Capital expenditure - Vote | | | | | | | | | | | |
| Multi-year expenditure to be appropriated | 2 | | | | | | | | | | |
| Vote 1 - EXECUTIVE COUNCIL | | 1 490 | 1 109 | - | - | - | - | - | - | - | - |
| Vote 2 - BUDGET & TREASURY | | 1 299 | 429 | - | - | - | - | - | - | - | - |
| Vote 3 - CORPORATE SERVICES | | - | - | - | - | 239 | 239 | 239 | - | - | - |
| Vote 4 - PLANNING AND DEVELOPMENT | | - | - | - | - | - | - | - | - | - | - |
| Vote 5 - COMMUNITY & SOCIAL SERVICES | | - | - | - | 500 | 1 500 | 1 500 | 1 500 | - | - | - |
| Vote 6 - PUBLIC SAFETY | | - | - | 320 | - | - | - | - | - | - | - |
| Vote 7 - SPORTS & RECREATION | | - | - | - | - | - | - | - | - | - | - |
| Vote 8 - TECHNICAL SERVICES | | 2 960 | - | 529 | - | - | - | - | - | - | - |
| Vote 9 - WASTE MANAGEMENT | | - | - | 1 280 | - | - | - | - | - | - | - |
| Vote 10 - WASTE WATER MANAGEMENT | | - | - | 12 863 | 12 476 | 12 976 | 12 976 | 12 976 | - | - | - |
| Vote 11 - WATER | | 9 336 | 29 510 | 16 500 | 6 500 | 6 500 | 6 500 | 6 500 | - | - | - |
| Vote 12 - ELECTRICITY | | 7 372 | 2 629 | 13 148 | 11 483 | 11 483 | 11 483 | 11 483 | - | - | - |
| Vote 13 - [NAME OF VOTE 13] | | - | - | - | - | - | - | - | - | - | - |
| Vote 14 - [NAME OF VOTE 14] | | - | - | - | - | - | - | - | - | - | - |
| Vote 15 - [NAME OF VOTE 15] | | - | - | - | - | - | - | - | - | - | - |
| Capital multi-year expenditure sub-total | 7 | 22 457 | 33 677 | 44 640 | 30 959 | 32 698 | 32 698 | 32 698 | - | - | - |
| Single-year expenditure to be appropriated | 2 | | | | | | | | | | |
| Vote 1 - EXECUTIVE COUNCIL | | - | - | - | - | - | - | - | - | - | - |
| Vote 2 - BUDGET & TREASURY | | - | - | - | - | - | - | - | - | - | - |
| Vote 3 - CORPORATE SERVICES | | - | - | - | - | - | - | - | - | - | - |
| Vote 4 - PLANNING AND DEVELOPMENT | | - | - | - | - | - | - | - | - | - | - |
| Vote 5 - COMMUNITY & SOCIAL SERVICES | | - | - | - | - | - | - | - | - | - | - |
| Vote 6 - PUBLIC SAFETY | | - | - | - | - | - | - | - | - | - | - |
| Vote 7 - SPORTS & RECREATION | | - | - | - | - | - | - | - | - | - | - |
| Vote 8 - TECHNICAL SERVICES | | - | - | - | - | - | - | - | - | - | - |
| Vote 9 - WASTE MANAGEMENT | | - | - | - | - | - | - | - | - | - | - |
| Vote 10 - WASTE WATER MANAGEMENT | | - | - | - | - | - | - | - | - | - | - |
| Vote 11 - WATER | | - | - | - | - | - | - | - | - | - | - |
| Vote 12 - ELECTRICITY | | - | - | - | - | - | - | - | - | - | - |
| Vote 13 - [NAME OF VOTE 13] | | - | - | - | - | - | - | - | - | - | - |

| | | | | | | | | | | | |
|--|----------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------|----------|----------|
| Vote 14 - [NAME OF VOTE 14] | | - | - | - | - | - | - | - | - | - | - |
| Vote 15 - [NAME OF VOTE 15] | | - | - | - | - | - | - | - | - | - | - |
| Capital single-year expenditure sub-total | | - | - | - | - | - | - | - | - | - | - |
| Total Capital Expenditure - Vote | | 22 457 | 33 677 | 44 640 | 30 959 | 32 698 | 32 698 | 32 698 | - | - | - |
| Capital Expenditure - Standard | | | | | | | | | | | |
| Governance and administration | | 2 789 | 1 538 | - | - | 239 | 239 | 239 | - | - | - |
| Executive and council | | 1 490 | 1 109 | | | | | | | | |
| Budget and treasury office | | 1 299 | 429 | | | | | | | | |
| Corporate services | | | | | | 239 | 239 | 239 | | | |
| Community and public safety | | - | - | 320 | 500 | 1 500 | 1 500 | 1 500 | - | - | - |
| Community and social services | | | | | 500 | 1 500 | 1 500 | 1 500 | | | |
| Sport and recreation | | | | | | | | | | | |
| Public safety | | | | 320 | | | | | | | |
| Housing | | | | | | | | | | | |
| Health | | | | | | | | | | | |
| Economic and environmental services | | 2 960 | - | 529 | - | - | - | - | - | - | - |
| Planning and development | | | | | | | | | | | |
| Road transport | | 2 960 | | 529 | | | | | | | |
| Environmental protection | | | | | | | | | | | |
| Trading services | | 16 708 | 32 139 | 43 791 | 30 459 | 30 959 | 30 959 | 30 959 | - | - | - |
| Electricity | | 7 372 | 2 629 | 13 148 | 11 483 | 11 483 | 11 483 | 11 483 | | | |
| Water | | 9 336 | 29 510 | 16 500 | 6 500 | 6 500 | 6 500 | 6 500 | | | |
| Waste water management | | | | 12 863 | 12 476 | 12 976 | 12 976 | 12 976 | | | |
| Waste management | | | | 1 280 | | | | | | | |
| Other | | | | | | - | - | - | | | |
| Total Capital Expenditure - Standard | 3 | 22 457 | 33 677 | 44 640 | 30 959 | 32 698 | 32 698 | 32 698 | - | - | - |
| Funded by: | | | | | | | | | | | |
| National Government | | 19 668 | 32 951 | 38 040 | 30 959 | 30 959 | 30 959 | 30 959 | | | |
| Provincial Government | | | | | | | | | | | |
| District Municipality | | | | | | | | | | | |
| Other transfers and grants | | | | | | | | | | | |
| Transfers recognised - capital | 4 | 19 668 | 32 951 | 38 040 | 30 959 | 30 959 | 30 959 | 30 959 | - | - | - |
| Public contributions & donations | 5 | | | | | | | | | | |
| Borrowing | 6 | | | | | | | | | | |
| Internally generated funds | | 2 789 | 726 | 6 600 | | 1 739 | 1 739 | 1 739 | | | |
| Total Capital Funding | 7 | 22 457 | 33 677 | 44 640 | 30 959 | 32 698 | 32 698 | 32 698 | - | - | - |

4.8.5 KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

4.8.5.1 INTERNAL AUDIT FUNCTION

Section 165 (1) of the Municipal Finance Management Act, Act 56 of 2003, (MFMA) mandates each municipality and each municipal entity to have an internal audit unit. The aim of Internal Audit is to provide independent and objective assurance and is designed to add value and improve the municipality's operations. It assists the municipality to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and the governance process. The Internal Audit Unit has a Draft risk-based internal audit plan and performs their duties in terms of the approved Internal Audit Charter adopted by Council on the 19th July 2016.

4.8.5.2 AUDIT COMMITTEE

The Audit Committee was established in terms of Section 166(6) (a) of the Local Government Municipal Finance Management Act, Act 56 of 2003 (MFMA). The Audit Committee members were appointed by Council on the 31st October 2013 with resolution number (A171/2013).

4.8.5.3 FIGHTING CORRUPTION

Any form of corruption whether it is internal or external, represents a significant potential risk to Dr. Pixley Ka Isaka Seme Local Municipality's assets, service delivery efficiency and reputation. In an effort to eliminate corruption, Council approved the Fraud prevention plan on the 29th May 2013 with council resolution number (A75/2013) and furthermore approved the Whistle Blowing Policy on the 9th June 2014 with Council resolution number (A43/2014).

4.8.5.4 RISK MANAGEMENT

Risk management is not a once off or periodic event. It is a journey during which the Municipality must continuously sharpen its response to the risks it faces by interrogating the completeness and accuracy of the risk register and the assumptions used to determine the priority of risks. The Municipality believes that its risk management process and system design are in line with internationally recognized best practices and provide for all internal and external forms of organizational risks. A key consideration in designing the process and system was to ensure that these become an integral part of management, with line managers taking full responsibility for managing all the risk that can affect their operations.

The Municipality is facing a challenge when it comes to the Risk Management Unit. There is no established unit, or staff appointed for Risk Management this is merely caused by budget constraints and the Municipality hopes to find a solution in the near future.

The Audit performance of the Municipality taking into consideration the last 5 financial years has significantly improved, moving from a Disclaimer in the 2009/2010 and 2010/2011 financial years to an Unqualified report in the 2011/2012, 2012/2013 and 2013/2014 financial years respectively. The Municipality obtained a qualified report for the 2014/15 financial year.

4.8.5.5 PUBLIC PARTICIPATION

In terms of Chapter 4 of the Local Government Municipal Systems Act, the Governance structure of a Municipality consists of Political Structures, Administration and the Community of the

Municipality. Community consultative meetings are held twice in a financial year and are held at Ward level. The meetings are attended by the Executive Mayor, Members of the Mayoral Committee, Traditional leader, Ward Councillor, Community Development workers, officials from the Provincial Sector Departments, the local Municipality, Gert Sibande District, civil society and community members.

4.8.5.6 STRATEGIC STAKEHOLDER ENGAGEMENT FORA

The Integrated CRDP Forum is fully functional and sits as scheduled on a quarterly basis and the CRDP Technical Committee meets twice a quarter. The aforementioned forums play a vital role in the drafting and reviewing of the IDP. The Technical committee is merely meant for conducting site visits in the projects being implemented to ensure that the progress reported during the Integrated CRDP Forum actually speaks to what is happening on the Ground.

4.8.5.7 COMMUNICATION

Developmental local government as prescribed by national legislation seeks to forge a partnership between government and the citizen for effective service delivery. Communication therefore becomes central to the work of local government, the sphere of government closest to the people. The Municipality uses both the Electronic and Print Media as their channel of communication.

4.8.5.8 PRESIDENTIAL HOTLINE

The Presidential Hotline was established to unlock service delivery bottlenecks and to ensure that relevant services are rendered to the public with the cooperation of all Government Entities. Since the inception of the Hotline, a large volume of calls have been received indicating the need for such service and the keenness of South African citizens to interact with Government.

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.

Table 29: Performance on Presidential Hotline issues

| | | | | | | | |
|--------------------------|-----|------|------|------|--------|--------|--------|
| Gert Sibande District | 285 | 1153 | 3489 | 1438 | 80.18% | 80.52% | -0.34% |
| Albert Luthuli | 51 | 266 | 3246 | 317 | 83.91% | 84.44% | -0.53% |
| Mkhondo | 29 | 304 | 3264 | 333 | 91.29% | 91.84% | -0.55% |
| Gert Sibande | 78 | 117 | 4829 | 195 | 60.00% | 60.31% | -0.31% |
| Govan Mbeki | 46 | 151 | 3311 | 197 | 76.65% | 77.04% | -0.39% |
| Msukaligwa | 15 | 149 | 4038 | 164 | 90.85% | 90.85% | 0.00% |
| Lekwa | 31 | 53 | 3609 | 84 | 63.10% | 63.86% | -0.76% |
| Dr. Pixley Ka Isaka Seme | 0 | 91 | 2081 | 91 | 100% | 100% | 0.00% |
| Dipaleseng | 32 | 39 | 3208 | 71 | 54.93% | 56.52% | -1.59% |

4.8.5.9 WARD COMMITTEES

Chapter 4 of the Municipal Systems Act (No. 32 of 2000), while not dealing specifically with Ward committees, it implies that ward committees are one of the structures through which participation by the local community in the affairs of the municipality must take place (Section 17 (1)).

In Dr. Pixley Ka Isaka Seme the ward committees were elected in October 2016 and linked to the current council term. The ward committees are fully functional and their status quo is as follows:

- They meet once per month in their meetings
- They have Ward Based Operational Plans/schedule of meetings
- The Ward Councillor is the Chairperson of the Committee
- Ward Community Meetings are called once per quarter
- Monthly reports and Portfolio of evidence are submitted to the office of the Speaker.

4.8.5.10 GENDER DEVELOPMENT

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

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

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

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

Key Issues pertaining to Gender includes among others the following:

- Pay more attention to a number of issues affecting women;
- Harness the access of economic opportunities to women within Dr Pixley Ka Isaka Seme Local Municipality; and
- Mainstreaming of Women in the development initiatives of Dr Pixley Ka Isaka Seme Local Municipality.
- Prioritize a number of women empowerment issues and find ways of mainstreaming them in all the decision making, planning and budgeting process of the Municipality.

4.8.5.11 YOUTH DEVELOPMENT

According to the Situational Economic Report Overview (SERO) the municipality is mostly made up of the youth that is unemployed. This has a great impact on the financial performance or collection rate of the Municipality.

The Youth Unit is one but important sections in the municipality tasked with ensuring that the Executing Authority of the municipality is correctly advised and informed about the needs and aspirations of youth. The unit is mandated to co-ordinate, facilitate, advocate, mainstream, monitor and evaluate programmes for the target groups.

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

- Inadequate or inappropriate strategies and programs for Youth development, including opportunities for employment for young people
- Minimum Youth Participation in Local Government matters
- Ineffectiveness of Youth developmental organizations (Youth Councils)
- Uncoordinated, unfocused Policy development to comprehensively deal with Youth matters by all stakeholders
- Lack of Youth viable strategic partnership with relevant stakeholders (private & public institutions)
- Lack of involvement of youth in Monitoring municipality compliance on policy matters
- Training of youth units
- Training the youth co-operatives
- Youth Summit and the adoption of the youth development policy and strategy
- Facilitate development of a comprehensive data base of youth or child headed households
- Strategic Youth training and development program that will respond to specific skills needs in the municipality and the District at large
- Facilitation and support of specific economic interventions for the youth to actively participate in the district main economic streams or access the local markets.

In order to address some of the issues highlighted above the municipality has embarked on programmes to develop the youth with the assistance from other sector departments. The programmes include:

- Learnerships with the department of Public Works where young people are given the opportunity to be part of a Learnership programme for one year within various fields, these fields include – Electrical, Bricklaying, Plumbing and Carpentry. The programme has targeted all admin units within the municipality's jurisdiction.
- Learnership for two years with the Department of Rural Development Land and Administration where 55 young people were employed on that programme to work in their respective wards.

Benefits on these two programmes are, the learning opportunities as the learners they will be trained from FET Colleges during and after the programme.

- Social Development has funded the municipality to develop Youth Centres; in line with the development of these centres is also beneficiary identification. The Centres that are operating currently are in, Daggakraal including Amersfoort, Wakkerstroom and Volksrust.
- The municipality has also embarked on a project to fund 80 young individuals towards obtaining licences.

- The municipality in partnership with NYDA initiated a programme on Job Preparedness for all the youth in all Admin Units

There are so many programmes that must be implemented through Youth Development but due to limited resources that cannot happen.

4.8.5.12 DISABILITY

The table below indicate the number of people living with disability.

Table 30: Number of disabled persons per category

| Nature of Disability | Level of difficulty | Dr. Pixley Ka Isaka Seme Local Municipality |
|-------------------------------|---------------------|---|
| Hearing | Some Difficulty | 3498 |
| | A lot of Difficulty | 497 |
| | Cannot do at all | 44 |
| Seeing | Some Difficulty | 5839 |
| | A lot of Difficulty | 1232 |
| | Cannot do at all | 26 |
| Communication | Some Difficulty | 1426 |
| | A lot of Difficulty | 236 |
| | Cannot do at all | 102 |
| Remembering/ Concentrating | Some Difficulty | 3442 |
| | A lot of Difficulty | 668 |
| | Cannot do at all | 44 |
| Walking | Some Difficulty | 3564 |
| | A lot of Difficulty | 1352 |
| | Cannot do at all | 283 |
| TOTAL | | 22 253 |

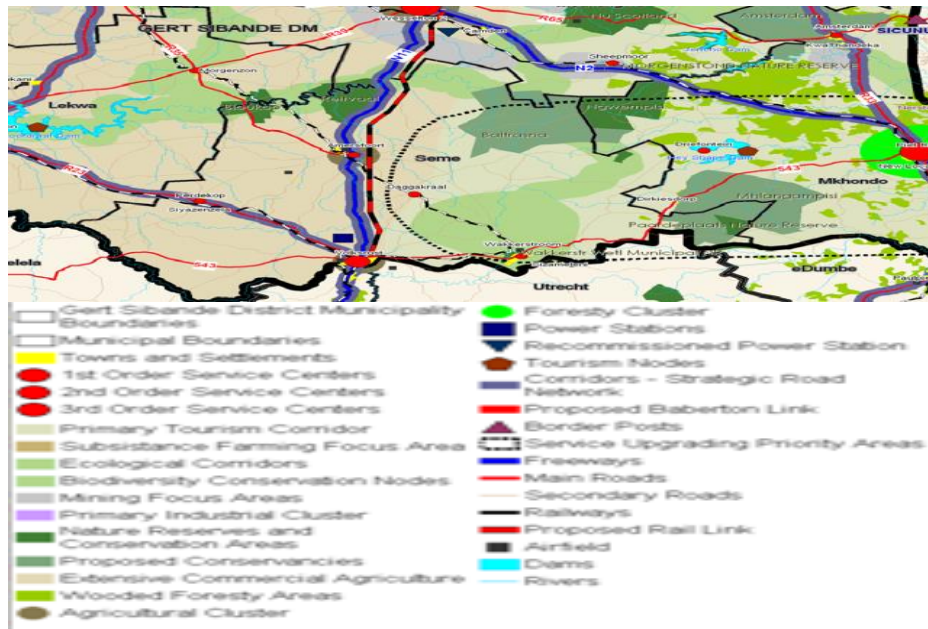
Source: Community Survey 2016

4.8.6 KPA 6: SPATIAL PLANNING

The area is depicted by the Demarcation Board's grouping of municipal areas to form the municipal area known as MP304. The study area consists mainly of 5 nodes of which Volksrust/Vukuzakhe is the highest order node situated on the southern border of the municipal area where the N11, R23 and R543 intersects. This intersection of transportation routes gives rise to the hustle and bustle of this node. The most northern node is that of Amersfoort/Ezamokuhle situated approximately 42,9km from Volksrust on the N11. This can be considered as a minor node within the area. Further east of Volksrust, approximately 28, 7 km is Wakkerstroom that can also be considered as a minor node within the municipal area. Approximately 35, 4 km north-west of Volksrust is another minor node known as Perdekop which was described in the previous SDF as a declining node. The municipal area

also includes a traditional authority area situated approximately 17, 1 km north-north-east of Volksrust known as Daggakraal/Sinqobile which can also be considered as a minor node within the municipal area although it has the highest population figure of all the settlements in the municipal area.

Map 2 – Spatial Structure: Dr Pixley Ka Isaka Seme LM



4.8.6.1 SPATIAL ANALYSIS

4.8.6.1.1 Activity Nodes/Areas

Activity nodes are areas where the main business activity of a settlement is concentrated. Three categories of activity nodes exist namely, Primary Node, Secondary Node and Neighbourhood Nodes. The Primary node is the main business activity area of a settlement and also commonly referred to as the Central Business District (CBD) of the town, normally situated in the centre of town where it is accessible to most of the public. The secondary Node is remarkable smaller and does not offer the same variety of services as the Primary Node. Some settlements might even be too small to have a secondary node due to the low level of services provided in the town and the spatial distribution of the economy. Neighbourhood Nodes are the smallest category and is normally one or two business surrounding a filling station or corner shop providing a very small service for the direct neighbourhood. The hierarchy of Activity Nodes/Areas within the Pixley Ka Isaka Seme Local Municipality area can be described as follows:

Volksrust

Primary Node

The Volksrust Central Business District is the primary activity node of Volksrust. Retail development, offices, service industry, government buildings and municipal offices are located here. This should still be promoted as the major business node in the municipality and services in the area should be optimised for this purpose.

Secondary Nodes

There is no defined secondary node in Volksrust but the intersection of Joubert and Dan Pienaar Street could be developed as a secondary node since it is not part of the CBD and situated at the

intersection of two major Activity Spines. Normally the secondary node manifests at the locality of a new mall in a town, but that is not the case in Volksrust and therefore this location is proposed for a secondary node.

Neighbourhood nodes

Local neighbourhood nodes compliment the primary and secondary nodes and should be located in such a way as to serve all suburbs for the convenience of the local inhabitants and short trip retail services. There are currently no established neighbourhood nodes in Volksrust and therefore the following neighbourhood nodes were identified for future development where small business activity can be promoted in order to realise the nodes full potential:

Proposed neighbourhood nodes:

A neighbourhood node is proposed in Volksrust Extension 4 at the corner of Pendoring and Smit Street to serve the area north of Tontelbos Street. A second neighbourhood node is proposed in Volksrust Extension 2 at the corner of Springbok Road and Second Avenue (currently Park) which will also serve the population of Volksrust Extension 6 when it is developed. A third neighbourhood node is proposed in Volksrust Extension 3 on the corner of Anker and Vlei Street which will serve the community between Kroch and Monument Street.

Vukuzakhe

Activity nodes should not be duplicated but it is necessary to provide a certain amount of services locally in order to prevent long travelling distances for retail and other services. Therefore the primary node of Volksrust and Vukuzakhe will remain the CBD of Volksrust, but certain other retail and specialist services need to be present in Vukuzakhe.

Primary Node

The primary node of Vukuzakhe is proposed north of the education node in the centre of the town. This area should be promoted as the primary node of the town in conjunction with the other nodes proposed. The locality of the node in the centre of the settlement makes it more efficient as a Primary node.

Secondary node

The secondary node is proposed south of the education node in the centre of the town where existing businesses are operating.

Neighbourhood nodes

Neighbourhood nodes are proposed in at least each extension of Vukuzakhe in order to provide a localised retail and service industry for the community.

Amersfoort

Primary Node

The Primary Node for Amersfoort is situated at the existing CBD of the town between Plein and Scheiding Street and the proposed area should be promoted for future retail and services industries.

Secondary Node

No secondary node is proposed for Amersfoort due to the small size of the town and limited retail demands.

Neighbourhood Node

One neighbourhood node is proposed at the intersection of Bree and Lyle Street which is on the activity spine to Ezamokuhle.

Ezamokuhle

Primary Node

The primary node for Ezamokuhle is proposed at the existing business hub of the town as indicated in **Figure 35** of the local SDF for the area.

Secondary Node

No Secondary node is proposed for the town due to the small size of the area and limited retail demand.

Neighbourhood Node

Four Neighbourhood nodes are proposed to serve the local community with retail and service industry facilities.

Perdekop/Siyazenzela

Primary Node

The primary node for this area is proposed at the intersection with Durban and Main Street where some existing business activity is present on the main activity spine through the town.

Secondary Node

Due to the integrated nature of the two towns the secondary node is proposed at the entrance of Siyazenzela.

Neighbourhood Node

No neighbourhood nodes are proposed for this area since the primary and secondary node should be sufficient for the size of the town.

Wakkerstroom/Esizameleni

Primary Node

The primary node of this area is situated Van Riebeeck Street with some business activity in the cross streets intersecting with Van Riebeeck Street. The primary node is proposed to be at the intersection of Van Riebeeck Street and Slabbert Street closer to eSizameleni. Three different mixed use zones are also proposed in order to cater for other businesses currently not situated within the primary node area of the town. The primary node of Esizameleni is situated at the corner of Mndebele Street and Ndlovu Street where some business activity already exists.

Secondary Node

No secondary node is proposed for this area due to the small size of the town and limited retail demand in the area.

Neighbourhood Node

A very small secondary node is proposed for the Wakkerstroom area situated at the intersection of Joubert and Luttig Street which forms the activity street to Newcastle. No other business property is identified in this area of the town which is quiet a distance away from the primary node of the town. One neighbourhood node is proposed for Esizameleni in Mndebele Street which will serve the western part of the town.

Daggakraal/Sinqobile

Primary Node

The primary node for this area is proposed at the intersection with the Amersfoort and Volksrust road on the new proposed Activity Spine. This area already has some business activity and after the construction of the road the area needs to be promoted as the primary node.

Secondary Node

The secondary node is proposed at the existing Library complex west of the proposed primary node.

Neighbourhood Node

Various neighbourhood nodes are proposed due to expansive nature of the town. These nodes are proposed at strategic positions on activity streets that will serve the local community in their immediate area.

4.8.6.1.2 TOWNSHIP ESTABLISHMENT

The Municipality has undertaken a Township establishment projects with an objective of addressing the increased housing backlog within the Dr Pixley Ka Isaka Seme area of jurisdiction. The local residents of the Greater Pixley Ka Isaka Seme Area through the IDP processes continue to express a need for housing particularly in Wakkerstroom, Amersfoort, Volksrust and Paardekop. The municipality therefore in year 2012 took the initiative to invite service providers for detailed planning for detailed planning proposals for 1,000 even in each of the four (4) areas.

The land parcels that have been identified for housing developments were consistent with the 2010/2011 as well as the current IDP and the Spatial Development Framework (SDF) of each of the four (4) administrative units:

- In Wakkerstroom (Esizameleni) the area that is identified for housing development is on a portion of state land previously known as a Portion of Portion 7 of the farm Marthinus Wessels 121-HT, which can accommodate 200 erven. However the Geo-techs restricted development though alternative portions of land are still under investigations that will accommodate the remaining erven.
- In Amersfoort (Ezamokuhle) the area that is identified for housing development is on a portion of state land previously known as a Portion of Portion 1 of the farm Amersfoort Town & Town lands 57-HS, which can accommodate 1,000 erven.
- In Volksrust (Vukuzakhe) the area that is identified for housing development is on a portion of state land previously known as a Portion 53 of the farm Volksrust 143-HS, which for now can accommodate 1,100 erven.
- In Paardekop/Siyazenzela the area that is identified for housing development is on a portion of state land previously known as a Portion 19, 50 and 51 of the farm Paardekop 76-HS, which can only accommodate within a region of 600 erven.

Land has been identified to bring the housing backlog in line with the housing backlog. The project currently undertaken by Sisonke Development Planners has provided for 2,635 erven in all four (4) units.

STATUS QUO

The Municipality appointed a consultant to conduct Township Establishment in Wakkerstroom, Amersfoort, Volksrust and Perdekop during the 2013/14 financial year.

The scope of work that has been done included the following:

- Identifying of land (Private and Public owned land) for future housing development in accordance with the demand as expressed during the IDP Public Consultative Meetings.
- To provide Professional services (Planning, Engineering services and Project Management) for the development of 1000 sites in each of the Townships. The progress to date on the four (4) township establishment projects of Esizameleni, Ezamokuhle, Siyazenzela and Vukuzakhe is as indicated below.

ESIZAMELENI

The pegging of 232 stands for Esizameleni is complete and the General Plan has been drafted and submitted together with the Conditions of Establishment to the Municipality for approval.

EZAMOKUHLE

The General Plan (941 stands) with Conditions of Establishment for Ezamokuhle was submitted to the Office of the Surveyor General.

SIYAZENZELA

The pegging of 461 stands for Siyazenzela is complete and the General Plan has been drafted and submitted together with the Conditions of Establishment to the Municipality for approval.

VUKUZAKHE B

The pegging of 768 stands for Vukuzakhe B is complete and the General Plan has been drafted and submitted together with the Conditions of Establishment to the Municipality for approval.

VUKUZAKHE A

The pegging of 233 stands for Vukuzakhe A is complete and the General Plan has been drafted and submitted together with the Conditions of Establishment to the Municipality for approval.

4.8.6.1.3 CAPITAL INVESTMENT FRAMEWORK

The existence of an SDF for a municipality does not ensure that it will be implemented successfully. The implementation of the SDF should be implemented through the municipality's IDP, sector plans, strategies and projects, municipal budget and land use management scheme. If the SDF is not implemented through these mechanisms it will never serve the purpose it was intended for.

The capital investment framework proposed in the following section is one of the most important mechanisms for the implementation of the SDF because if there is no money for the projects and plans it will never be implemented. The projects listed are all new projects that resulted from the SDF and should be included in the next IDP review as projects for implementation.

The following tables represent the estimated capital expenditure that is a direct result of the proposed SDF which should inform the IDP and update the budget in the IDP.

| Ref | Project/Activity | Responsible Department | Estimated Project Cost | 2011/12 Allocation | 2012/13 Allocation | 2013 onwards Allocation |
|------------------|--|----------------------------------|------------------------|--------------------|--------------------|-------------------------|
| VOLKSRUST | | | | | | |
| 1. | Urban Design Framework for CBD | Planning & Economic Development | R 1 500 000-00 | R 750 000-00 | R 750 000-00 | - |
| 2. | 1:100 year Flood line determination (old town) | Technical & Engineering Services | R 150 000-00 | R 150 000-00 | - | - |
| 3. | New municipal airport | Planning & Economic Development | R 2 500 000-00 | | R 750 000-00 | R 1 750 000-00 |
| 4. | Sport stadium development | Community Services | R 2 000 000-00 | R 1 000 000-00 | R 1 000 000-00 | |
| 5. | Thusong Centre | Community Services | R 1 000 000-00 | R 500 000-00 | R 500 000-00 | |
| 6. | Densification Strategy | Planning & Economic Development | R 300 000-00 | R 300 000-00 | - | - |
| 7. | Township Establishment: Ext 4 | Planning & Economic Development | R 1 200 000-00 | - | - | R 1 200 000-00 |
| 8. | Township Establishment: North of R543 | Planning & Economic Development | R 1 500 000-00 | - | - | -R 1 500 000-00 |
| 9. | Township Establishment: North of Ext.6 | Planning & Economic Development | R 800 000-00 | - | - | R 800 000-00 |
| 10. | Land Use Management Scheme | Planning & Economic Development | R 1 821 600-00 | R 910 800-00 | R 910 800-00 | - |
| 11. | Wetland Delineation (old town) | Technical & Engineering Services | R 100 000-00 | R 100 000-00 | | |
| VUKUZAKHE | | | | | | |
| 1. | 1:100 year flood line determination | Technical & Engineering Services | R 200 000-00 | R 200 000-00 | - | - |
| 2. | Extension of cemetery | Community Services | R 500 000-00 | R 500 000-00 | - | - |
| 3. | Communal Grazing fields | Community Services | R 350 000-00 | R 350 000-00 | - | - |
| 4. | Township Establishment: North of R543 | Planning & Economic | R 2 200 000-00 | - | - | R 2 200 000-00 |

| | | | | | | |
|-----------------------------|---|----------------------------------|----------------|----------------|----------------|----------------|
| | | Development | | | | |
| 5. | Thusong Centre | Community Services | R 1 500 000-00 | R 1 500 000-00 | - | - |
| 6. | Register Waste dump site | Technical & Engineering Services | R 350 000-00 | R 350 000-00 | - | - |
| AMERSFOORT | | | | | | |
| 1. | 1:100 year flood line determination | Technical & Engineering Services | R 150 000-00 | R 150 000-00 | - | - |
| 2. | Extension of cemetery | Community Services | R 120 000-00 | R 120 000-00 | - | - |
| 3. | Town Planning Residential infill | Planning & Economic Development | R 150 000-00 | R 50 000-00 | R 50 000-00 | R 50 000-00 |
| 4. | Thusong Centre | Community Services | R 1 500 000-00 | R 500 000-00 | R 500 000-00 | R 500 000-00 |
| 5. | Registered Waste dump site | Technical & Engineering Services | R 350 000-00 | R 350 000-00 | - | - |
| EZAMOKUHLE | | | | | | |
| 1. | 1:100 year flood line determination | Technical & Engineering Services | R 150 000-00 | R 150 000-00 | - | - |
| 2. | Thusong Centre | Community Services | R 1 500 000-00 | R 500 000-00 | R 500 000-00 | R 500 000-00 |
| 3. | Township Establishment: North East | Planning & Economic Development | R 1 200 000-00 | R 500 000-00 | R 700 000-00 | - |
| 4. | Sport stadium development | Community Services | R 4 000 000-00 | R 1 000 000-00 | R 1 000 000-00 | R 2 000 000-00 |
| 5. | Proposed new access road | Technical & Engineering Services | R 3 000 000-00 | R 1 000 000- | R 1 000 000-00 | R 1 000 000-00 |
| 6. | Registered Waste dump site | Technical & Engineering Services | R 350 000-00 | R 350 000-00 | - | - |
| PERDEKOP/SIYAZENZELA | | | | | | |
| 1. | 1:100 year flood line determination | Technical & Engineering Services | R 150 000-00 | R 150 000-00 | - | - |
| 2. | Upgrading of sport stadium | Community Services | R 2 000 000-00 | R 1 000 000-00 | R 1 000 000-00 | - |
| 3. | Upgrading of informal settlements (R23) | Planning & Economic Development | R 550 000-00 | R 250 000-00 | R 300 000-00 | - |

| | | | | | | |
|---------------------------------|---|----------------------------------|--|----------------|----------------|----------------|
| 4. | Registered Waste dump site | Technical & Engineering Services | R 350 000-00 | R 350 000-00 | - | - |
| 5. | Thusong Centre | Community Services | R 1 500 000-00 | R 500 000-00 | R 500 000-00 | R 500 000-00 |
| WAKKERSTROOM/ESIZAMELENI | | | | | | |
| 1. | 1:100 year flood line determination | Technical & Engineering Services | R 150 000-00 | R 150 000-00 | | |
| 2. | Wetland Delineation | Technical & Engineering Services | R 100 000-00 | R 100 000-00 | | |
| 3. | Sport stadium development | Community Services | R 4 000 000-00 | R 1 000 000-00 | R 1 000 000-00 | R 2 000 000-00 |
| 4. | Township Establishment: Esizameleni | Planning & Economic Development | R 1 191 681-00 | R 736 450-00 | R 455 231-00 | - |
| 5. | Thusong Centre | Community Services | R 1 500 000-00 | R 500 000-00 | R 500 000-00 | R 500 000-00 |
| 6. | Registered Waste dump site | Technical & Engineering Services | R 350 000-00 | R 350 000-00 | - | - |
| DAGGAKRAAL/SINQOBILE | | | | | | |
| 1. | Thusong Centre | Community Services | R 1 500 000-00 | R 500 000-00 | R 500 000-00 | R 500 000-00 |
| 2. | Upgrading of non -formal residential area | Planning & Economic Development | R 850 000-00 | R 425 000-00 | R 425 000-00 | - |
| 3. | Regional Cemetery | Community Services | R 850 000-00 | R 500 000-00 | R 350 000-00 | - |
| 4. | Registered Waste dump site | Technical & Engineering Services | R 350 000-00 | R 350 000-00 | - | - |
| NON URBAN AREAS | | | | | | |
| 1. | PPP projects | Planning & Economic Development | Negotiate with PPP | | | |
| 2. | Potential High Income Residential Development | Planning & Economic Development | Private Investor | | | |
| 3. | Potential Mining development | Planning & Economic Development | Negotiate with Dept. Mineral Resources | | | |
| 4. | Potential Dam developments | Planning & Economic Development | Private Investor | | | |
| 5. | Updated Aerial Photography | Planning & Economic Development | R 1 200 000-00 | R 1 200 000-00 | - | - |

4.8.6.2 HUMAN SETTLEMENTS

A Housing Sector Plan (HSP) / Human Settlement Plan or Housing Chapter, may be regarded as a Stand-alone document. It is an integral part of the Municipal Integrated Development Plan (IDP). Ideally it should be developed as part of the Municipal IDP process. Thus the HSP should be read and understood in this context.

The HSP is a five year strategic plan for the development of human settlements within the municipal area of jurisdiction. It caters for all social and economic categories of people within the municipal area of jurisdiction.

4.8.6.2.1 DEMAND ANALYSIS

The 2001 – 2011 average municipal population growth rates (0.30%) is lower than both the Gert Sibande (1.48%) and Provincial (1.83%) averages. At 2.80% between 1996 and 2001, the average municipal population growth rate was higher than both the Gert Sibande (2.42) and Provincial (1.49%) averages.

The number of household is an important measure for the administration of the housing programme. The number of households increased from 14 538 in 1996 to 19 838 in 2011. On the other hand size shank slightly from 4.7 to 4.1 persons per household during the period.

In terms of Census 2011 statistics, combined, the two categories of female Headed and Child Headed households make up a total of 9202, of the 19 838 households in the municipality. This means almost one out of every two households in the municipality is Female Headed or Child Headed. Female and Child Headed households are regarded as “vulnerable” and enjoy priority status in terms of government policy. Programme interventions therefore need to be sensitive and respond accordingly.

There is an estimated number in terms of the housing backlogs in the various wards of the Municipality. The summary is presented in the table hereunder:

Table 31: Housing Needs Backlogs

| AREA | WARD | HOUSING BACKLOG | |
|---------------------|----------------------|-----------------|-----------------|
| Vukuzakhe | 1 | 275 | |
| Vukuzakhe | 2 | 275 | |
| Vukuzakhe | 3 | 275 | |
| Wakkerstroom | 5 | 500 | |
| Perdekop | 6 | 500 | |
| Daggakraal | 11 | 500 | |
| Daggakraal | 9 | 500 | |
| Amersfoort | 7 | 500 | |
| Volksrust | 4 | 275 | |
| Daggakraal | 10 | 500 | |
| TOTAL | | 4600 | |
| RURAL SUBSIDY AREAS | | | |
| Area | Farm Name | Ward | Housing Backlog |
| Vukuzakhe | Khulani Balimi | 4 | 50 |
| Wakkerstroom | Emahashini | 5 | 50 |
| Perdekop | Palmfort/ Walfontein | 6 | 10 |
| Amersfoort | Zoo Als Jy Lykt | 8 | 50 |

| | | | |
|------------|--------------|----|-----|
| | | | |
| Daggakraal | Kalkoenkrans | 10 | 20 |
| TOTAL | | | 180 |

In terms of the current municipal spatial plans, social/rental Accommodation is currently not catered for. The programme has not been identified for the purpose. The same applies for to the Gap Market programme it is not catered for in terms of current municipal plans.

The number of Households living in informal settlements also poses a challenge for the provision of adequate shelter. As can be seen from the table below 11 informal settlements have been identified in the Municipality. The total number of households living in these formal settlements is estimated at 555.

| MUNICIPALITY | NO. OF INFORMAL SETTLEMENTS | NO. OF HOUSEHOLDS |
|--------------------------|-----------------------------|-------------------|
| Dr. Pixley Ka Isaka Seme | 11 | 555 |

Source: MP Human Settlement Master Plan

4.8.6.2.2 Challenges / Interventions

Based on Programme shortcomings / key issues identified, the following strategies/ interventions with an elaboration of problem statements, strategy objective, outcomes and responsibility assignment are presented hereunder:

| | Problem Statement | Strategy/Intervention | Objective | Outcomes | Accountability |
|----|--|---|--|---|----------------------------------|
| 1. | Lack of Reliable Municipal Housing Needs/Demand Information hinders the planning effort- There is lack of accurate, up-to-date, credible Housing Demand information-planning the Human settlement programme delivery without an accurate knowledge of the nature and extent of the backlog is like “shooting in the dark” | Municipal Housing Needs/ Demand Management | To establish an accurate, credible and updatable housing needs/demand management system | <ul style="list-style-type: none"> Enhanced knowledge and understanding of the municipal housing needs/demand Enhanced ability to manage municipal housing needs/demand; and Enhanced ability to plan for the required interventions/housing delivery | Manager Housing |
| 2. | Slow start on Social/Affordable Rental Accommodation provision- The Programmes were adopted and priorities by government several years ago, but implementation is not taking off the ground | Social/Affordable Rental Accommodation Programme Implementation | To increase the amount of Social/Affordable Rental Accommodation units for qualifying households | <ul style="list-style-type: none"> Enhanced knowledge and understanding of municipal social/affordable rental needs/demand; Enhanced ability to plan for the required interventions – set realistic targets, budget, timelines etc.;- for inclusion in the Provincial Human Settlement Business Plan; and Enhanced ability to contribute towards the achievement of Provincial Outcome 8 Social/Affordable Rental Accommodation Targets. | Manager Housing |
| 3. | Low number of Gap Market Households accessing subsidies is a major concern- The FLISP Programme was adopted and prioritised by government several years ago. Whilst statistical evidence suggests the possible existence of the targeted market segment of monthly incomes between R3 501 and R15 000 the number of subsidies being accessed remains extremely low | Gap market Programme Implementation | To increase the number of households accessing FLISP subsidies | <ul style="list-style-type: none"> Increase number of households utilising Gap Market subsidies; Enhanced knowledge and understanding of municipal Gap Market housing needs /demand; Enhanced ability to plan for the required interventions – set realistic target, budget, timelines, etc.;- for inclusion in the Provincial Human Settlement Business Plan; and Enhanced ability to contribute towards the achievement of Provincial Outcome 8 Gap Market Target | Manager Housing |
| 4. | Prevalence of un-integrated and unsustainable Human Settlements still a concern- The social and Economic Amenities Programme, which is part of Financial Interventions programme of the HSDG, was adopted by government in order to address the gap in the provision of social and economic amenities in human settlement (new and existing). It finances the provision of primary municipal community facilities such as clinic/medical care, community halls, sports and other recreational facilities, taxi ranks and small business/informal trading. Since its prioritisation several | Social and Economic Amenities Programme Implementation | To create integrated and sustainable human settlements | <ul style="list-style-type: none"> Enhanced knowledge and understanding of municipal Social and Economic Amenities needs/ demand; and Enhanced ability to plan for the required interventions – set realistic targets, budgets, timelines etc.: for inclusion in the 2016/17 Provincial Human Settlement Business Plan | Manager Planning and Development |

| | | | | | |
|----|---|---|---|--|----------------------------------|
| | years ago, the tool remains largely unutilised and envisaged outcomes are not being attained. | | | | |
| 5. | Slow Progress in the Upgrading of Informal Settlements negatively affects the achievement of set targets – Housing instruments currently being utilised to upgrade informal settlements are not effective and as a result, critical mass is not being realised. The utilization of the “right instrument/tool” designed for the purpose is crucial to get the job done in the right way and at the right time. | Progressive Upgrading of Informal Settlements | To fast track the upgrading of informal settlements in line with policy | <ul style="list-style-type: none"> Improved programmes / project strategic alignment and target delivery. Enhanced ability to increase the number of informal settlements households accessing basic services (water, sanitation, refuse removal and electricity) and security of tenure; Enhanced ability to upscale and accelerate the implementation of the programme; and Enhanced ability to contribute towards the achievement of Provincial Outcome 8 Informal Settlement Upgrading Targets | Manager Planning and Development |
| 6. | Mismatch between Projects Implemented and strategic goals of government - Whilst Programmes / projects being implemented remain within the general business scope / mandate of establishing human settlements, alignment to current human settlement priorities and achievement of government targets remains a challenge. | Project Portfolio streamlining and re-alignment | To adopt a system to ensure Project plans align to and contribute towards the achievement of strategic goals / targets set by government from time to time. | <ul style="list-style-type: none"> Enhanced strategic planning knowledge and skills; Enhanced ability to increase the municipal contribution towards the achievement of government’s strategic goals and objectives overall; and Enhanced level of compliance with policy directives, for the municipality. | Manager Planning and Development |
| 7. | Rampant Land invasions create havoc – Prevalence of land invasions triggered by the influx of immigration from neighbouring countries and rural-urban migration makes the housing backlog a mobbing target and the provision of basic services a nightmare. | Municipal Land invasion Management Strategy | To establish a framework for the management of informal settlements / land invasion | <ul style="list-style-type: none"> Enhanced knowledge and understanding of the nature and extent of land invasions; Enhanced capacity to manage and monitor land invasion / the proliferation of informal settlements ; and Enhanced ability to plan for required interventions to address the backlog. | Manager Planning and Development |
| 8. | Municipal Accreditation Position needs clarification - An informed decision needs to be taken on how to handle the accreditation process for the Municipality in line with the Policy adopted by government | Municipal Accreditation Strategy | To set the process in motion for an informed decision on Accreditation | <ul style="list-style-type: none"> Informed decision making on how to handle the accreditation process; Enhanced ability to plan for the accreditation status; if applied for; | Municipal Manager |

4.8.6.2.3 Bulk Engineering Services

Municipal bulk infrastructure plans / availability to support human settlement projects. Projects listed in the following table have been identified as having potential to support new human settlement developments in the Municipality:

| Area/Locality | Project Description | Status(2014/15) | Map Ref |
|---------------|---|-------------------|---------|
| Amersfoort | Water Treatment Works Completion Pipeline (Phase 2) | Completed | 1 |
| Amersfoort | Amersfoort Water Treatment Plant | Completed | 2 |
| Vukuzakhe | Vukuzakhe Sewer Treatment Plant | Budget R6 500 000 | 3 |
| Amersfoort | Water Treatment Works Completion Pipeline (Phase 3) | Completed | 4 |

4.8.6.3.4 Access to Land for Housing and Human Settlements

The land parcels that have been identified for housing developments were consistent with the 2010/2011 as well as the current IDP and the Spatial Development Framework (SDF) of each of the four (4) administrative units:

- In Wakkerstroom (Esizameleni) the area that is identified for housing development is on a portion of state land previously known as a Portion of Portion 7 of the farm Marthinus Wessels 121-HT, which can accommodate 200 erven. However the Geo-techs restricted development though alternative portions of land are still under investigations that will accommodate the remaining erven.
- In Amersfoort (Ezamokuhle) the area that is identified for housing development is on a portion of state land previously known as a Portion of Portion 1 of the farm Amersfoort Town & Town lands 57-HS, which can accommodate 1,000 erven.
- In Volksrust (Vukuzakhe) the area that is identified for housing development is on a portion of state land previously known as a Portion 53 of the farm Volksrust 143-HS, which for now can accommodate 1,100 erven.
- In Paardekop/Siyazenzela the area that is identified for housing development is on a portion of state land previously known as a Portion 19, 50 and 51 of the farm Paardekop 76-HS, which can **only** accommodate within a region of 600 erven.

The municipality has thus appointed the firm, to assist with planning for development of 3,700 erven, although the current layout planning proposals cater only for 3,198 erven, of which need for 502 erven still need to be addressed in the final layout proposal provided that, more land is urgently identified to bring the housing backlog in line with the housing backlog.

FORWARD PLANNING

It must be known by all that additional land must be identified (private or public owned land) for future housing development in accordance with the demand as expressed in all IDP processes and facilitate the acquisition of land and its release to the Municipality.

To provide professional services (planning, engineering services and project management) for the planning and development of the current 3,700 erven and future residential development as and when land becomes available to cover the entire housing demand of 9,760 residential erven in the Greater Pixley Ka Isaka Seme Local Municipality.

NEED FOR ADDITIONAL LAND FOR FUTURE HOUSING DEVELOPMENT

The analysis of the demographic profile of Pixley Ka Isaka Seme Local Municipality based on the housing backlog and also from information obtained from the Integrated Development Plan and Spatial Development Framework for 2011/2012, it shows that there is a need for approximately 291ha of land for future housing development in addition to the existing four (4) township establishment projects already approved.

| TOWN | CURRENT PROJECT | | | | | | PHASE 2 | |
|-------------|-----------------|-----------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | TOTAL | HOUSING BACKLOG 2011 - 2015 | | | | | TOTAL | TOTAL |
| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2011-2015 | 2010-2015 |
| VUKUZAKHE | 1,100 | 615 | 495 | 465 | 465 | 365 | 2,405 | 3,505 |
| SIYAZENZELA | 500 | 325 | 175 | 200 | 150 | 150 | 1,000 | 1,500 |
| ESIZAMELENI | 500 | 200 | 225 | 200 | 150 | 180 | 955 | 1,455 |
| EZAMOKUHLE | 1,000 | 700 | 400 | 400 | 400 | 400 | 2,300 | 3,300 |
| | 3,100 | 1,840 | 1,295 | 1,265 | 1,165 | 1,095 | 6,660 | 9,760 |

The ± 291ha needed for housing development till 2015 is based on an average erf. Size of 350m², 5% land reserved for non-residential uses and 20% land reserved for streets and open space areas, the table below provides a breakdown of the land required per administrative area:

| PHASE 2 APPROXIMATE SIZE OF LAND REQUIRED | | | | | | |
|--|-----------------------|------------------------------------|--|---|------------------------------------|----------------------|
| TOWN | TOTAL ERVEN 2011-2015 | AVERAGE ERF SIZE (m ²) | TOTAL AREA (m ²) RESIDENTIAL | TOTAL AREA (m ²) OTHER USES | TOTAL AREA (m ²) ROADS | TOTAL AREA (Hectare) |
| VUKUZAKHE | 2,405 | 350 | 841,750 | 42,087.50 | 168,350 | 105,22ha |
| SIYAZENZELA | 1,000 | 350 | 350,000 | 17,500.00 | 70,000 | 43,75ha |
| ESIZAMELENI | 955 | 350 | 334,250 | 16,712.50 | 66,850 | 41,78ha |
| EZAMOKUHLE | 2,300 | 350 | 805,000 | 40,250.00 | 161,000 | 100,63ha |
| | 6,600 | | 2,331,000 | 116,550.00 | 466,200 | 291,38ha |

4.8.6.1 Rural Development, Agriculture and Land Reform

The unique nature of farming increase pressure for higher impact rural development, necessitating land use management guidelines with respect to development of rural non-agricultural land uses.

These land uses are normally associated with demands in the rural area for non-agricultural or service related industries. The high rural population and shift towards tourism and eco-related activities, further necessitates clear policy guidelines with respect to non-agricultural uses in the rural area. Rural non-agricultural land uses specifically, but not exclusively refer to the following activities.

-
- Farm Schools
 - Agri-Industries
 - Engineering Services
 - Service Trades and Farm Shops
 - Warehousing and Packing sheds
 - Nurseries, Kennels and Riding Schools

It should be noted that the policy for rural non-agricultural land uses exclude tourism and resort related activities. These uses will be dealt with under a separate policy.

The Department of Rural Development & Land Reform committed itself to assist our Municipality with the development of the wall to wall land Use Scheme. The inception project was held and the project is underway.

Land Reform

Projects will be linked to the acquisition of and access to land through the three land reform programmes (redistribution, tenure and restitution). All projects implemented through the three programmes will be implemented efficiently but in a sustainable manner linked to the strategic objective of the CRDP. Some of the priorities include:

- Reviewing the land reform products and approaches
- Reviewing land acquisition models (including the Willing buyer-Willing seller approach)
- Fast-tracking the settlement of labour tenancy claims
- Facilitating secure access to land by farm dwellers
- Protecting the land rights and of farm workers
- Increasing the pace of settling outstanding Land Restitution Claims:
- Providing an analysis of outstanding claims
- Adopting a developmental approach to the settlement of restitution claims

4.8.6.2 Human Settlement and Land Administration

The Municipality is currently undertaking Township establishment projects with an objective to address the increasing housing backlog with the Dr Pixley Ka Isaka Seme area of jurisdiction.

The local residents of the Greater Pixley Ka Isaka Seme Area through the IDP processes continue to express a need for housing particularly in Wakkerstroom, Amersfoort, Volksrust and Paardekop. The municipality therefore in year 2012 took the initiative to invite service providers for detailed planning proposals for 1,000 erven in each of the four (4) areas.

The municipality through a public participative process with the local residents identified strategically municipal/state owned land parcels in each of the four (4) areas which could accommodate the expected number of erven.

HOUSING CHAPTERS

The Housing Chapter of the Municipality was approved by Council on the 31st March 2015.

The housing delivery process represents a major instrument for development and growth of the Municipality; often resulting in new urban fabric in the form of housing properties and structures. As such, it is important that the Human Settlement Plan take cognizance of the main spatial development directives contained in the SDF, to ensure that changes to the settlement landscape as a result of housing delivery are in line with the overall development strategy of the Municipality. The SDF of the Municipality offers the following directives for housing delivery and human settlements:

- Development emphasis at existing urban nodes, in particular:
 - Volksrust – Major Urban Area
 - Amersfoort – Minor Urban Area
 - Daggakraal – Minor Urban Area
 - Wakkerstroom – Minor Urban Area
 - Paardekop – Declining Urban Area
- Integration of previously segregated areas
- Utilisation of currently serviced areas
- Use and promotion of higher densities and infill where compatible with the surrounding area
- Implementation of the urban edge policy
- Retain the rural hinterland as homogenous agricultural areas and untransformed natural areas
- Development emphasis on the N11 corridor
- Avoidance of development that that encroaches on Conservation Areas, Environmentally Sensitive Areas and the Ecological Corridor.

Strategic Land Areas in Pixley Ka Seme Municipality that are being prepared for housing delivery through greenfield township establishments exhibit the following characteristics with regard to general alignment with the SDF:

- Strategic Land Areas in Vukuzakhe (Volksrust) and Ezamokuhle(Amersfoort) contribute towards development concentration along the N11 Corridor
- Strategic Land Area in Siyazenzela (Paardekop) is misaligned according to Declining Urban Area status of Paardekop as per SDF
- Strategic Land Area in Esizameleni (Wakkerstroom) is complicated by environmental sensitivity of Wakkerstroom region and associated Ecological Corridor. A revised approach in Esizameleni as a result of unsuccessful EIA processes, has resulted in an infill-oriented exercise which is aligned to the density and sustainability guidelines of the SDF
- Strategic Land Areas in all locations fall within the urban edge as described in the SDF
- Emphasis on Greenfield Strategic Land Areas is misaligned with promotion of higher densities and infill, as well as utilisation of currently serviced areas and integration of previously segregated areas.

Programme Enhancement Projects that should be prioritised in order to improve efficiency, diversify and realign the Municipal Human Settlement Programme with current policy include the following:

- Social / affordable rental accommodation;
- Upgrading of informal settlements; and
- Social and economic amenities.

The high level schedule is indicated in the following table:

Programme enhancement Projects Schedule

| Schedule outputs | | | |
|------------------|---|---------------------------------------|-----------------|
| Id | Activity | Outputs/milestone deliverables | Duration |
| 1 | Compile Business Plan (to source funding) | Project Business Plan | 1 month |
| 2 | Conduct Procurement Processes | Service Providers Appointment Letters | 3 months |
| 3 | Execute Projects Scope of Work | Various Projects Reports | 9 months |

| | | | |
|---|-------------------------------------|---|----------|
| 4 | Facilitate Outputs Adoption Process | Adopted Programme Enhancement Project Reports | 2 months |
| 5 | Conduct Project Closure Activities | Project Closure Report | 1 month |

Human Settlement Projects

Municipal Township Establishment initiatives currently underway in terms of the IDP are listed in the table hereunder. These initiatives present an opportunity for collaboration/partnerships between the Municipality and the Department, in order to accelerate delivery and, specifically for exploring the feasibility of the GAP Market Projects.

Township establishment projects are underway in all administrative units except for Daggakraal. The initiatives are intended to contribute to the Integrated Residential Development Programme. The initiatives will yield an estimated 3200 stands.

| Area/Locality | Project Description | Expected Number of Units | Status (2014/15) | Map Ref. |
|-----------------------------|---|--------------------------|---|----------|
| Vukuzakhe Volksrust | Township Establishment | 1000 | Detailed Planning – Pegging of Stands | 1 |
| Ezamokuhle (Amersfoort) | Township Establishment | 1000 | Detailed Planning- General Plan submitted to SG | 2 |
| Siyazenzela (Paardekop) | Township Establishment | 700 | Detailed Planning- Pegging of Stands | 3 |
| Esizameleni (Wakkerstroom) | Township Establishment | 500 | Pre-Feasibility Studies | 4 |
| Volksrust Ext 6 (Volksrust) | Township Establishment (Private Developer Initiative) | 3000 | - | 5 |

In addition, private developers are currently busy with medium to high income residential development in Volksrust Ext 6 (3000 stands).

It is important to note that the initiatives are in the feasibility and planning phases. Therefore there is an opportunity to re-scope the projects to make them more integrated to cater for all social and economic categories of households (low, middle and high income housing), including Rental and Gap Market requirements where feasible.

Lastly major ESKOM projects expected in the Municipality, including the Majuba Rail and Fly Ash Project – Extractor Coal close to Paardekop and Amersfoort, could change the housing landscape in the Municipality, considering the associated economic spin-offs and accommodation requirements.

Informal Settlements

The Municipality has eradicated most of the informal settlements within the municipality. The only informal settlements that are currently left are located in the following areas:

- ✓ Farms
- ✓ Perdekop

Township Establishment

The Municipality appointed a firm to conduct Township Establishment in Wakkerstroom, Amersfoort, Volksrust and Perdekop during the 2013/14 financial year.

The scope of work to be done included the following:

-
- Identify land (Private and Public owned land) for future housing development in accordance with the demand as expressed during the IDP Public Consultative Meetings.
 - To provide Professional services (Planning, Engineering services and Project Management) for the development of 1000 sites in each of the Townships.

The progress to date on the four (4) township establishment projects of Esizameleni, Ezamokuhle, Siyazenzela and Vukuzakhe is as indicated below.

ESIZAMELENI

The EIA on the initial identified portion was not recommended by the Department of Co-operative Governance and Traditional Affairs and the Department of Environmental Affairs during the investigations and inspection in loco, therefor it does not form part of the project.

The Departments of Co-operative Governance and Traditional Affairs, Environmental Affairs and the Municipality finally came to a conclusion that the Environmental Impact Assessment process for Esizameleni Township Extension and subdivision and rezoning application on an alternative portion of land of Esizameleni should proceed.

EZAMOKUHLE

The General Plan (945 stands) with Conditions of Establishment for Ezamokuhle was submitted to the Office of the Surveyor General.

SIYAZENZELA

The pegging of 448 stands for Siyazenzela is complete and the General Plan is being drafted and will be submitted together with the Conditions of Establishment to the Municipality for approval by.

VUKUZAKHE B

The pegging of 769 stands for Vukuzakhe B is complete and the General Plan is being drafted and will be submitted together with the Conditions of Establishment to the Municipality for approval.

VUKUZAKHE A

The land surveyors are currently calculating the General Plans for Vukuzakhe A and will start with the pegging.

Township establishment Projects

A service level agreement between the Municipality and the Department of Human Settlements must be in-place before the Department can assist the Municipality with funding of for the execution of priority municipal initiated township establishment projects.

Housing projects at Volksrust and Amersfoort should be prioritized in Pixley Ka Seme Municipality due to their strategic location along the N11 corridor. Anticipated bulk upgrades in Amersfoort place an important emphasis on township establishment in that area; given general bulk constraints in the Municipality. Volksrust is identified as the primary urban centre for Pixley Ka Seme as per the Municipal SDF, and is also along the N11 corridor. As such, township establishment in Volksrust should be prioritized in support of consolidation of the primary urban centre.

The proposed priority projects are as follows:

- Vukuzakhe – Volksrust (1000 units)
- Ezamokuhle – Amersfoort (1000 units)

CHAPTER FIVE

STRATEGIES, KPI PER KPA & PROJECTS

5.1 Strategic Development Objectives

In order to achieve the identified priorities for Dr. Pixley Ka Isaka Seme Local Municipality, the following development objectives have been identified.

- To provide effective, efficient and transformed Human Resources
- To provide access to Basic Services to the community
- To create & promote a conducive environment for socio – economic development
- To provide sound Financial Management & compliance with legislation
- To deepen democracy through public participation and promote good governance
- To ensure integrated rural and urban planning

5.2 Key Performance Indicators and Key Performance Areas

| IDP NO | KPI DESCRIPTION | KPI OBJECTIVE | KPI TARGET | FUNCTION SEGMENT | REGION SEGMENT | 2017/2018 BUDGET FORECAST (Y1) | 2018/2019 BUDGET FORECAST (Y2) | 2019/2020 BUDGET FORECAST (Y3) | 2020/2021 BUDGET FORECAST (Y4) | 2021/2022 BUDGET FORECAST (Y5) |
|--------------------------|---|---|---|--|-----------------------------|--|-------------------------------------|-------------------------------------|--------------------------------|-----------------------------------|
| IDP/MIG/MP1105 /CL/11/14 | Basic Service Delivery and Infrastructure Development | To provide access to Basic Service Delivery to the community. | Construction of High Mast lights in ward 9, 10 and 11 | Electricity/Core function/Electricity | Ward 9,10 and 11 | N/A | 15 x high mast lights | N/A | 10 x high mast lights | N/A |
| IDP/MIG/MP1118 /W/11/14 | Basic Service Delivery and Infrastructure Development | To provide access to Basic Service Delivery to the community. | Provision of water supply to communities in Rural areas and farms (Boreholes) | Water Management/Core Function/Water distribution | Ward 4,5,6,7,8,9, 10 and 11 | Refurbishment of 40 x boreholes and 46 x new boreholes to benefit 344 HH | 16 x new boreholes to benefit 64 HH | 16 x new boreholes to benefit 64 HH | N/A | 16 new boreholes to benefit 64 HH |
| IDP/MIG/MP1104 /CF/11/13 | Basic Service Delivery and Infrastructure Development | To provide access to Basic Service Delivery to the community. | Development of sport facilities in ward 5 and 6 | Sport & Recreation/ Non-core Function/Recreational facilities/ | Ward 5 and 6 | Construction of a combo-court | N/A | Construction of a combo-court | N/A | N/A |
| IDP/MIG/MP1535 /CE/304 | Basic Service Delivery and Infrastructure | To provide access to Basic Service Delivery to the | Development of sport facilities in ward 7 and 8 | Sport & Recreation/ Non-core Function/Recreational | Ward 7 and 8 | Construction of a combo-court | N/A | Construction of a combo-court | N/A | N/A |

| | | | | | | | | | | |
|-------------------------|---|---|---|---|-------------------|-----|---|---|---|--------------------------------|
| | Development | community. | | I facilities/ | | | | | | |
| IDP/MIG/MP1534 /W/16/18 | Basic Service Delivery and Infrastructure Development | To provide access to Basic Service Delivery to the community. | Construction of water reticulation with house connection in ward 1/2 and 3 | Water Management/Core Function/Water distribution | Ward 1,2 & 3 | N/A | N/A | Water reticulation for 2.5km with 300 house connections | N/A | N/A |
| IDP/MIG/MP1575 /S/16/18 | Basic Service Delivery and Infrastructure Development | To provide access to Basic Service Delivery to the community. | Construction of sewer reticulation with toilet top structure in ward 1/2 and 3 | Waste Water Management/Core Function/Sewerage | Ward 1,2 & 3 | N/A | N/A | Sewer Reticulation for 2.5km with 300 x toilet top structures | N/A | N/A |
| IDP/MIG/MP1158 /W/12/15 | Basic Service Delivery and Infrastructure Development | To provide access to Basic Service Delivery to the community. | Water reticulation with house connections in Daggakraal, Hlanganani & Sinqobile | Water Management/Core Function/Water distribution | Ward 9,10 and 11 | N/A | Water reticulation for 2km with 125 house connections | Water reticulation for 2km with 125 house connections | Water reticulation for 2km with 125 house connections | N/A |
| IDP/MIG/MP1484 /W/15/19 | Basic Service Delivery and Infrastructure Development | To provide access to Basic Service Delivery to the community. | Replacement of AC pipes in Vukuzakhe (Mahawane dam) | Water Management/Core Function/Water distribution | Ward 1,2, 3 and 4 | N/A | Water main bulk line for 2.5km | N/A | N/A | Water main bulk line for 4.4km |

| | | | | | | | | | | |
|-------------------------|---|---|---|---|-----------------------------|---|---|---|---|---|
| | | community. | to Vukuzakhe (WTW) | | | | | | | |
| IDP/MIG/MP1155 /S/13/15 | Basic Service Delivery and Infrastructure Development | To provide access to Basic Service Delivery to the community. | Construction of sewer reticulation networks in Wakkerstroom | Waste Water Management/Core Function/Sewerage | Ward 5 | Sewer reticulation for 4.5km with 360 house connections | N/A | N/A- | Sewer reticulation for 4.2km with 300 House connections | N/A |
| IDP/MIG/MP1155 /S/304 | Basic Service Delivery and Infrastructure Development | To provide access to Basic Service Delivery to the community. | Construction of water & sewer reticulation networks with toilet top structures in Perdekop (New township establishment) | Waste Water Management/Core Function/Sewerage | Ward 6 | N/A | Sewer reticulation for 2.5km with 300 toilet top structures and water reticulation for 2km with 125 house connections | Sewer reticulation for 2.5km with 185 toilet top structures and water reticulation for 2km with 185 house connections | Sewer reticulation for 2.5km with 300 toilet top structures and water reticulation for 2km with 125 house connections | N/A |
| IDP/MIG/MP1234 /S/13/16 | Basic Service Delivery and Infrastructure Development | To provide access to Basic Service Delivery to the community. | Construction of toilets top structures in rural areas | Waste Water Management/Core Function/Sewerage | ward 4,5,6,7,8,9, 10 and 11 | Installation of 568 improved sanitation | Installation of 84 improved sanitation | Installation of 84 improved sanitation | N/A | Installation of 110 improved sanitation |
| IDP/MIG/MP1577 | Basic Service | To provide | Toilets top | Waste Water | ward 9,10 | N/A | Installation of | Installation | Installation | Installation |

| | | | | | | | | | | |
|---------------------------|---|---|--|------------------------------------|----------------|-----|----------------------------------|----------------------------------|----------------------------------|-----------------------------------|
| /S/16/19 | Delivery and Infrastructure Development | access to Basic Service Delivery to the community. | structures in Daggakraal, Hlanganani areas and Sinqobile (ward 9,10 &11) | Management/Core Function/Sewerage | and 11 | | 84 improved sanitation | of 110 improved sanitation | of 170 improved sanitation | of 138 improved sanitation |
| IDP/MIG/MP1536 /RST/16/19 | Basic Service Delivery and Infrastructure Development | To provide access to Basic Service Delivery to the community. | Construction of internal streets in Vukuzakhe (upgrade from gravel to interlock paving) | Road transport/Core function/Roads | Ward 1,2 and 3 | N/A | Construction of 2.5km paved road | N/A | Construction of 3.2km paved road | Construction of 2.1km paved road |
| IDP/MIG/MP1536 /RST/16/20 | Basic Service Delivery and Infrastructure Development | To provide access to Basic Service Delivery to the community. | Construction of paved roads in ward 1&3 | Road transport/Core function/Roads | Ward 1 and 3 | N/A | Construction of 2.5km paved road | N/A- | Construction of 3.2km paved road | Construction of 2.1 km paved road |
| IDP/MIG/MP1103 /RST/11/15 | Basic Service Delivery and Infrastructure Development | To provide access to Basic Service Delivery to the community. | Construction of internal streets in Ezamokuhle (upgrade from gravel to interlock paving) | Road transport/Core function/Roads | Ward 7 and 8 | N/A | Construction of 2.5km paved road | Construction of 2.5km paved road | N/A | Construction of 2.1km paved road |
| IDP/MIG/MP1103 /RST/11/16 | Basic Service Delivery and Infrastructure Development | To provide access to Basic Service Delivery | Construction of internal streets in Wakkerstroom/Es | Road transport/Core function/Roads | Ward 5 | N/A | N/A | Construction of 2.7km paved road | N/A | Construction of 2.1km paved road |

| | | | | | | | | | | |
|--------------------------|---|---|---|---------------------------------------|------------------|-----|-----|--|---|--|
| | Infrastructure Development | to the community. | izameleni (upgrade from gravel to interlock paving) | | | | | | | |
| IDP/MIG/MP1535 /CF/16/19 | Basic Service Delivery and Infrastructure Development | To provide access to Basic Service Delivery to the community. | Fencing, of municipal facilities | Public safety/Core Function/Fencing | Ward 3,5,6 and 7 | N/A | N/A | Installation of razor wire fence for 1.5km | N/A | Installation of razor wire fence for 2km |
| IDP/MIG/MP1156 /S/304 | Basic Service Delivery and Infrastructure Development | To provide access to Basic Service Delivery to the community. | Landfill sites in Volksrust and Amersfoort | Community/Core Function/Landfill Site | Ward 4,7 & 8 | N/A | N/A | N/A | Refurbishment of landfill sites in Volksrust and Amersfoort | N/A |
| IDP/MIG/MP1157 /S/304 | Basic Service Delivery and Infrastructure Development | To provide access to Basic Service Delivery to the community. | High Mast Lights in Vukuzakhe | Electricity/Core function/Electricity | Ward 1 | N/A | N/A | N/A | Erection of 20 x high mast lights | <i>Erection of 20 x high mast lights</i> |
| IDP/MIG/MP1158 /S/304 | Basic Service Delivery and Infrastructure Development | To provide access to Basic Service Delivery to the community. | High Mast Lights in Wakkerstroom/E sizameleni | Electricity/Core function/Electricity | Ward 5 | N/A | N/A | N/A | Erection of 10 x high mast lights | N/A |



| | | | | | | | | | | |
|-------------------------|---|---|---|---------------------------------------|--------|---|---|---|-----|-----|
| IDP/MIG/MP1159 /S/304 | Basic Service Delivery and Infrastructure Development | To provide access to Basic Service Delivery to the community. | Construction of internal streets in Volksrust | Road infrastructure/Cost/Acquisition | Ward 4 | 1.2km | N/A | N/A | N/A | N/A |
| IDP/INEP/MP1142/E L/304 | Basic Service Delivery and Infrastructure Development | To provide access to Basic Service Delivery to the community. | Electrification of 66 House Holds In Vukuzakhe ward 1 | Electricity/Core function/Electricity | Ward 1 | Construction of infills for 256 HH | Electrification of 250 HH | N/A | N/A | N/A |
| IDP/INEP/MP1142/E L/304 | Basic Service Delivery and Infrastructure Development | To provide access to Basic Service Delivery to the community. | Construction of a 10 MVA 88/11KV substation in Vukuzakhe ward 1 (Phase 3) | Electricity/Core function/Electricity | Ward 2 | Construction of a 10 MVA 88/11KV substation in Vukuzakhe ward 1 (Phase 3) | Construction of a 10 MVA 88/11KV substation in Vukuzakhe ward 1 (Phase 4) | Construction of a 10 MVA 88/11KV substation in Vukuzakhe ward 1 (Phase 5) | N/A | N/A |

5.3 Projects

5.3.1 OWN FUNDED PROJECTS

| IDP NO | MUNICIPAL PRIORITY | PROJECT DESCRIPTION | PROJECT SEGMENT | FUNCTION SEGMENT | FUNDING | REGION SEGMENT | 2017/2018 BUDGET FORECAST | 2018/2019 BUDGET FORECAST | 2019/2020 BUDGET FORECAST | 2020/2021 BUDGET FORECAST | 2021/2022 BUDGET FORECAST |
|------------------------|--------------------|--|--|---|-----------------|----------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| IDP/MIG /MP1159 /S/304 | | Construction of internal streets in Volksrust | Capital/Infrastructure /New/Road infrastructure/Storm water infrastructure/Road structure/Road furniture/drainage collection/Stormwater conveyance | Road infrastructure/ Cost/Acquisition | Equitable share | Ward 4 | R 1 500 000 | N/A | N/A | N/A | N/A |
| IDP/MIG /MP1160 /S/304 | | Procurement of Machinery in support of Cooperatives. | Capital/Infrastructure /Community Asset/Plant & Machinery | Community/ Non -Core Function/Plant & Machinery | Equitable share | Ward 4,6,7 & 9 | R2 500 000 | N/A | N/A | N/A | N/A |

5.3.2 MIG FUNDED PROJECTS

| IDP NO | PROJECT DESCRIPTION | PROJECT SEGMENT | FUNCTION SEGMENT | FUNDING | REGION SEGMENT | 2017/2018 BUDGET FORECAST | 2018/2019 BUDGET FORECAST | 2019/2020 BUDGET FORECAST | 2020/2021 BUDGET FORECAST | 2021/2022 BUDGET FORECAST |
|--------------------------|---|--|--|---|-----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| IDP/MIG/MP1105 /CL/11/14 | Construction of High Mast lights in ward 9, 10 and 11 | Capital/Infrastructure/New/Electrical infrastructure/Transmission conductors | Electricity/Core function/Electricity | NG-Municipal Infrastructure Grant (schedule 5B) | Ward 9,10 and 11 | R 1 118 983 | R 2 078 850 | N/A | R1 500 000 | N/A |
| IDP/MIG/MP1118 /W/11/14 | Provision of water supply to communities in Rural areas and farms (Boreholes) | Capital/Infrastructure/New/Water supply infrastructure/Boreholes | Water Management/Core Function/Water distribution | NG-Municipal Infrastructure Grant (schedule 5B) | Ward 4,5,6,7,8,9, 10 and 11 | R 11 400 000 | R 2 000 000 | R 2 000 000 | N/A | N/A |
| IDP/MIG/MP1104 /CF/11/13 | Development of sport facilities in ward 5 and 6 | Non infrastructure/Land /New/Community assets/Sports & recreation/Outdoor facilities | Sport & Recreation/ Non-core Function/Recreational facilities/ | NG-Municipal Infrastructure Grant (schedule 5B) | Ward 5 and 6 | R 1 608 333 | N/A | R2 000 000 | N/A | N/A |
| IDP/MIG/MP1535 /CE/304 | Development of sport facilities in ward 7 and 8 | Non infrastructure/Land /New/Community assets/Sports & | Sport & Recreation/ Non-core Function/Recreational facilities/ | NG-Municipal Infrastructure Grant (schedule 5B) | Ward 7 and 8 | R 833 333 | N/A | R 2 000 000 | N/A | N/A |

| | | | | | | | | | | |
|-------------------------|---|--|---|---|-------------------|-------------|-------------|-------------|------------|-----|
| | | recreation/Outdoor facilities | | | | | | | | |
| IDP/MIG/MP1534 /W/16/18 | Construction of water reticulation with house connection in ward 1/2 and 3 | Capital/Infrastructure/New/Water supply infrastructure/Distribution/Distribution point | Water Management/Core Function/Water distribution | NG-Municipal Infrastructure Grant (schedule 5B) | Ward 1,2 & 3 | R500 000 | N/A | R 3 000 000 | N/A | N/A |
| IDP/MIG/MP1575 /S/16/18 | Construction of sewer reticulation with toilet top structure in ward 1/2 and 3 | Capital/Infrastructure/New/Reticulation/Toilet facilities | Waste Water Management/Core Function/Sewerage | NG-Municipal Infrastructure Grant (schedule 5B) | Ward 1,2 & 3 | R500 000 | N/A | R 3 000 000 | N/A | N/A |
| IDP/MIG/MP1158 /W/12/15 | Water reticulation with house connections in Daggakraal, Hlanganani & Sinqobile | Capital/Infrastructure/New/Water supply infrastructure/Distribution/Distribution point | Water Management/Core Function/Water distribution | NG-Municipal Infrastructure Grant (schedule 5B) | Ward 9,10 and 11 | N/A | R 2 000 000 | R 2 000 000 | R2 000 000 | N/A |
| IDP/MIG/MP1484 /W/15/19 | Replacement of AC pipes in Vukuzakhe (Mahawane dam to Vukuzakhe WTW) | Capital/Infrastructure/New/Water supply infrastructure/Bulk main/Pump station | Water Management/Core Function/Water distribution | NG-Municipal Infrastructure Grant (schedule 5B) | Ward 1,2, 3 and 4 | N/A | R 3 500 000 | N/A | N/A | N/A |
| IDP/MIG/MP1155 | Construction of | Capital/Infrastructure | Waste Water | NG-Municipal | Ward 5 | R 5 000 000 | N/A | N/A- | R4 000 000 | N/A |

| | | | | | | | | | | |
|---------------------------|---|--|---|---|-----------------------------|-------------|-------------|-------------|------------|-----|
| /S/13/15 | sewer reticulation networks in Wakkerstroom | re/New/Reticulation/Toilet facilities | Management/Core Function/Sewerage | Infrastructure Grant (schedule 5B) | | | | | | |
| IDP/MIG/MP1155 /S/304 | Construction of water & sewer reticulation networks with toilet top structures in Perdekop (New township establishment) | Capital/Infrastructure re/New/Reticulation/Toilet facilities | Waste Water Management/Core Function/Sewerage | NG-Municipal Infrastructure Grant (schedule 5B) | Ward 6 | N/A | R 5 000 000 | R 5 196 350 | R4 000 000 | N/A |
| IDP/MIG/MP1234 /S/13/16 | Construction of toilets top structures in rural areas | Capital/Infrastructure re/New/Reticulation/Toilet facilities | Waste Water Management/Core Function/Sewerage | NG-Municipal Infrastructure Grant (schedule 5B) | ward 4,5,6,7,8,9, 10 and 11 | R 5 900 000 | R 1 500 000 | R 1 500 000 | N/A | N/A |
| IDP/MIG/MP1577 /S/16/19 | Toilets top structures in Daggakraal, Hlanganani areas and Sinqobile (ward 9,10 &11) | Capital/Infrastructure re/New/Reticulation/Toilet facilities | Waste Water Management/Core Function/Sewerage | NG-Municipal Infrastructure Grant (schedule 5B) | ward 9,10 and 11 | N/A | R 1 500 000 | R 2 000 000 | R3 201 256 | N/A |
| IDP/MIG/MP1536 /RST/16/19 | Construction of internal streets in Vukuzakhe | Capital/Infrastructure re/New/Road infrastructure/Stor | Road transport/Core function/Roads | NG-Municipal Infrastructure Grant (schedule | Ward 1,2 and 3 | N/A | R 3 000 000 | N/A | R3 900 000 | N/A |

| | | | | | | | | | | |
|---------------------------|--|--|------------------------------------|--|--------------|-----|-------------|-------------|------------|-----|
| | (upgarde from gravel to interlock paving) | mwater infrastructure/Road structure/Road furniture/Drainage collection/Stormwater conveyance | | 5B | | | | | | |
| IDP/MIG/MP1536 /RST/16/20 | Construction of paved roads in ward 1&3 | Capital/Infrastructure/New/Road infrastructure/Stormwater infrastructure/Road structure/Road furniture/Drainage collection/Storm water conveyance | Road transport/Core function/Roads | NG-Municipal Infrastructure Grant (schedule 5B | Ward 1 and 3 | N/A | R 3 263 000 | N/A- | R2 500 000 | N/A |
| IDP/MIG/MP1103 /RST/11/15 | Construction of internal streets in Ezamokuhle (upgrade from gravel to interlock paving) | Capital/Infrastructure/New/Road infrastructure/Storm water infrastructure/Road structure/Road furniture/drainage collection/Storm water conveyance | Road transport/Core function/Roads | NG-Municipal Infrastructure Grant (schedule 5B | Ward 7 and 8 | N/A | R 3 000 000 | R 3 000 000 | N/A | N/A |
| IDP/MIG/MP1103 | Construction of | Capital/Infrastructure | Road transport/Core | NG-Municipal | Ward 5 | N/A | N/A | R 3 500 000 | N/A | N/A |

| | | | | | | | | | | |
|--------------------------|--|--|---------------------------------------|---|------------------|------------|-----|-------------|------------|-----|
| /RST/11/16 | internal streets in Wakkerstroom/Esizameleni (upgrade from gravel to interlock paving) | re/New/Road infrastructure/Storm water Infrastructure/Road structure/Road furniture/drainage collection/Storm water conveyance | function/Roads | Infrastructure Grant (schedule 5B) | | | | | | |
| IDP/MIG/MP1535 /CF/16/19 | Fencing, of municipal facilities | Capital/Infrastructure/Existing/Fencing | Public safety/Core Function/Fencing | NG-Municipal Infrastructure Grant (schedule 5B) | Ward 3,5,6 and 7 | N/A | N/A | R 1 000 000 | N/A | N/A |
| IDP/MIG/MP1156 /S/304 | Landfill sites in Volksrust and Amersfoort | Capital/Infrastructure/Community Asset/Landfill Site | Community/Core Function/Landfill Site | | Ward 4,7 & 8 | N/A | N/A | N/A | R1 600 000 | N/A |
| IDP/MIG/MP1157 /S/304 | High Mast Lights in Vukuzakhe | Capital/Infrastructure/New/Electrical infrastructure/Transmission conductors | Electricity/Core function/Electricity | NG-Municipal Infrastructure Grant (schedule 5B) | Ward 1 | N/A | N/A | N/A | R2 500 000 | N/A |
| IDP/MIG/MP1158 /S/304 | High Mast Lights in Wakkerstroom/Esizameleni | Capital/Infrastructure/New/Electrical infrastructure/Transmission conductors | Electricity/Core function/Electricity | NG-Municipal Infrastructure Grant (schedule 5B) | Ward 5 | N/A | N/A | N/A | R1 500 000 | N/A |
| IDP/MIG/MP1159 /S/304 | Construction of internal streets in | Capital/Infrastructure/Road | Road transport/Core function/Roads | NG-Municipal Infrastructure | Ward 2 | R1 000 000 | N/A | N/A | N/A | N/A |

| | | | | | | | | | | |
|--|--|--------------------------------------|--|---------------------|--|--|--|--|--|--|
| | Vukuzakhe ward 2 (upgarde from gravel to interlock paving) | Infrastructure/Road Furniture/Paving | | Grant (schedule 5B) | | | | | | |
|--|--|--------------------------------------|--|---------------------|--|--|--|--|--|--|

5.3.3 INEP FUNDED PROJECTS

| IDP NO | PROJECT DESCRIPTION | PROJECT SEGMENT | FUCTION SEGMENT | FUNDING | REGION SEGMENT | 2017/2018 BUDGET FORECAST | 2018/2019 BUDGET FORECAST | 2019/2020 BUDGET FORECAST | 2018/2019 BUDGET FORECAST | 2018/2019 BUDGET FORECAST |
|------------------------|---|--|---------------------------------------|--|----------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| IDP/INEP/MP1142/EL/304 | Electrification of 256 House Holds In Vukuzakhe | Capital/Infrastructure/New/Electrical infrastructure/LV network/MV network/ HV transmission conductors | Electricity/Core function/Electricity | NG-Integrated National Electrification Programme (Municipal Grant) (Schedule 5B) | Ward 1,2,3 | R 1 726 502 | R 3 000 000 | N/A | N/A | N/A |
| IDP/INEP/MP1142/EL/304 | Construction of a 10 MVA 88/11KV substation in Vukuzakhe(Phase 3) | Capital/Infrastructure/New/Electrical Infrastructure /MV switching station | Electricity/Core function/Electricity | NG-Integrated National Electrification Programme (Municipal Grant) (Schedule 5B) | Ward 1 | R15 273 498 | R7 000 000 | R8 000 000 | N/A | N/A |

5.3.4

DISTRICT FUNDED PROJECTS

| PROJECT DESCRIPTION | BUDGET 2017/2018 | BUDGET 2018/2019 | BUDGET 2019/2020 |
|---|-------------------|-------------------|------------------|
| WATER QUALITY TESTING | 750 000 | 750 000 | 750 000 |
| Amersfoort Sewer Reticulation – Outfill sewer | 3 432 900 | 0 | 0 |
| Lowbed Truck | 1 750 000 | 0 | 0 |
| Upgrade Volksrust WWTW | 3 000 000 | 0 | 0 |
| Disaster Centre | 14 000 000 | 13 000 000 | 1 000 000 |
| TOTAL GRANTS TRANSFER | 22 932 900 | 13 750 000 | 1 750 000 |

5.3.5

SECTOR DEPARTMENTS PROJECTS

| DEPARTMENT OF EDUCATION | | | | | |
|---|-----------------|------------------------------------|------|-----------------------|------------------|
| PROJECT NAME | | CIRCUIT AND BENEFICIARY | | BUDGET ALLOCATION | |
| Replacement of damaged roof covering complete with timber trusses and ceiling. Electrical wiring, lights fitting and paintworks. | | VOLKSRUST LOUWRA PRIMARY SCHOOL | | R 250,000 | |
| Refurbishments of 32 waterborne toilets, providing electricity 2No. Of drinking fountains and 2No. of 5000 litres Jojo tanks and palisade fence around the tanks | | ELANGWANE SECONDARY | | R3, 251.043 | |
| Demolishing of existing pit toilets and construction of 31 new ablution units | | SIZENZELE PRIMARY SCHOOL | | R544,307 | |
| Phase 1: Provision of water, Phase 2: Demolition of existing 8 pit latrines and construction of 8 Enviroloo toilets, providing electricity 2No of drinking fountains and 2No. of 5000 litres Jojo tanks and palisade fence around the storage tanks | | KWASIKHOVA PRIMARY SCHOOL | | R1, 847. 589 | |
| DEPARTMENT OF HEALTH | | | | | |
| PROJECT NAME | | BENEFITIARIES | | BUDGET | |
| Vukuzakhe clinic: Construction of new CHC and accommodation units (Buildings works) | | Vukuzakhe Ward 1 | | R3,000,000 | |
| Pixley Ka Seme PHC facilities: Renovations to all PHC facilities. | | Dr. Pixley Ka Isaka Seme (PHC) | | R19 100 000.00 | |
| DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT, LAND & ENVIRONMENTAL AFFAIRS | | | | | |
| KEY ACTIVITY | ACTIVITIES | PROJECT NAME | WARD | PERFORMANCE INDICATOR | BUDGET 2017/2018 |
| Integrated | Construction of | Paardekraal | 06 | Two broiler houses | R2 500 000 |

| | | | | | |
|------------------------|--|-------------------------------------|-----|--|--------------------|
| Poultry Project | broiler houses x2 | poultry project F40 | | constructed | |
| | Water development, feed silos & cages. | Mangale poultry project | 06 | Feed silos & cages installed. Water connected to houses. | R1 900 000 |
| Livestock Improvement | Provision of livestock, erection of boundary fencing & installation of solar system. | Vlakplaats (Pixley family coop) F40 | 06 | Livestock provided, boundary fencing erected & solar system installed. | R3 400 000 |
| | Provision of Nguni cattle and sheep. | Still to be advertised | | 26 Nguni cattle & 26 sheep provided | R1 025 726 |
| Fruit production | Refurbishment of apple structure project | Sinalo apple project | 08 | Apple structure refurbished | R 1 000 000 |
| Ploughing and planting | Ploughing and planting of 640ha(128 smallholders & 512 Commercial) | Masibuyele Emasimini | All | 640 ha ploughed and planted. 51 Communal & school gardens supported & maintained. 400HH provided with production inputs. 17 jobs created | R 3 142 583 |

| DEPARTMENT OF SOCIAL DEVELOPMENT | | |
|--|----------------------------|-----------------|
| PROJECT NAME | LOCATION OF PROJECT | BUDGET |
| EARLY CHILDHOOD DEVELOPMENT CENTRES | | |
| Kalkoenkrans Day care Centre | Kalkoenkrans farm | R163,350 |
| Hopewell Day care Centre | Perdekop | R350,460 |
| Khayaletu Day care Centre | Daggakraal | R395,010 |
| Khulakahle Day care Centre | eZamokuhle | R201,960 |
| Lindokuhle Day care | Daggakraal | R133,650 |
| Qalimfundo Day care | Ezamokuhle | R106,380 |
| Simtholie Day care | Daggakraal | R213,840 |
| Siyabonga Day care | Volksrust | R594,000 |
| Siyaphumelela Day care | Daggakraal | R297,000 |

| | | |
|--------------------------------------|-------------------------|-------------|
| Sizakancane Day care | Daggakraal | R151,470 |
| Uthandolwethu day care | Wakkerstroom | R148,500 |
| Thembelihle Day care | Daggakraal | R139,590 |
| Vulamehlo Day care | Ezamokuhle | R386,100 |
| Ithamsanqa Day care Centre | Daggakraal | R83,160 |
| Nkambonhle Day care Centre | Amersfoort | R106,920 |
| Ratanang Day care Centre | Daggakraal | R59,400 |
| Khulakahle non Centre based | Amersfoort / Daggakraal | 157,680 |
| CHILD AND YOUTH CARE CENTRE | | |
| Louis Hildebrandt children's home | Volksrust | R2 700 000 |
| CHILD PROTECTION ORGANISATIO | | |
| CMR | Volksrust | R272,247.44 |
| SAVF | Volksrust | R178,219.44 |
| ISIBINDI PROJECT | | |
| Entokozweni Isibindi | Vukuzakhe/ Perdekop | R423,200 |
| DROP IN CENTRES | | |
| Sizabantu Drop in Centre | Daggakraal | R423,200 |
| Siyanakekela Multi-purpose | Daggakraal | R423,200 |
| PERSONS WITH DISABILITIES | | |
| Sibathanda-benje stimulation Centre | Volksrust | R120,000 |
| Skhethokuhle stimulation Centre | Ezamokuhle | R72,000 |
| Themba lethu Protective workshop | Daggakraal | R90,000 |
| OLDER PERSONS | | |
| Vukuzithathe old age club | Volksrust | R158,400 |
| Masisizane old age club | Daggakraal | R63,120 |
| Siphumelele service Centre | Perdekop | R94,680 |
| Rusoord Old age home | Volksrust | R648,000 |
| VICTIM EMPOWERMENT | | |
| Khayalokuthula victim support Centre | Volksrust | R402,000 |

5.3.6

ESKOM FUNDED PROJECTS

| PROJECT NAME | TYPE | PROJECT BENEFICIARY/WARD/LOCATION | TOTAL PLANNED CAPEX | TOTAL PLANNED CONNECTIONS |
|------------------------------------|-----------|-----------------------------------|---------------------|---------------------------|
| Gryshoek Farm & Twyfelfontein Farm | Household | 10 | R70 994.74 | 2 |
| Enmakar | Household | 10 | R283 979.21 | 8 |

| | | | | |
|---------------------------|-----------|---------------|----------------------|------------|
| Suikerhoek | Household | 10 | R319 476,62 | 9 |
| Loskop | Household | 10 | R141 989.61 | 4 |
| Nooitgezyn | Household | 10 | R141 989.61 | 4 |
| Ebesuthwini | Household | 10 | R425 968.82 | 12 |
| Twyfelhoek | Household | 10 | R603 455.83 | 17 |
| Thuthukani | Household | 10 | R573 157.89 | 22 |
| Welgelegen | Household | 10 | R461 466.22 | 13 |
| Prospect Farm 1 | Household | 06 | R709 948.04 | 20 |
| Valpoort | Household | 05 | R212 984.41 | 6 |
| Vylegmeled Farm | Household | 06 | R461 465.79 | 13 |
| Tweefontein Farm | Household | 10 | R319 476.62 | 9 |
| Kalkoenkrans Farm | Household | 10 | R781 578.95 | 30 |
| Kamfonlo Farm | Household | 10 | R177 487.01 | 5 |
| Enoni Farm | Household | 07 | R496 963.62 | 14 |
| West Kalook | Household | 07 | R567 658.43 | 16 |
| Jandriest Farm | Household | 10 | R603 455.83 | 17 |
| Witbank Farm | Household | 5 | R177 487.01 | 5 |
| Prospect Farm 2 | Household | 5 | R496 963.62 | 14 |
| Vryheid Farm | Household | 5 | R106 492.21 | 3 |
| Pixley in-fills | Infills | 10 | R144 736.84 | 30 |
| Pixley LV ext | Household | 10 | R394 736.84 | 30 |
| Turgelfontein Farm | Household | Various wards | R496 963.62 | 14 |
| Buitenzorg Farm | Household | Various wards | R70 994.80 | 2 |
| TOTAL PROJECT COST | | | R9 242 172.19 | 319 |

5.3.7 CROSS BORDER PROJECTS

| PROJECT NAME | ESTIMATED BUDGET |
|--|------------------|
| Vaalbank Road D2489: Upgrade of Road D2489 10 Km and two Culvert near Dirkiesdorp. | R48 000 000 |

5.3.8 UNFUNDED PROJECTS

| PROJECT NAME | WARD NUMBER | ESTIMATED BUDGET |
|--|-------------|------------------|
| Upgrading of Volksrust Water Treatment Plant from 4 mega litres to 8 mega litres | Ward 4 | R32 000 000 |
| Upgrading of Vukuzakhe Water Treatment Plant from 4 to 8 Mega litres | Ward 3 | R32 000 000 |
| Upgrading of Wakkerstroom Water Treatment Plant from 2 mega litres to 4 | Ward 5 | R24 000 000 |
| Upgrading of Amersfoort Water Treatment Plant from | Ward 7 & 8 | R64 000 000 |

| | | |
|--|------------|-------------|
| 4.5 Mega litres to 10.8ML | | |
| Upgrading of Volksrust Waste Water Treatment Plant 4 to 8 mega litres. | Ward 4 | R32 000 000 |
| Upgrading of Wakkerstroom Waste Water Treatment Plant from 1 mega litres to 4 mega litres. | Ward 5 | R24 000 000 |
| Upgrading of Amersfoort Waste Water Treatment Plant from 2 to 6 mega litres | Ward 7 & 8 | R32 000 000 |
| Upgrading of Perdekop Waste Water Treatment Plant from 0.85 to 4 mega litres. | Ward 6 | R24 000 000 |
| Construction of Bulk line from Wakkerstroom (Martins dam) to Volksrust. | Ward 4 & 5 | R85 000 000 |
| Construction of 5 mega litre reservoir in Amersfoort | Ward 7 & 8 | R60 000 000 |
| Construction of 4 Mega litre reservoir in Perdekop | Ward 6 | R4 500 000 |
| Construction of 5 Mega litre reservoir in Wakkerstroom. | Ward 5 | R6 000 000 |
| Replacement of Asbestos pipes in Amersfoort: | Ward 7 & 8 | R1 500 000 |
| Volksrust (Nestle Sub-station); Reconstruction and equipping of the sub-station | Ward 4 | R2 600 000 |
| Construction of roads and storm water (Paving) in Vukuzakhe | Ward 1 - 4 | R60 000 000 |
| Refurbishment of High Mast Light | Ward 1 -10 | R5 000 000 |
| Renewal of the MV network and the sub-station | Ward 4 | R28 000 000 |
| Implementation of the Waste Water risk abatement plan | All Wards | R16 000 000 |

CHAPTER SIX

IDP & SECTOR PLANS ALIGNMENT ANALYSIS

6.1 Spatial Development Framework

The Spatial Development Framework, being part of the Pixley Ka Isaka Seme Integrated Development Plan, has the same status as the IDP and should be implemented in the same manner. It is again noted that the Spatial Development Framework is an extension of the IDP and forms part of its operational strategies.

The Municipal Systems Act makes provision for revision of the IDP, including the Spatial Development Framework, on an annual basis. The SDF should be regarded as a pro-active and dynamic tool outlining land use management and land development proposals.

Although annual revision of the SDF is not mandatory, it is recommended that the plan be monitored and reviewed on an on-going basis.

It should be noted that the Pixley Ka Isaka Seme Spatial Development Framework will not infringe upon any existing Land Use Rights. Further to this, no guideline contained in this framework plan or any proposal regarding land uses which may arise from it, creates any rights or exempts it from obligation under any other law. Specific reference is made to the procedure for change in land use (rezoning), subdivision, township establishment and Council's Special Consent. The normal procedure with respect to Land Use Management as outlined in the Town Planning and Townships Ordinance, 1986 (Ordinance 15 of 1986) and other Land Use Management Legislation will still apply.

The alignment of the Spatial Development Framework on a Cross-Sectoral and Inter-Governmental basis should be established to ensure the alignment of the following strategic planning exercises and initiatives:

- Pixley Ka Isaka Seme Integrated Development Plan vision, priorities, objectives, strategies and projects
- Operational strategies of the Pixley Ka Isaka Seme Municipality with respect to Integrated Sector Plans and Programmes, i.e. Water Services Development Plan, Local Economic Development Plan, Environmental Management Framework, etc.
- Pixley Ka Isaka Seme Municipality spatial planning initiatives with specific reference to the Spatial Development Framework and existing broad Regional Spatial Development Framework strategies (part of IDP)
- Spatial Development Framework initiatives by surrounding Local Authorities
- Provincial and National Government initiatives, policies and development strategies with specific reference to the Development Facilitation Act.
- The 10 Development Principles of the Gert Sibande District Municipality Spatial Development Framework, 2009

Alignment of the Spatial Development Framework should be a two-way process between the Municipality and other role players with specific reference to line Departments, the District Municipality and adjacent Local Authorities.

The Gert Sibande District Municipality approved 10 development principles that should be reflected in the SDF's of each of the local municipalities. The principles are briefly outlined below.

Development Principle 1

To actively protect, enhance and manage the natural environmental resources of the District in order to ensure a sustainable equilibrium between biodiversity, conservation, mining, manufacturing, industrial activities, agriculture, forestry and tourism related activities within the District.

Development Principle 2

To optimally capitalise on the strategic location of the District and its 5 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 of internal and external linkages.

Development Principle 3

To utilize the existing natural environment, cultural-historic and man-made activity areas within the District as Tourism Anchors and Nodes; and to develop and promote the eastern parts of the District (around route R33) as a Primary Tourism Corridor linking the Lowveld Tourism Precinct to the north (in Ehlanzeni), to the St. Lucia Tourism Precinct located to the south of the District.

Development Principle 4

To promote forestry within and along the identified Primary Tourism Corridor.

Development Principle 5

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

Development Principle 6

To unlock the development potential of existing towns through developing industry specific Special Economic Zones / Economic Clusters throughout the District, in line with the MPISF and the provincial LED Strategy and in accordance with the Agricultural, Forestry and Industrial Cluster.

Development Principle 7

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

Development Principle 8

To establish a functional hierarchy of towns and settlements in the District, and to ensure equitable access to social infrastructure and the promotion of local economic development by way of Thusong Centres (Multi-Purpose Community Centres (MPCC's)).

Development Principle 9

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

Development Principle 10

To consolidate the urban structure of the Municipality, around the highest order centres by way of infill development and densification in Strategic Development Areas (SDA's).

6.2 Performance Management System

6.2.1 Introduction

Local Government’s performance directly influences the well-being of the citizens, especially the weaker sections who have no alternative to public services. Common performance challenges faced by local government includes focusing on results that has meaning for stakeholders, improving results within resource constraints, encouraging public employees to provide better services and ensuring public’s trust in local government. Performance management enables local government to address these challenges.

Performance management is an ongoing, systematic approach for improving results through evidence-based decision-making, ensuring organizational learning and focusing on accountability for performance. The Performance Monitoring and Evaluation System aims to measure performance of local government’s departments in a fair, objective and comprehensive manner to create a results-orientated local government.

Performance Management & Evaluation addressing the accountability concerns of stakeholders and give public sector managers information on progress toward achieving stated targets and goals. It also provides substantial evidence as the basis for any necessary corrections in policies, programmers, or projects. Its main aim is to help improve performance and achieve the desired results, by measuring and assessing performance in order to more effectively manage the outcomes and associated outputs known as development results.

The PMS Framework was approved by Council on 31 October 2013 and is being implemented.

6.2.2 Legislative Framework for Performance Management

The following statutes are duly applicable:

| Statute | Relevant Provisions |
|------------------------------------|--|
| The Constitution 1996(Section 152) | Local Government must: <ol style="list-style-type: none"> 1. Provide democratic and accountable government for local communities. 2. Ensure the provision of sustainable municipal services to communities. 3. Promote social and economic development. 4. Promote a safe and healthy environment. 5. Encourage the involvement of communities’ in the matters of local government. |

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| Municipal Systems Act(Act32of 2000, Chapter 6). | <p>A Municipality must:</p> <ol style="list-style-type: none"> 1. Establish a Performance Management System. 2. Promote a performance culture. 3. Administer its affairs in an economical and accountable manner. <p>A Performance Management System must be able to:</p> <ol style="list-style-type: none"> 1. Set KPI's for measuring Performance. 2. Set measurable performance Targets. 3. Monitor and review performance. 4. Improve performance. 5. Report on performance. |
| White Paper on Service Delivery (Bathos Pele) 1998. | <p>PMS must be based on the 8 principles of "Batho Pele":</p> <ol style="list-style-type: none"> 1. Consultation. 2. Service Standards. 3. Access. 4. Courtesy. 5. Information. 6. Openness/Transparency. 7. Redress. 8. Value for Money. |
| MFMA (Act 32of 2000) Chapter 6. | <p>A municipality must:</p> <ol style="list-style-type: none"> 1. Establish a performance management system. 2. Monitor and review the performance management system. |
| Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006. | <p>The performance management system must provide for:</p> <ol style="list-style-type: none"> 1. Community involvement. 2. Auditing of performance. 3. Inclusion of National Key Performance Indicators. 4. Performance Reporting. |

6.2.3 Role Players in the management of Performance Management

Internal Audit

The Internal Audit Services plays an internal performance auditing role, which includes monitoring the functioning of the PMS and compliance to legislative requirements. Its role is also to assist the municipality in validating the evidence provided by the Directors in support of their achievements and to provide an independent audit report to the Audit Committee.

Auditor General

The Auditor General collects, processes and provides the relevant and appropriate information from the Municipality.

Performance Audit Committee

The Municipality established its own Audit Committee in 2014. The committee monitors the quality and integrity of the Performance Management System and examines, scrutinize and critically analyses and audit the information from departments, to ensure equity and consistency in the application of evaluation norms and standards. The committee further provides an independent audit report to the Municipal Manager and the Mayoral Committee, following the completion of objective appraisals.

Evaluation Panel

The Evaluation Panel evaluates the performance of the Section 57 employees, including the Municipal Manager's performance, through approval of the final performance ratings.

PMS Manager

The PMS Manager collects and processes relevant and appropriate information from departments and also examines, scrutinizes and critical analyses the information from Departments.

Municipal Manager

The Municipal Manager prepares performance agreements with agreed and approved measures and targets. He also monitors and evaluates the measures and targets of the Directors and ensures that the results are documented and publicized to the relevant stakeholders.

Councillors

The Councillors plays a role in the PMS by providing inputs into the process with reference to the needs and requirements of their constituents and the communities. The Councillors also examines, scrutinize and critically analyses the measures, targets, outputs and outcomes.

Executive Mayor and Members of the Mayoral Committee

The Executive Mayor monitors and evaluates the measures and targets of the Municipal Manager. The Executive Mayor also, in collaboration with the Members of the Mayoral Committee manage the development of the Municipal PMS and oversee the performance of the Municipal Manager and the General Manager.

Council and Section 79 Committees

Council ratifies and adopts the Performance Management Framework. Section 79 Committees play an oversight role and consider reports from Council on the functioning of different portfolios and the impact on the overall objectives and performance of the municipality.

Community

The community plays a role in the PMS through the annual IDP consultation processes by providing inputs into the process with reference to their specific needs and requirements. The annual IDP consultation processes are managed by the Office of the Speaker, working in close collaboration with the IDP and Public Participation Unit.

6.2.4 Reports

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The legislative framework requires that the municipality should develop reports on particular intervals that must submit to various institutions for validation and monitoring. The table below outlines a summary of the reports that have been developed in Dr. Pixley Ka Isaka Seme Local Municipality.

| Report type | Description |
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| Monthly reports | Section 71 of the MFMA requires that reports be prepared. A financial report is prepared based on municipal programmes and projects. |
| Quarterly IDP and SDBIP reporting | <p>The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal Manager, Top Managers and other levels of staff, whose performance can then be monitored through Section 71 monthly reports, and evaluated through the annual report process.</p> <p>The SDBIP information on revenue will be monitored and reported monthly by the Municipal Manager in terms of Section 71(1) (a) and (e). For example, if there is lower than anticipated revenue and an overall cash shortage in a particular month the municipality may have to revise its spending downwards to ensure that it does not borrow more than anticipated. More importantly, such information requires the municipality to take urgent remedial steps to ensure it improves on its revenue collection capacity if the municipality wants to maintain its levels of service delivery and expenditure.</p> <p>Section 1 of the MFMA states that the SDBIPs a detailed plan approved by the Mayor of a municipality in terms of service delivery should make projections for each month of the revenue to be collected, by source, as well as the operational and capital expenditure, by vote. The service delivery targets and performance indicators need to be reported on quarterly (MFMA, 2003).</p> |
| Mid-year budget and COGTA report | Section 72 of the MFMA requires the Accounting Officer to prepare and submit a report on the performance of the municipality during the first half of the financial year. The report must be submitted to the Executive Mayor, National Treasury as well as the relevant Provincial Treasury and COGTA. As with all other reports this is a crucial report for the Council to consider mid-year performance and what adjustments should be made, if necessary. |
| Annual Performance report (Section 46) | <p>Section 46 of the MSA states that a municipality must prepare for each financial year, a performance report that reflects the following:</p> <ul style="list-style-type: none"> ☐ The performance of the municipality and of each external service provided during that financial year; ☐ A comparison of the performances referred to in the above paragraph with targets set for and performances in the previous financial year; and ☐ Measures to be taken to improve on the performance. <p>The performance report must be submitted at the end of the financial year and will be made public as part of the annual report in terms of Chapter 12 of the MFMA.</p> <p>The publication thereof will also afford the public the opportunity to judge the</p> |

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| | performance of the municipality against the targets set in the various planning instruments. |
| Annual report | <p>Every municipality is required by Section 121 to prepare an annual report for each financial year, which must include:</p> <ul style="list-style-type: none"> ☐ the annual financial statements of the municipality as ☐ submitted to the Auditor-General for audit (and, if applicable, consolidated annual financial statements); ☐ the Auditor-General’s audit report on the financial statements; ☐ an assessment by the Accounting Officer of any arrears on municipal taxes ☐ and service charges; ☐ particulars of any corrective action taken or to be taken in response to issues raised in the audit reports; ☐ any explanations that may be necessary to clarify issues in connection with the financial statements; ☐ any information as determined by the municipality; ☐ any recommendations of the municipality’s audit committee, ☐ an assessment by the Accounting Officer of the municipality’s performance against the measurable performance objectives for revenue collection and for each vote in the municipality’s approved budget for the relevant financial year; ☐ an assessment by the Accounting Officer of the municipality’s performance against any measurable performance objectives set in terms the service delivery agreement; ☐ the annual performance report prepared by a municipality; ☐ Any other information as may be prescribed. <p>Section 127 prescribes the submission and tabling of annual reports. This section also gives provision for the following:</p> <ol style="list-style-type: none"> 1. The Mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the annual report of the municipality. 2.. If the Mayor, for whatever reason, is unable to table in the council the annual report of the municipality, within seven months after the end of the financial year to which the report relates, the mayor must: <ol style="list-style-type: none"> A. submit to the Council a written explanation setting out the reasons for the delay, together with any components of the annual report that are ready; B. submit to the Council the outstanding annual report or the outstanding components of the annual report as soon as may be possible. |
| Oversight report | <p>The Council of a municipality must consider the municipality’s annual report, and in terms of Section 129, within two months from the date of tabling of the annual report, must adopt an oversight report containing the Council’s comments, which must include a statement whether the Council:</p> <ol style="list-style-type: none"> a) has approved the annual report with or without reservations; b) has rejected the annual report; or c) Has referred the annual report back for revision of those components that can be revised. <p>In terms of Section 132, the following documents must be submitted by the</p> |

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| | <p>Accounting Officer to the provincial legislature within seven days after the municipal council has adopted the relevant oversight report:</p> <ul style="list-style-type: none">a) the annual report (or any components thereof) of each municipality and each municipal entity in the province; andb) All oversight reports adopted on those annual reports. It is important to note that the Oversight Committee working with these reports should be chaired by the opposition party. |
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