



**DR PIXLEY KA ISAKA SEME LOCAL MUNICIPALITY**  
**FINAL IDP 2018 - 2022**

# FINAL 2018- 2022 IDP

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## DR PIXLEY KA ISAKA SEME LOCAL MUNICIPALITY CONTACT DETAILS

Executive Mayor: Councillor P V Malatsi

Municipal Manager (Acting): Mr P Thwala

Address: Corner Dr Nelson Mandela Drive and Adelaide Tambo Street

VOLKSRUST

2470

Postal Address: Private Bag X9011

VOLKSRUST

2470

E-mail: [records@pixleykaseme.co.za](mailto:records@pixleykaseme.co.za)

Website: <http://www.pixleykaseme.gov.za>

Telephone: (017) 734 6100

Fax: 086 630 2209

### ADMINISTRATIVE UNITS OF DR PIXLEY KA ISAKA SEME LOCAL MUNICIPALITY

572 Durban Street

PERDEKOP

Tel. (017) 785 1024

Van Riebeeck Street

WAKKERSTROOM

Tel. (017) 730 0069

Bree Street

AMERSFOORT

Tel. (017) 753 1006

Daggakraal Municipal Complex

DAGGAKRAAL

Tel. (076) 968 9928

## HISTORICAL BACKGROUND

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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 **Volkswrust** 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 Volkswrust (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 1859 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	Adult Based Education and Training
AIDS	Acquired Immune Deficiency Syndrome
CBO's	Community Based Organisations
CETA	Construction Education and Training Authority
CHBC	Community Home Base Care
CIP	Comprehensive Infrastructure Plan
CMIP	Consolidated Municipal Infrastructure Programme
CPTR	Current Public Transport Record
DBSA	Development Bank of South Africa
DEAT	Department of Environmental Affairs and Tourism
DAC	District AIDS Council
DARDLA	Department of Agriculture, Rural Development and Land Administration
DRDLR	Department of Rural Development and Land Reform
DCOGTA	Department of Corporative Government and Traditional Affairs
DoH	Department of Human Settlements
DTI	Department of Trade and Industry
DM	District Municipality
DMA	District Management Area
DME	Department of Minerals and Energy
DoE	Department of Energy
DPWR&T	Department of Public Works, Roads and Transport
DWA	Department of Water Affairs
ECA	Environmental Conservation Act
EIA	Environmental Impact Assessment
EIP	Environmental Implémentation Plan
EHS	Environmental Health Services
EMP	Environmental Management Plan
EMS	Environmental Management System
EPWP	Expanded Public Works Programme
FBS	Free basic Services
FBE	Free Basic Electricity
FPA	Fire Protection Association
GIS	Geographic Information System
GSDM	Gert Sibande District Municipality
HDI	Human Development Index
HOD	Head of Department
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
IEM	Integrated Environmental Management
IMEP	Integrated Municipal Environmental Programme
IWMP	Integrated Waste Management Plan
INEPBPU	Integrated National Electrification Programme Business Planning Unit
IS	Information System
IT	Information Technology
ITP	Integrated Transport Plan
KPA	Key Performance Area

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<i>KPI</i>	<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 Centres</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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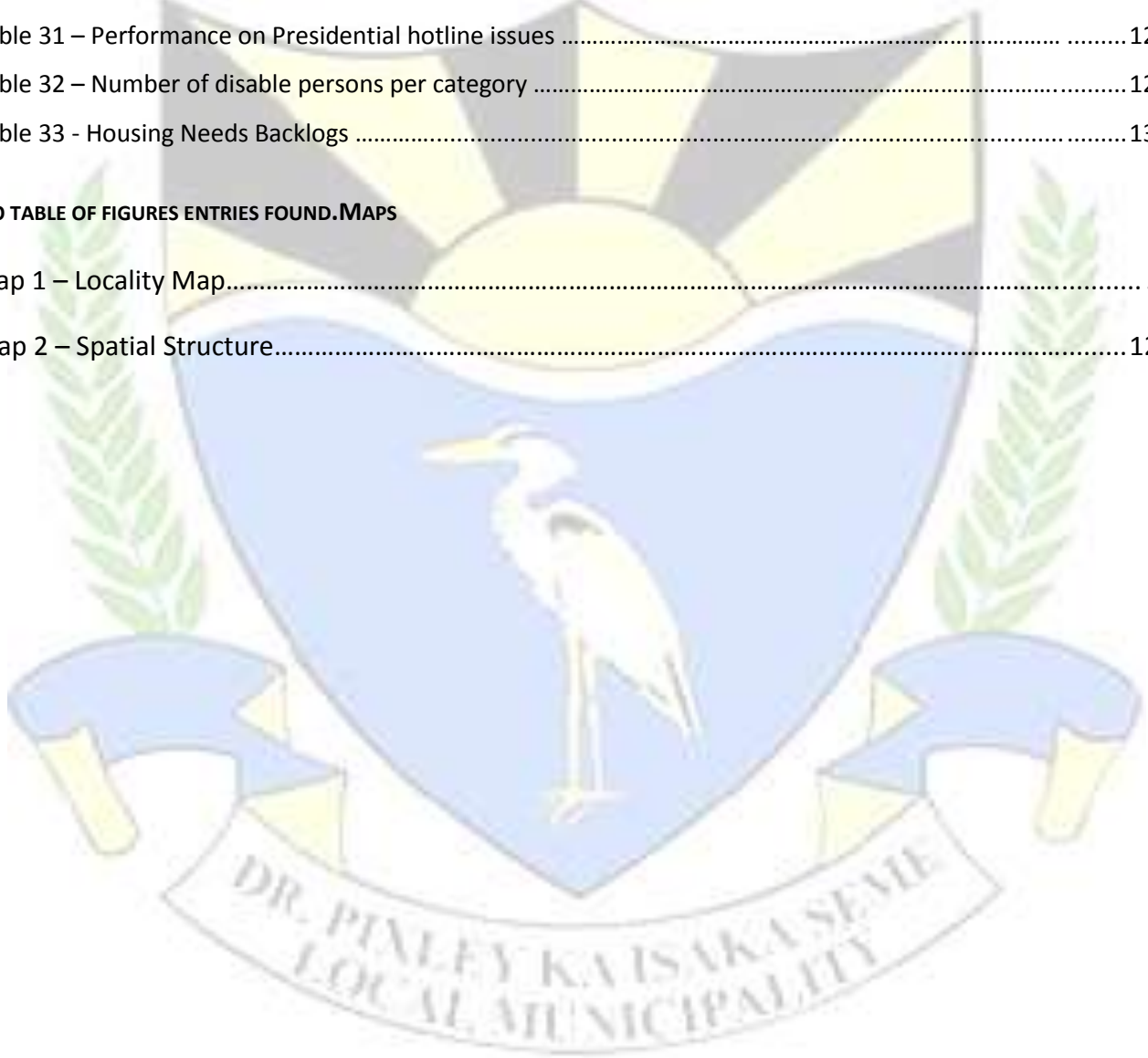
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## FOREWORD BY THE EXECUTIVE MAYOR–COUNCILLOR PV MALATSI



**W**e are on course towards the transformation of the lives of the people of Dr. Pixley KaIsaka Seme Local Municipality. The 2018/19 Integrated Development Plan is a reflection of the desired change and our statement of intent to achieve it.

The municipality has adopted the 2017-2022 Integrated Development Plan which provides details in terms of the municipal plans and also outlines the deliverables for the 2017-22 term of office. The 2017-2022 IDP prioritised the most critical challenges of the community and provided for an intergovernmental approach towards servicing the communities.

The 2018/19 IDP provides the basis for the Service Delivery Budget Implementation Plan for 2018/19 and is a continuation of the work that began at the commencement of the 2016 political mandate.

Over the past year, we have prioritised the provision of Water and Sanitation as a key element towards socio economic transformation. The provision of boreholes and improved sanitation in rural communities is an assurance to us that the lives of our people are changing. This IDP reaffirms that more needs to be done in provision of water and sanitation within our communities.

We are committed to achieve Local Economic Development through creation of sites of production i.e. Toilet Paper Manufacturing Firm at Amersfoort, the Plastic Bag Manufacturing Firm at Volksrust, the Packaging Firm at Perdekop and a Bakery at Daggakraal. In order to provide business stimulus to these small scale industries the Municipality will be their primary customer and we call on the provincial government departments to also support these industries once they are operational.

We are also going to continue to build quality sports facilities like the Combo Court in Amersfoort and other Communities. We will over the new financial year also refurbish our sports field. The process of provision of land for low cost housing and middle cost housing shall also be accelerated. We will continue to maintain a healthy financial status for the local municipality.

None of us could achieve all the things we desire out the collective of staff at the Municipality, the Councilors and the troika in particular. Let us continue to build a model community for the people of South Africa.

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CLLR. P.V. MALATSI  
EXECUTIVE MAYOR  
Dr. PIXLEY KAISAKA SEME LOCAL MUNICIPALITY

## OVERVIEW BY THE MUNICIPAL MANAGER (ACTING)



**S**ection 34 of the Local Government Municipal Systems Act, 2000 (MSA act 32 of 2000) provides for the review and the amendment of the Integrated Development Plan (IDP) of the municipality. The 2018/19 IDP is a product of self-assessment and a reflection of the service delivery issues raised by the communities.

This IDP sets the tone for the socio-economic transformation interventions that will be implemented in our communities over the new financial year. Chapter 5 of MSA states that municipalities must undertake development-oriented planning in the form of the integrated development planning, to ensure that they achieve objects of local government as set out in the Constitution of the Republic of South Africa.

The continuous allocation of a higher percentage of financial resources to address the water and sanitation backlogs is aimed at preserving the dignity of the people of Dr. Pixley KaIsaka Seme Local Municipality. It also gives effect to the developmental duties for local government as set out in Section 153 of the Constitution of the Republic of South Africa.

This IDP will inform our operations and direct our efforts to where change is desired. The people of this local municipality must use this IDP as tool to assess our progress. We are committed to achieve the objectives set in this IDP. Our dedicated staff is ready to deliver, all hands-on deck, shoulder to the wheel!!!

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MR. P. THWALA  
MUNICIPAL MANAGER (ACTING)  
Dr. PIXLEY KAISAKA SEME LOCAL MUNICIPALITY

## CHAPTER ONE

### INTRODUCTION AND GUIDING FRAMEWORKS

#### 1.1 Introduction

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

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

Municipal Councils therefore take charge of the following principal responsibilities:

- ✓ The provision of democratic and accountable local 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 seeks 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 backlogs, high rate of unemployment, high rate levels of poverty, capital funding, growing demand for human settlements 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

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

In addition to existing legislation, a range of National, Provincial and Local development policies and plans exist to further guide and direct development in South Africa. Some of these are of particular importance in developing an Integrated Development Plan for the 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)

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

The rationale behind the guidelines is rooted in the argument 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.

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- 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
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## 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)**

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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**

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

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



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### 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"> <li>●Increase the number of Funza Lushaka bursary recipients from 9300 to 18 100 over the 2011 MTEF</li> <li>●Assess every child in grades 3, 6 and 9 every year</li> <li>●Improve learning and teaching materials to be distributed to primary schools in 2014</li> <li>●Improve maths and science teaching</li> </ul>	<ul style="list-style-type: none"> <li>●Facilitate the building of new schools by:                             <ul style="list-style-type: none"> <li>☐ Participating in needs assessments</li> <li>☐ Identifying appropriate land</li> <li>☐ Facilitating zoning and planning processes.</li> </ul> </li> <li>Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections</li> </ul>

### 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	<ul style="list-style-type: none"> <li>☐ Revitalise primary health care</li> <li>☐ Increase early antenatal visits to 50%</li> <li>☐ Increase vaccine coverage</li> <li>☐ Improve hospital and clinic infrastructure</li> <li>☐ Accredit health facilities</li> <li>☐ Extend coverage of new child vaccines</li> <li>☐ Expand HIV prevention and treatment</li> <li>☐ Increase prevention of mother-to child transmission</li> <li>☐ School health promotion increase school visits by nurses from 5% to20%</li> <li>☐ Enhance TB treatment</li> </ul>	<ul style="list-style-type: none"> <li>☐ Many municipalities perform health functions on behalf of provinces</li> <li>☐ Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments</li> <li>☐ Municipalities must continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services</li> </ul>

### 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	<ul style="list-style-type: none"> <li>☐ Increase police personnel</li> <li>☐ Establish tactical response teams in provinces</li> <li>☐ Upgrade IT infrastructure in correctional facilities</li> </ul>	<ul style="list-style-type: none"> <li>☐ Facilitate the development of safer communities through better planning and enforcement of municipal by-laws</li> </ul>

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<p>4. Improve investor perceptions and trust</p> <p>5. Effective and integrated border management</p> <p>6. Integrity of identity of citizens and residents secured</p> <p>7. Cyber-crime combated</p>	<p>☑ ICT renewal in justice cluster</p> <p>☑ Occupation-specific dispensation for legal professionals</p> <p>☑ Deploy SANDF soldiers to South Africa's borders</p>	<p>☑ Direct the traffic control function towards policing high risk violations – rather than revenue collection</p> <p>☑ Metro police services should contribute by:</p> <ul style="list-style-type: none"> <li>- Increasing police personnel</li> <li>- Improving collaboration with SAPS</li> <li>- Ensuring rapid response to reported crimes</li> </ul>
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### Outcome 4. Decent employment through inclusive economic growth

Outputs	Key spending programmes	(National) Role of Local Government
<p>1. Faster and sustainable inclusive growth</p> <p>2. More labour-absorbing Growth</p> <p>3. Strategy to reduce youth unemployment</p> <p>4. Increase competitiveness to raise net exports and grow trade</p> <p>5. Improve support to small business and cooperatives</p> <p>6. Implement expanded public works Programme</p>	<p>☑ Invest in industrial development zones</p> <p>☑ Industrial sector strategies – automotive industry; clothing and textiles</p> <p>☑ Youth employment incentive</p> <p>☑ Develop training and systems to improve procurement</p> <p>☑ Skills development and training</p> <p>☑ Reserve accumulation</p> <p>☑ Enterprise financing support</p> <p>☑ New phase of public works Programme</p>	<p>☑ Create an enabling environment for investment by streamlining planning application processes</p> <p>☑ Ensure proper maintenance and rehabilitation of essential services infrastructure</p> <p>☑ Ensure proper implementation of the EPWP at municipal level</p> <p>☑ Design service delivery processes to be labour intensive</p> <p>☑ Improve procurement systems to eliminate corruption and ensure value for money</p> <p>☑ Utilise community structures to provide services</p>

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

Outputs	Key spending programmes	(National) Role of Local Government
<p>1. A credible skills planning institutional mechanism</p> <p>2. Increase access to intermediate and high level learning programmes</p> <p>3. Increase access to occupation specific programmes (especially artisan skills training)</p> <p>4. Research, development and</p>	<p>☑ Increase enrolment in FET colleges and training of lecturers</p> <p>☑ Invest in infrastructure and equipment in colleges and technical schools</p> <p>☑ Expand skills development Learner ship funded through sector training authorities and National Skills Fund</p> <p>☑ Industry partnership projects</p>	<p>☑ Develop and extend intern and work experience programmes in municipalities</p> <p>☑ Link municipal procurement to skills development initiatives</p>

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innovation in human capital	for skills and technology development ☑ National Research Foundation centres excellence, and bursaries and research funding ☑ Science council applied research programmes	
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### 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	☑ 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	☑ 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	☑ 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%	☑ 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

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	- Sanitation - 45% to 65% -Sanitation - 45% to 65%	
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### 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	☑ Increase housing units built from 220 000 to 600 000 a year ☑ Increase construction of social housing units to 80 000 a year ☑ Upgrade informal settlements: 400 000 units by 2014 ☑ Deliver 400 000 low-income houses on state-owned land ☑ 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%	☑ Cities must prepare to be accredited for the housing function ☑ Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements ☑ Participate in the identification of suitable land for social housing. ☑ 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	☑ Municipal capacity-building grants: ☑ Systems improvement ☑ Financial management (target: 100% unqualified audits) ☑ Municipal infrastructure grant ☑ Electrification programme ☑ Public transport & systems grant ☑ Bulk infrastructure & water grants ☑ Neighbourhood development partnership grant ☑ Increase urban densities ☑ Informal settlements upgrades	☑ Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality ☑ Implement the community work programme ☑ Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues ☑ Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption

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### Outcome 10 Protection and enhancement of environmental assets and natural resources

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

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

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

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

Outputs	Key spending programmes	(National) Role of Local Government
<ol style="list-style-type: none"> <li>1. Improve government performance.</li> <li>2. Government-wide performance monitoring</li> </ol>	<ul style="list-style-type: none"> <li>-Performance monitoring and evaluation:</li> <li>-Oversight of delivery agreements</li> <li>-Statistics SA: Census 2011–reduce</li> </ul>	<ul style="list-style-type: none"> <li>-Continue to develop performance monitoring and management systems.</li> <li>-Comply with legal financial</li> </ul>

<p>and evaluation.</p> <p>3. Conduct comprehensive expenditure review.</p> <p>4. Information campaign on constitutional rights and responsibilities.</p> <p>5. Celebrate cultural diversity.</p>	<p>undercount</p> <p>-Chapter 9 institutions and civil society: programme to promote constitutional rights</p> <p>-Arts &amp; Culture: promote national symbols and heritage</p> <p>-Sport &amp; Recreation: support mass participation and school sport programmes</p>	<p>reporting requirements.</p> <p>-Review municipal expenditures to eliminate wastage.</p> <p>-Ensure councils behave in ways to restore community trust in local government.</p>
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### 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:

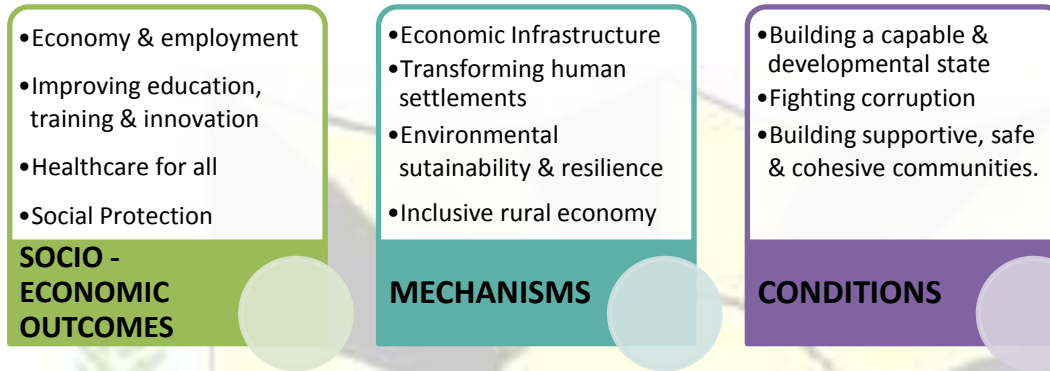
- Employment & Economic Growth
- Education and Training
- Health care for all
- Social Protection

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

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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
<b>Unemployment Rate</b>	6%	6%
<b>Number of Employed</b>	11 million additional jobs	1.2 million additional jobs Total employment to 2.1 million to achieve 6% unemployment rate
<b>GDP Growth Rate</b>	Average annual GDP growth above 5%	Average annual GDP growth above 5%
<b>GDP per capita</b>	Raise per capita GDP to R110 000 in constant prices	Raise per capita GDP to R110 000 in constant prices
<b>Lower bound poverty line – R416 per person (2009 prices)</b>	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%

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<b>Gini Co-efficient (Income inequality)</b>	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
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### V2030 Targets: Economy & Unemployment

Indicator	NDP Target	Mpumalanga V2030 Target
<b>Life Expectancy</b>	Improve average male & female life expectancy at birth to 70 years	Improve average male & female life expectancy at birth to 70 years.
<b>Universal access</b>	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
<b>Pre -school education</b>	All children should have at least 2 years of pre-school education	All children should have at least 2 years of pre-school education
<b>ANA average mark</b>	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
<b>Throughput rate</b>	Between 80% & 90% of learners should complete 12 years of schooling or vocational training	Improve throughput rate of learners to at least 80%
<b>Matric pass rate</b>	80% of abovementioned learners should pass exit exams	80% of abovementioned learners should pass exit exams



<b>Innovation</b>	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%
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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 Action 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**

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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)**

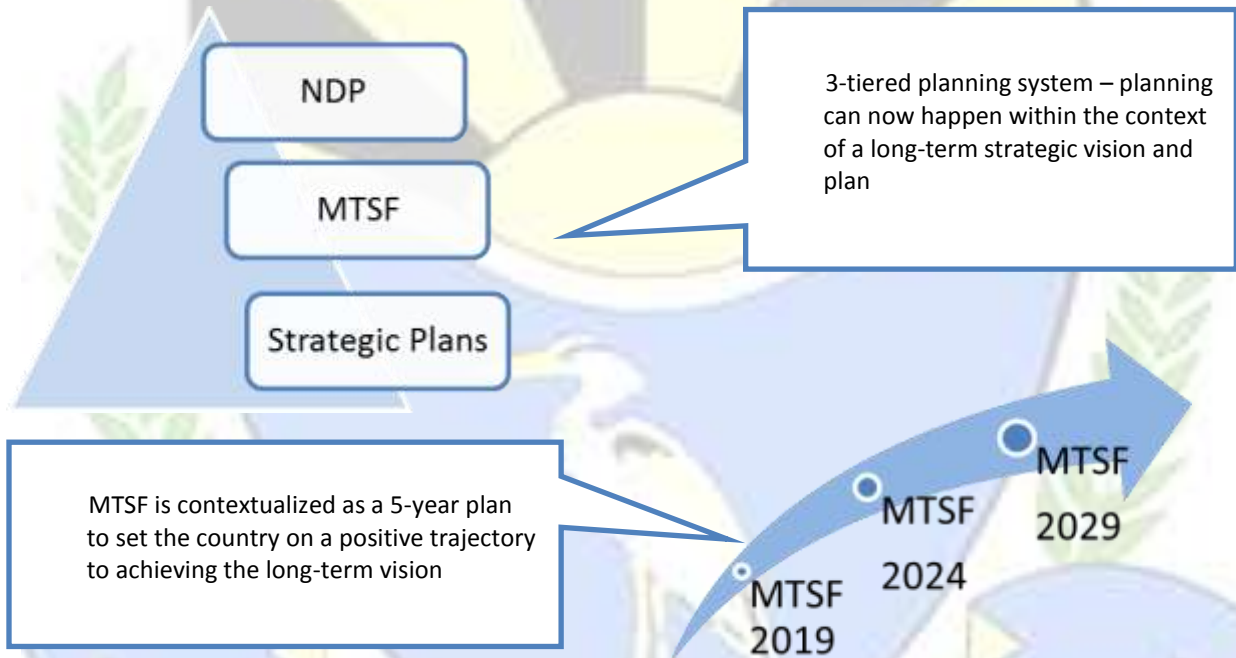
- ✓ Addressing spatial imbalances in economic opportunities
- ✓ Sustainable human settlements and improved household

- ✓ 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

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

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

## **1.2.10 National and Provincial Budgeting Cycle**

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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

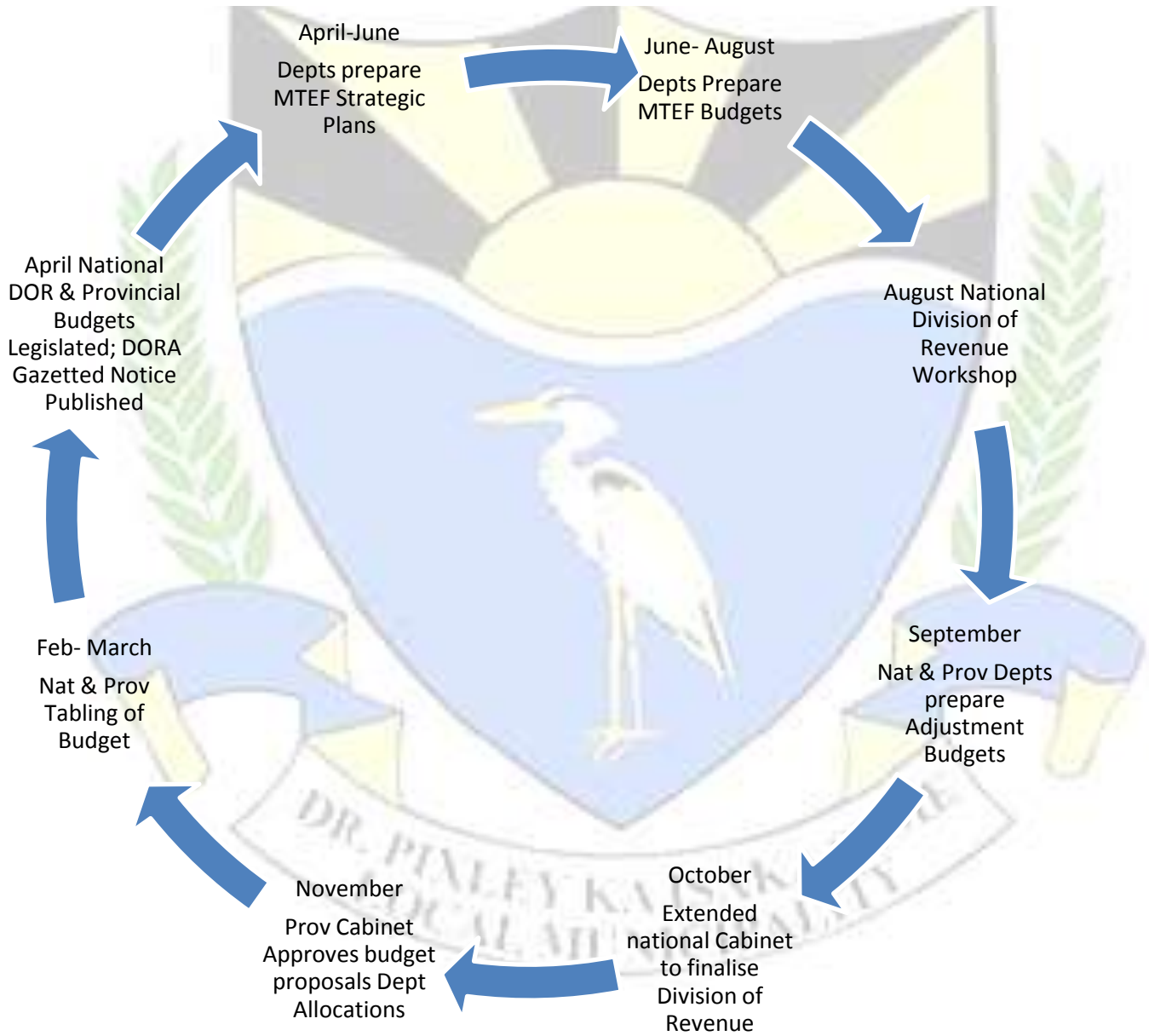
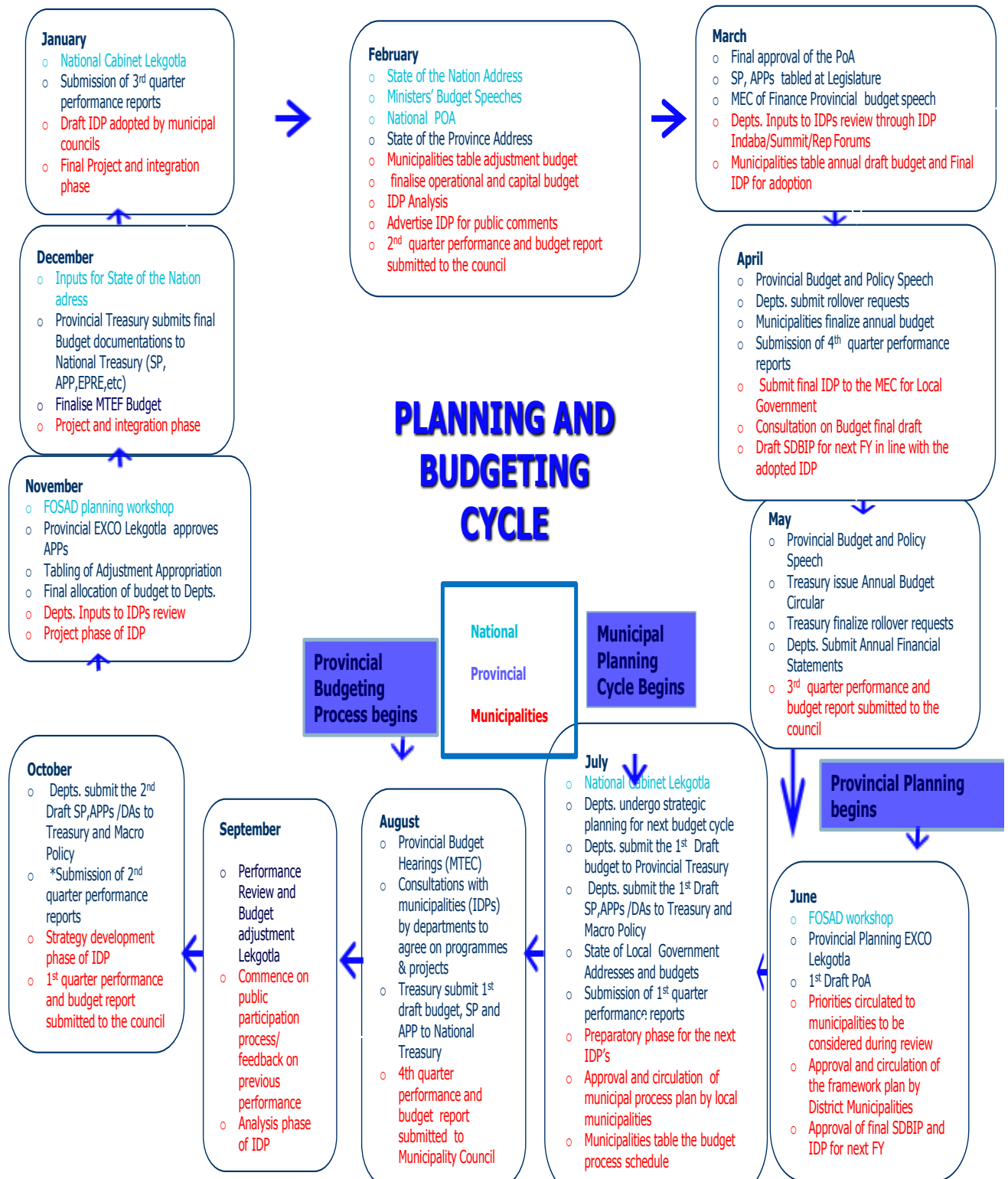


Figure 5: Alignment to the Provincial Planning and Budgeting Cycle



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## 1.2.11 Back to Basics Strategy

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

- **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)**

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The Integrated Support Plan for Local Government was 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.

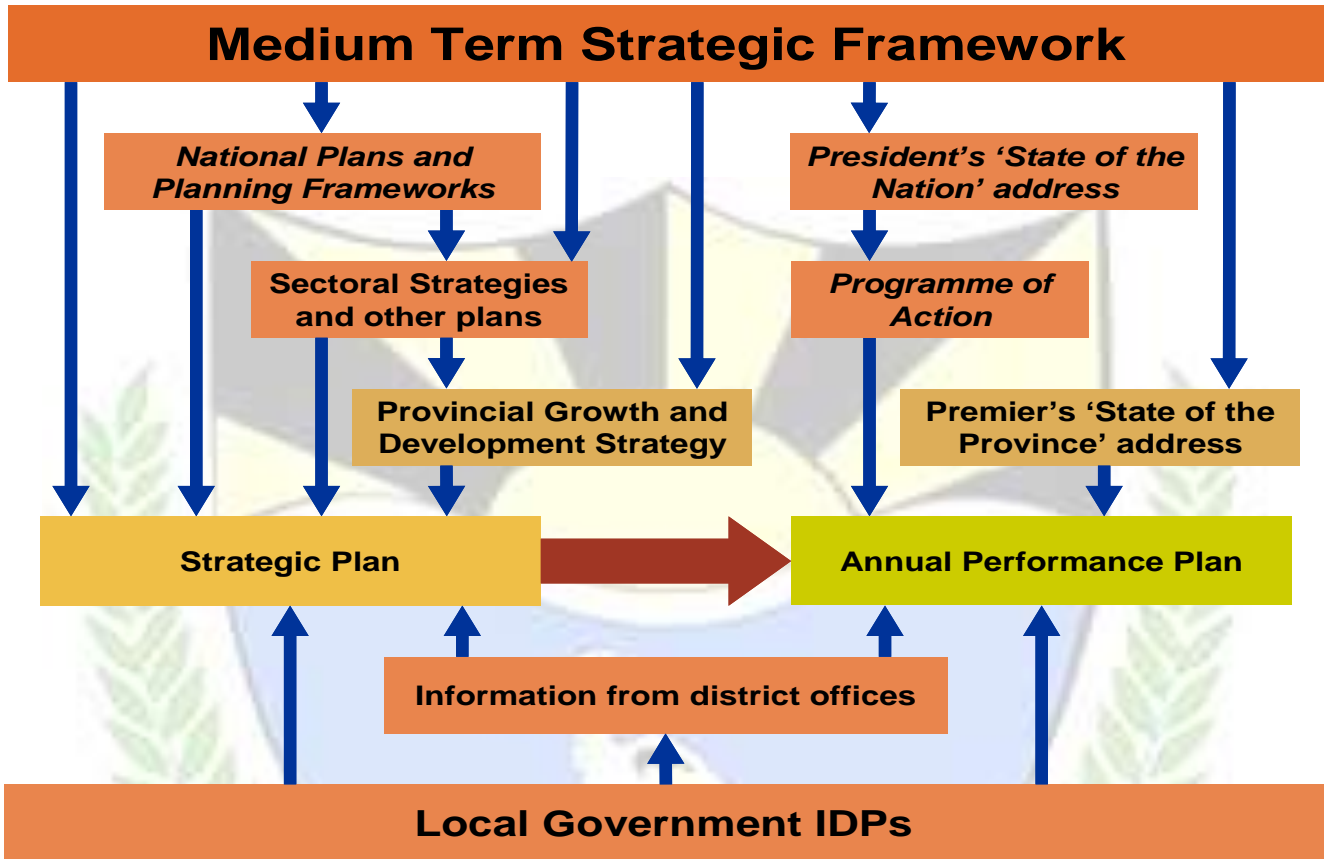
A Functional Municipality is defined in this IMSP as a municipality that successfully, strive within its Financial and Administrative Capability to achieve the five objects of Local Government as set out in the Constitution including the Object on Financial management as outlined in the MFMA.

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 Cyril Ramaphosa delivered the State of the Nation Address (SONA) on 16 February 2018 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 100<sup>th</sup> anniversary of the birth of Nelson Rolihlahla Mandela, the late State President who led the country of freedom, justice and democracy. In commemoration of this milestone, President Cyril Ramaphosa declared 2018 as “**100 YEARS OF NELSON MANDELA: THE YEAR OF RENEWAL, UNITY AND JOBS**”

Amongst the priorities of government identified for 2018, is the continued efforts to pursue a united, democratic, non-sexiest, 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 2018, 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.
- We will accelerate our land distribution programme to redress a grave historical injustice, and to bring more producers into the agricultural sector and to make more land available for cultivation. Guided by the ANC's 54<sup>th</sup> National Conference the approach shall include the expropriation of land without compensation. The President also put emphasis on availing state-owned land to the people for development purposes.
- The clarion call made by the President for all us to lend a hand, for each of us to say 'send me and for all of us to work together, in honour of Nelson Mandela, to build a new, better South Africa for all set the tone for a Turn Around in the way South Africa conducts its business.

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 and fighting poverty.

## **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 municipality to free continues to provide free basic electricity to the indigent beneficiaries, housing remains major challenge, the quality of access (Roads and Transport) to key service facilities (clinics, schools, government services, etc. is being addressed but the backlogs are too high as the municipality jurisdiction is rural by its spatial nature).

## CHAPTER TWO

### THE IDP PROCESS OVERVIEW

#### IDP DOCUMENT STRUCTURE

The 2018 - 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.

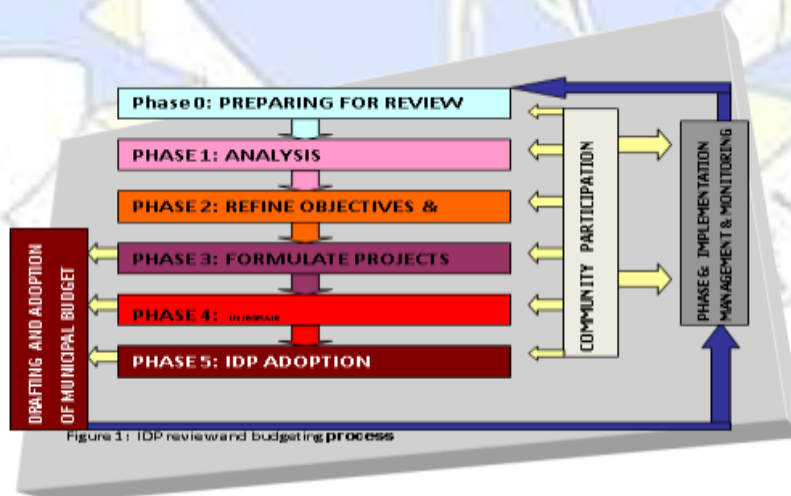
The Chapters are outlined as follows:

- 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 IDP Review 2018/19.

Figure 7: IDP Review and Budget Process



# FINAL 2018- 2022 IDP

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## **Preparation Phase**

The 2017/18 Process Plan was approved during the Special Council sitting held on the 25<sup>th</sup> of July 2017 with Council resolution number A133/2017. 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 public participation 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 08 September 2017. It was also placed on the municipal website and in all the municipal administration units namely: Volksrust, Wakkerstroom, Perdekop, Amersfoort and Daggakraal.

## **Strategy Phase**

Municipalities must begin to contemplate on the best possible strategies to tackle the identified challenges. This phase is critical in this process in order to ensure a focused analysis, the municipal vision is remains firm and development objectives reflects on what the municipality would like to achieve in the medium term to deal with the problems outlined in the first phase be confirmed. transformation needs, Council's development priorities must be taken into account when formulating this process involves strategy workshops, targeted stakeholder engagements, public hearings, sector Provincial and National department engagements, social partners, interest-based groups and organized civil society.

The municipality has worked out where it wants to go and what it needs to do to get there through the 2017/2022 IDP. The IDP review assesses and identifies means to get there. Development strategies must then be developed focusing on finding the best way for the municipality to meet a development objective.

After the SONA and SOPA respectively the Municipality has its review Strategic Planning Session that was conducted by within the Municipality on the 27<sup>th</sup> of March 2018 which 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 within the municipality and the department presented their projects on a Planners forum that was scheduled 19-20 March 2018 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**

Once all projects have been identified, the municipality must confirm that the identified projects will achieve the desired impact in terms of addressing the identified challenges and are aligned with the objectives and strategies and comply with legislation.

The identified programmes/projects will set the pace and direct the trajectory emanating from the overall picture of the development plans of all the stakeholders, including sector departments and social partners.

# FINAL 2018- 2022 IDP

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Public discussions, community engagements and opportunities for comments from the public and interested stakeholder organisations must be facilitated and appropriate mechanisms should be in place and be institutionalised. Towards the completion of this phase municipalities must also conduct IDP engagements to confirm the chosen development trajectory with all the stakeholders.

This process should continue concurrently with the public notice period in terms of S15 (3) of the Municipal Planning and Performance Management Regulations, which require that a municipality must afford the local community at least 21 days to comment on the final draft of its integrated development plan before the plan is submitted to the council for adoption.

In terms of S30 of the MSA, the executive committee or executive mayor of a municipality must, inter alia, in accordance with S29 of the MSA, submit the draft plan to the municipal council for adoption. Thus, adoption of the draft IDP by the municipal council will be a precondition for giving notice about a draft IDP for a financial year in order to, inter alia, improve transparency and accountability between the council and the communities. This phase should be completed by **February**.

## **Approval Phase**

After the completion of the IDP compilation process, the IDP document must be presented to the council for consideration and adoption. All local municipalities must adopt their final IDP by **May each year**. In terms of S36 of the MSA, a municipality must give effect to its IDP and must conduct its affairs in a manner which is consistent with its Integrated Development Plan. The budget of the municipality must be informed by the adopted IDP. The public must be informed of the adoption of the reviewed Integrated Development Plan by notice in a newspaper circulating in the District or by placing the notice in official notice boards in terms of Section 25 (4) of the Act. It is critical to note that in terms of S25 (4) (b) of the MSA, municipalities must after adoption of the IDP publicise a summary of the Plan for inspection by interested and affected parties, stakeholders and general members of the public.

## **2.3 Mechanisms, Procedures and Role Players for Public Participation**

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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**

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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

## FINAL 2018- 2022 IDP

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"> <li>The Council will approve the reviewed IDP.</li> <li>Will consider the Process Plan which should set out the process for the new IDP cycle.</li> </ul>
2.	Executive Mayor and Mayoral Committee	<p>The Mayoral Committee must:</p> <ul style="list-style-type: none"> <li>Decide on the Process Plan for IDP Review.</li> <li>Responsible for overall management, co-ordination and monitoring of the review process, and may assign responsibilities to the Municipal Manager.</li> <li>Submit reviewed IDP Process Plan and draft IDP to Council.</li> <li>Develop terms and criteria for Representative Forum.</li> <li>Give political direction.</li> </ul>
3.	Municipal Manager with delegated powers to the 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"> <li>Responsible for the day to day management of the planning framework/process plan and ensuring that timeframes are being adhere to and resources are managed effectively and efficiently.</li> <li>Co-ordinate the involvement of all different role players.</li> <li>Ensuring the horizontal and vertical alignment in the planning process, including Sectors.</li> <li>Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained.</li> <li>Ensuring compliance with National and Provincial requirements and legislations.</li> <li>Ensure appropriate participation of all the relevant Stakeholders.</li> <li>Ensure proper documentation of outcomes.</li> <li>Chairing the Steering Committee, Technical Committee.</li> <li>Management of Service Providers.</li> </ul>
4.	IDP Steering Committee	<ul style="list-style-type: none"> <li>Process Plan management structure.</li> <li>Allocation of duties and monitoring.</li> <li>Decision on roles and responsibilities.</li> <li>Decide on matters to be referred to IDP Forum for alignment and integration purposes.</li> </ul>
5.	IDP Representative Forum	<ul style="list-style-type: none"> <li>The Executive Mayor or Representative chairs the forum meetings.</li> <li>Constituted of all the Executive 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.</li> </ul>



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

## 2.3.2 Community Meetings & needs raised

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



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

### DR. PIXLEY KA ISAKA SEME LOCAL MUNICIPALITY: PUBLIC PARTICIPATION PROGRAMME Drafting of 2018 – 2022 IDP (SEPTEMBER 2017)

DATE AND DAY	TIME	WARD	VENUE	TARGET GROUP	RESPONSIBLE PERSONS
<b>SUNDAY</b> <b>10 September 2017</b>	08H00	PERDEKOP/SIYAZENZELA (WARD 6)	WARD 6– SIYAZENZELA COMM.HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
	14H00	AMERSFOORT - (WARD 7)	WARD 7 – CHINA SPORTS GROUND		
<b>MONDAY</b> <b>11 September 2017</b>	10H00	DAGGAKRAAL (WARD 11)	SIZENZELE SCHOOL GROUND (WARD 11)	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
	17H00	AMERSFOORT /EZAMIKUHLE (WARD 8)	EZAMOKUHLE COMMUNITY HALL (WARD 8)		
<b>TUESDAY</b> <b>12 September 2017</b>	10H00	DAGGAKRAAL - (WARD 10)	NEW COMMUNITY HALL SINOBOLE D (WARD 10)	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
<b>WEDNESDAY</b> <b>13 September 2017</b>	17H00	VUKUZAKHE – (WARD 1)	VUKUZAKHE – MULTY – PURPOSE HALL- (WARD1)	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
<b>THURSDAY</b> <b>14 September 2017</b>	10H00	DAGGAKRAAL -(WARD 9)	SINOBOLE A COMMUNITY HALL – (WARD 9)	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
	17H00	VUKUZAKHE –(WARD 2)	VUKUZAKHE COMMUNITY HALL – (WARD 3)		
<b>MONDAY</b> <b>18 September 2017</b>	18H00	GREATER VOLKSRUST (WARD 4)	VOLKSRUST SUB-HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
<b>TUESDAY</b> <b>19 September 2017</b>	17H00	WAKKERSTROOM/ESIZAMELENI (WARD 5)	ESIZAMELENI COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS

## FINAL 2018- 2022 IDP

<b>WEDNESDAY</b> 20 September 2017	17H00	VUKUZAKHE – (WARD 3)	VUKUZAKHE COMMUNITY HALL – (WARD 3)	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
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**DR. PIXLEY KA ISAKA SEME LOCAL MUNICIPALITY: PUBLIC PARTICIPATION PROGRAMME  
DRAFT 2018 – 2022 IDP AND BUDGET (APRIL 2018)**

DATE AND DAY	TIME	WARD	VENUE	TARGET GROUP	RESPONSIBLE PERSONS
<b>SUNDAY</b> 22 APRIL 2018	08H00	PERDEKOP	SIYAZENZELA COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
<b>MONDAY</b> 23 APRIL 2018	10H00	DAGGAKRAAL (WARD 9)	SINQOBILE COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
<b>WEDNESDAY</b> 25 APRIL 2018	10H00 15H00 17H00	DAGGAKRAAL -(WARD 10) AMERSFOORT (WARD 8) VUKUZAKHE (WARD 3)	SINQOBILE D COMMUNITY HALL EZAMOKUHLE COMMUNITY HALL VUKUZAKHE COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
<b>THURSDAY</b> 26 APRIL 2018	10H00 10H00 17H00	DAGGAKRAAL (WARD 11) AMERSFOORT (WARD 7) VUKUZAKHE (WARD 3)	SIZENZELE PRIMARY SCHOOL ECHINA 2 SPORTS GROUND VUKUZAKHE COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
<b>WEDNESDAY</b> 02 MAY 2018	17H00	VUKUZAKHE COMMUNITY HALL (WARD 1)	VUKUZAKHE MULTY-PURPOSE HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
<b>THURSDAY</b> 03 MAY 2018	17H00 17H30	WAKKERSTROOM/ESIZAMELENI (WARD 5) GREATER VOLKSRUST (WARD 4)	ESIZAMELENI COMMUNITY HALL VOLKSRUST SUB HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS

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**Table 5: Issues emanating from the 2018 - 2022 IDP Consultation**

Community needs identified in each ward during the Community Consultative meetings

WARD 1	WARD 2
<ul style="list-style-type: none"> <li>• Water and Sanitation Mavagini</li> <li>• Vukuzakhe B sites</li> <li>• Streetlight maintenance</li> <li>• Road Maintenance</li> <li>• Refuse removal in Msholoz</li> <li>• Primary school in Msholoz</li> <li>• Job opportunities</li> <li>• Electricity HH connection in Msholoz</li> <li>• RDP Houses</li> <li>• Billing system/write off depts.</li> <li>• Job opportunity</li> <li>• Business site</li> <li>• Write off depts.</li> <li>• Residential Sites for Middle income earners</li> <li>• RDP Houses</li> <li>• Skills development center</li> <li>• Primary school in Msholoz</li> </ul>	<ul style="list-style-type: none"> <li>• Vukuzakhe B sites and RDP Houses</li> <li>• Water and Sanitation in Vukuzakhe B</li> <li>• Job opportunity</li> <li>• Billing system/write off depts.</li> <li>• Residential Sites for Middle income earners</li> <li>• RDP Houses</li> <li>• Streetlights at Sky Village and Duduza area</li> <li>• Skills Development Centre</li> <li>• Rehabilitation of Roads</li> <li>• Job Opportunities</li> <li>• Subsidized houses</li> <li>• GSDM FET College in Perdekop to offer courses linked to the local market</li> <li>• Cracked RDP Houses in Duduza and Lindela needs to be fixed</li> <li>• Paved/tarred roads in Duduza, Sigodiphola, white location, Basil Reed, Khayeletu</li> <li>• Renovation of the Vukuzakhe Stadium</li> </ul>
WARD 3	WARD 4
<ul style="list-style-type: none"> <li>• Streetlights maintenance</li> <li>• Water and Sanitation in Marikana</li> <li>• RDPs in Marikana</li> <li>• Parks Maintenance</li> <li>• Billing system/write off depts.</li> <li>• Job Opportunities</li> <li>• Awarding of tenders to local people</li> <li>• Skills/ Training Centre</li> <li>• Streetlights at Mqhashi not functional</li> <li>• Transnet Houses to be bought by the Municipality</li> <li>• Rehabilitation of roads</li> <li>• Old Spornet buildings to be donated for the use of the Community</li> <li>• Streetlights not functioning at Georgia Gardens</li> <li>• Houses at the New Stand section are old and not in a good living standard</li> </ul>	<ul style="list-style-type: none"> <li>• Street/Road maintenance</li> <li>• Road D281</li> <li>• Streetlight maintenance</li> <li>• Grass and tree cutting</li> <li>• Youth Centre in Volksrust</li> <li>• Permanent Structure at Volksrust Primary School</li> <li>• Job opportunities for the unemployed youth</li> <li>• Public toilets around town (CBD area)</li> <li>• Library to be opened on weekends</li> <li>• Lights to be installed at parks</li> <li>• Mahawane Dam to be accessible to Community members</li> <li>• Roads not accessible in farm areas</li> <li>• Traffic Officers to be visible on weekends as well</li> <li>• SAPS to appoint patrolling team around</li> </ul>

## FINAL 2018- 2022 IDP

<ul style="list-style-type: none"> <li>• Crèche in Georgia Gardens</li> <li>• Old Age home</li> <li>• Scholar transport</li> <li>• FET college</li> <li>• School</li> <li>• Job opportunities</li> </ul>	<p>the ward as there a lot of Burglaries taking place</p> <ul style="list-style-type: none"> <li>• Suctioning of VIP Toilets in farms</li> <li>• Removal of trucks that park overnight in the CBD</li> <li>• Subsidized Housing for middle income earners</li> <li>• Footbridges (farms)</li> <li>• Endorsement of tourism</li> <li>• Upgrading of water meters</li> <li>• Upgrading of Town Hall</li> <li>• LED or solar Streetlights</li> <li>• Cutting of grass in vacant sites</li> <li>• Maintenance of sports facilities</li> <li>• Fire engine</li> <li>• Cleaning of Town on weekends and public holiday.</li> </ul>
<p><b>WARD 5</b></p>	<p><b>WARD 6</b></p>
<ul style="list-style-type: none"> <li>• Sewer and reticulation in Wakkerstroom</li> <li>• Job opportunity</li> <li>• Maintenance of street light</li> <li>• Car wash that was given by the GSDM that is not working</li> <li>• Serviced sites</li> <li>• Electricity House connection</li> <li>• Streetlights in town</li> <li>• Storm water drainage</li> <li>• Public Toilet facilities in town</li> <li>• Storm water</li> <li>• Sports facilities (Phase 2)</li> <li>• Sports facilities for female sports</li> <li>• Uthaka Nature Park to be made accessible to the community members</li> <li>• RDP houses</li> <li>• Rectification of cracking RDP Houses</li> <li>• Youth programmes</li> <li>• Job opportunities (Gender Equity)</li> <li>• New Schools</li> <li>• Clinic that operate for 5 days</li> <li>• Danatehuse Old Age home to be under government</li> </ul>	<ul style="list-style-type: none"> <li>• Water and Sanitation in Perdekop</li> <li>• Serviced sites for the working class</li> <li>• Fast track issue of township establishment, residential sites and stand numbers</li> <li>• Provision of services in RDP houses</li> <li>• Business and church site</li> <li>• Tittle deeds</li> <li>• Job opportunity</li> <li>• New School</li> <li>• Graveling &amp; paving of Internal road</li> <li>• Land for agro-based LED projects</li> <li>• Drainage system (water &amp; sanitation)</li> <li>• Water yard connections</li> <li>• Servicing of Storm water drains</li> <li>• Streetlights</li> <li>• New electricity meters/boxes</li> <li>• Recreational of facilities/parks/swimming pools/soccer field</li> <li>• New Cemetery Site</li> <li>• Fencing for grazing areas</li> <li>• RDP housing</li> <li>• Rectification of RDP houses</li> </ul>
<p><b>WARD 7</b></p>	<p><b>WARD 8</b></p>
<ul style="list-style-type: none"> <li>• Water and Sanitation</li> </ul>	<ul style="list-style-type: none"> <li>• Water and Sanitation</li> </ul>

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<ul style="list-style-type: none"> <li>• Expedite the selling price of the 110 alienations of stands for the middle-class earners.</li> <li>• Residential stands for Indigent people</li> <li>• vacant stands in town must be sold to needy people</li> <li>• Municipality to supply soft soil on Cemeteries since the clay soil is too difficult for backfilling</li> <li>• Municipality to consider its price on selling of graves in the same cemetery on different tariffs.</li> <li>• Drivers Testing Station in Amersfoort</li> <li>• paving of the road from the testing station to the main road</li> <li>• Title deeds for 1997; 2007 and 2012 RDP Houses.</li> <li>• RDP units</li> <li>• Backlog of Water taps and Toilets Top Structures in ext04 eZamokuhle</li> <li>• Grading and Gravelling of roads during winter</li> <li>• THUSONG CENTRE</li> <li>• Highmast light next to the Elsie Ballot Hospital.</li> <li>• Primary School in ext 03</li> <li>• Expansion of the court</li> <li>• Street maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Tender opportunity to be given to local suppliers</li> <li>• Job opportunity</li> <li>• RDP Houses</li> <li>• Storm Water drainage (Water flooding from the cemetery to the houses)</li> <li>• Fire station or fire truck</li> <li>• New cemetery site (Razor fencing at old cemetery opposite church)</li> <li>• Upgrading of eZamokuhle stadium</li> <li>• Land for Agro-based projects LED</li> <li>• Rehabilitation of community hall</li> </ul>
<p><b>WARD 9`</b></p>	<p><b>WARD 10</b></p>
<ul style="list-style-type: none"> <li>• Construction of road D281</li> <li>• Foot bridge in Sinqobile B and 2<sup>nd</sup> Bridge leading to Seme Secondary School</li> <li>• Water yard connections with water meters</li> <li>• RDP Houses</li> <li>• Park and spare sickly project</li> <li>• High mast light</li> <li>• Renovation of Trade centre</li> <li>• Palisade fencing of Sinqobile A cemetery and razor fencing for Daggakraal no.2 Cemetery</li> <li>• Dumping site</li> <li>• Sports Facility</li> <li>• Sanction of Toilets</li> </ul>	<ul style="list-style-type: none"> <li>• Water and Sanitation</li> <li>• High mast light</li> <li>• Electricity in Sinqobile D (Silahlwe)</li> <li>• Fencing of cemeteries</li> <li>• Upgrading of Sport Ground</li> <li>• Grazing land</li> <li>• Youth Centre</li> <li>• Dropping centre</li> <li>• RDPs in Rural areas</li> <li>• Community Hall</li> <li>• VIP suctioning</li> <li>• Footbridge crossing Vlakpoort</li> <li>• Fencing of Soccer Ground</li> <li>• Serviced sites</li> </ul>

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<ul style="list-style-type: none"> <li>• Job opportunity</li> <li>• Sewage system at Daggakraal No.2 Community Hall and Electricity</li> </ul>	<ul style="list-style-type: none"> <li>• Dumping sites</li> <li>• Upgrading of sports field</li> <li>• Agro land</li> <li>• Job opportunities</li> </ul>
<b>WARD 11</b>	
<ul style="list-style-type: none"> <li>• Road D281</li> <li>• Maintenance of High must light</li> <li>• Water and sanitation</li> <li>• Electricity HH connection</li> <li>• Job opportunity</li> <li>• The toilets with enviro loo need maintenance</li> <li>• Sports ground final phase</li> <li>• Vending Machine (Sinqobile C)</li> <li>• RDP Houses</li> <li>• Re-graveling of road</li> <li>• Youth Development Centre</li> <li>• Suctioning of VIP</li> <li>• Maintenance of Streetlights at Daggakraal C</li> <li>• Community hall Phase 2</li> <li>• Storm water (Johan area)</li> <li>• Skills Centre</li> <li>• Youth activities or programmes</li> <li>• Fire brigade</li> </ul>	

### **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.



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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"> <li>✓Municipal manager</li> <li>✓Directors &amp; Managers of Local Municipality</li> <li>✓External Stakeholders that might be invited on an Ad-Hoc basis</li> </ul>	<ul style="list-style-type: none"> <li>•Provide terms of reference for the various Planning activities</li> <li>•Commissions and comments on:                             <ul style="list-style-type: none"> <li>➤Inputs from Sub-committee/s, study teams and consultants</li> <li>➤Inputs from Provincial sectors departments and support provider</li> </ul> </li> <li>•Processes, summarizes and document outputs</li> <li>•Makes content recommendations</li> <li>•Ensure quality assurance in the Preparation, facilitation and documentation of other IDP meeting</li> </ul>	Monthly
IDP TECHNIAL COMMITTEE	Act as an internal support system to the IDP Representative Forum	<ul style="list-style-type: none"> <li>✓Municipal Manager</li> <li>✓Directors &amp; Managers</li> <li>✓GSDM IDP Manager and Senior officials from Provincial department &amp; National Dept. that performing certain function within the Municipality</li> </ul>	<ul style="list-style-type: none"> <li>•Responsible for considering all work/documentation that needs to be presented/approved by the IDP Representative Forum;</li> <li>•Responsible for considering all work/documentation that need to be presented and further researching on by the IDP Steering committee;</li> <li>•To ensure the validity and technical correctness of the information presented to the other important IDP stakeholders/decision-makers;</li> <li>•To ensure the integration of the IDP policies, objectives, strategies and projects into the daily functioning and planning of the Municipality; and</li> <li>•To serve as a forum of inter-Spherical programme alignment at Technical level.</li> </ul>	Twice a year
IDP REPRESENTATIVE FORUM	Is the preparation phase of the IDP and it will continue its function throughout the annual IDP Review process	<ul style="list-style-type: none"> <li>✓Executive Mayor(Chairperson)</li> <li>✓Municipal Manager</li> <li>✓ Members of Mayoral Committee</li> <li>✓All Directors and Managers</li> <li>✓ 1 Representative from each political party represented in</li> </ul>	<ul style="list-style-type: none"> <li>•Represent the interest of the Municipality's constituency in the IDP process</li> <li>•Provide an organisational mechanism for discussion, negotiation and decision making between the stakeholders inclusive of Municipal government</li> <li>•Ensure communication between all the stakeholder representatives inclusive of Municipal government</li> </ul>	Quarterly

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		<p>the council of the municipality</p> <ul style="list-style-type: none"> <li>✓ Representative from the Traditional Leaders</li> <li>✓ Representative from the Big Business</li> <li>✓ 1 representative from the various business chamber within the Municipality</li> <li>✓ 1 Representative from respective and relevant National Department</li> <li>✓ 1 Representative from Gert Sibande District Municipality</li> <li>✓ 1 Representative from respective Non –Government Organisations, CBO’s within the Municipality</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor the performance of the Planning and implementation process</li> </ul>	
PUBLIC PARTICIPATION/ CONSULTATION	Is to consult constituency with the progress report and get their priority	<ul style="list-style-type: none"> <li>✓ Ward Councillor</li> <li>✓ CDW’s and Ward Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Link the planning process to their constituencies and /or wards</li> <li>• Be responsible for organizing public consultation and participation.</li> <li>• Ensure the annual business plans, and municipal budget are linked to and based on the IDP</li> <li>• To ensure community participation</li> <li>• Discuss and comment on the IDP</li> <li>• Ensure that annual business plans and budgets are based on and linked to the IDP</li> <li>• Monitor performance in implementation of the IDP</li> </ul>	Twice a year

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

## CHAPTER THREE

### SOCIO ECONOMIC PROFILE

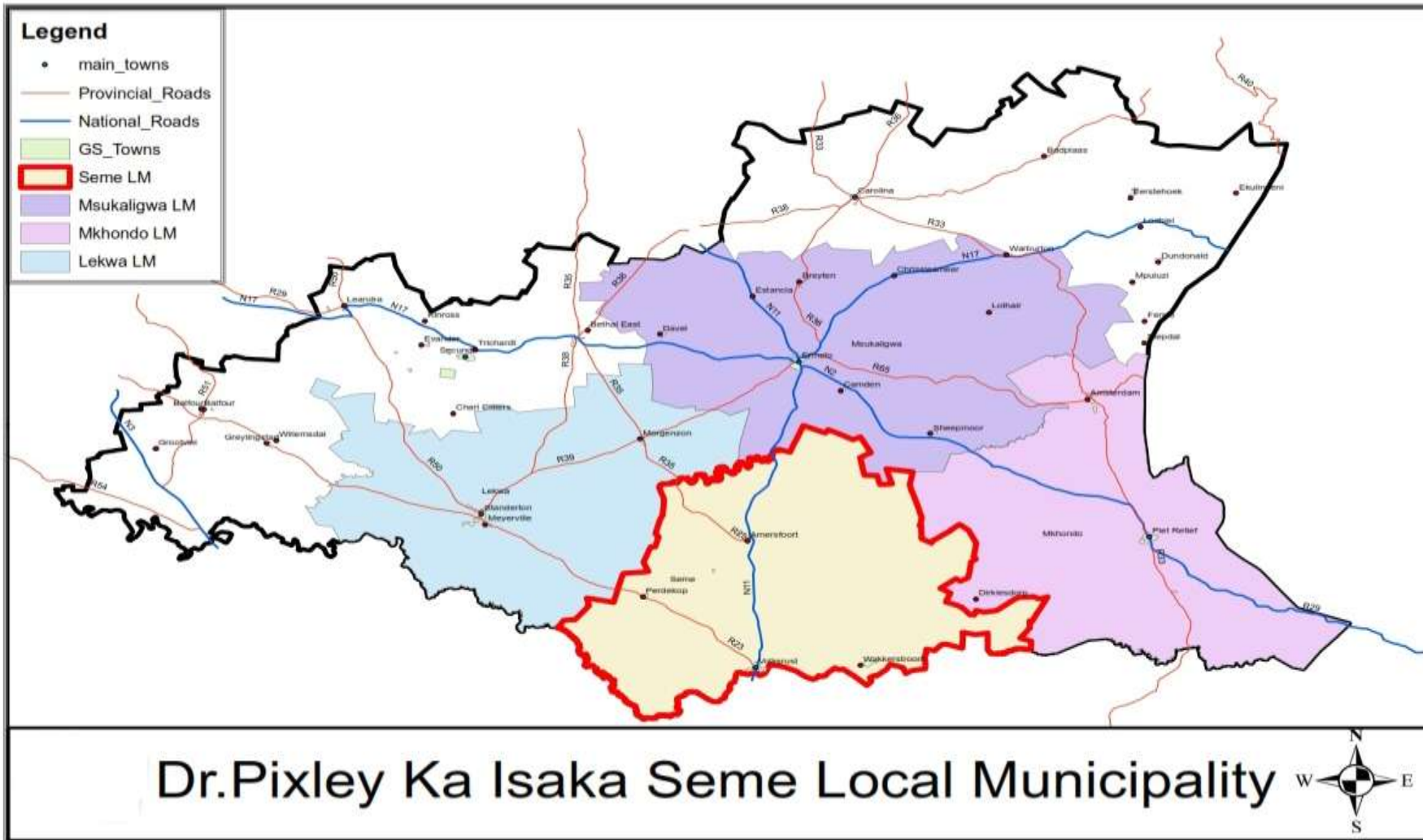
#### 3.1 Geographic Location

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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, 98km<sup>2</sup> 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"> <li>This ward is located in the Vukuzakhe area it consists of a portion of Ext 1 (Ematshotshombeni and part of Sky village), Msholozhi Park and Ext. 1 (E-Sobabili).</li> <li>The ward consists of 1 combined school (Qhubulwazi), a Social development office, Water plant and 1 Multi-purpose centre.</li> <li>Informal settlement can be found, where there is a challenge of housing, water, sanitation and electricity.</li> </ul>	<ul style="list-style-type: none"> <li>This ward is located in Vukuzakhe area it consists of a portion of Ext 1 (Sky Village), Duduza, Sgodiphola and kwesimhlophe.</li> <li>There is 1 primary school, 1 higher primary, 1 Community (Vukuzakhe) hall and 1 soccer field.</li> <li>Vukuzakhe clinic is located in this ward and operates 5 days a week. A project for the construction of a CHC in underway.</li> <li>Basic services such as running water, electricity and proper sanitation are available to all households.</li> </ul>
WARD 3	WARD 4
<ul style="list-style-type: none"> <li>This ward is located in Vukuzakhe area consist of a part of Duduza, Phumula Mqhashi, Ext 2, New stand, vukuzenzele, Spoornet area and Georgia Gardens.</li> <li>Basic services such as piped water, electricity and</li> </ul>	<ul style="list-style-type: none"> <li>This ward is situated in Volkstrust town and surrounding farm areas.</li> <li>Basic services such as water, sanitation and electricity in the area of town are available.</li> </ul>

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<p>proper sanitation are available to households except to the newly formed informal settlement area that is currently having services below the RDP Standards.</p> <ul style="list-style-type: none"> <li>• Volksrust clinic that operates 5 days a week is located in this ward</li> <li>• There are 2 primary schools, a community hall, Home affairs satellite office, municipal admin offices, Vukuzakhe cemetery &amp; Waste Water Treatment Plant which services Vukuzakhe and Volksrust is found in this ward.</li> <li>• Police station and prison building is located in this ward as well as the Old cemetery.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>WARD 5</b>	<b>WARD 6</b>
<ul style="list-style-type: none"> <li>• 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</li> <li>• Basic services such as piped water, sanitation and electricity are available including electricity that provided by Eskom</li> <li>• A clinic that operates for 5 days a week that is the located in Wakkerstroom town and the other clinic in eSizameleni.</li> <li>• The ward consists of 1, 1 Secondary School primary schools, 2 community halls and a soccer field that is not in Phase 1.</li> <li>• This ward is the tourism hub of the municipality.</li> </ul>	<ul style="list-style-type: none"> <li>• This ward is located along R23. The ward comprises of Perdekop town, Siyazenzela, farm areas like: streepfontein, Velgedacht, Holfontein, Mooimesiesfontein, Koppie Allien, Waterval, Rooidrai, Volwestruit, Palmford and Elandspoort etc.</li> <li>• It consists of 4 primary schools, 1 Combine Schools, 1 post office, 1 police station and GS FET College is located in this ward.</li> <li>• Perdekop clinic that operates 7 days a week and 2 sports fields that are in dire need for maintenance.</li> </ul>
<b>WARD 7</b>	<b>WARD 8</b>
<ul style="list-style-type: none"> <li>• 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, Vyfhoek, Bloemfontein and Pholani balimi CPA.</li> <li>• The ward consists of 2 primary school and 2 clinics that operates a 5 days a week, Amersfoort police station, phase 1 combo court and an agricultural hall.</li> </ul>	<ul style="list-style-type: none"> <li>• The ward is in Amersfoort, comprises of the old portion of eZamokuhle and surrounded by farm areas like Pietzyn Drift, Rietspruit, Zooalysy Lyk, Klittlaag Drief, Mooifotein Groot Vaal, Sterk Struit, Brakfontein, Mooifotein 49715</li> <li>• Majuba power station falls under this ward as well as 6 primary schools, 1 high school, 2 day care centres, and 1 library and a community hall.</li> </ul>
<b>WARD 9</b>	<b>WARD 10</b>
<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Ward 10 is in Daggakraal defined as a rural area it includes Kalkoentrans, Abesuthwini, Valbank, Kalbank, Bethamoya, Somarhoek, Skuilwepoort, Steekfontein, Donkerhoek, Tweetehoek, pampoen and Welgeneegen.</li> <li>• It is considered to be the biggest ward in the municipality.</li> <li>• The ward consists of 6 primary schools, a high school an agriculture hall, a day care centre and 3 cemeteries in this ward.</li> <li>• A Mobile clinic that services rural areas.</li> </ul>

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## WARD 11

- Ward 11 is also in Daggakraal defined as rural area that comprises of Hlanganani Trust, Sinqobile C and Daggakraal No 3.
- The ward consists of 2 primary school, a high school, a Sinqobile clinic that operates day for 5 days a week, 2 Sports fields that needs maintenance , 1 cemetery that is situated in Hlanganani trust and 1 cemetery that is at Daggakraal No 3.

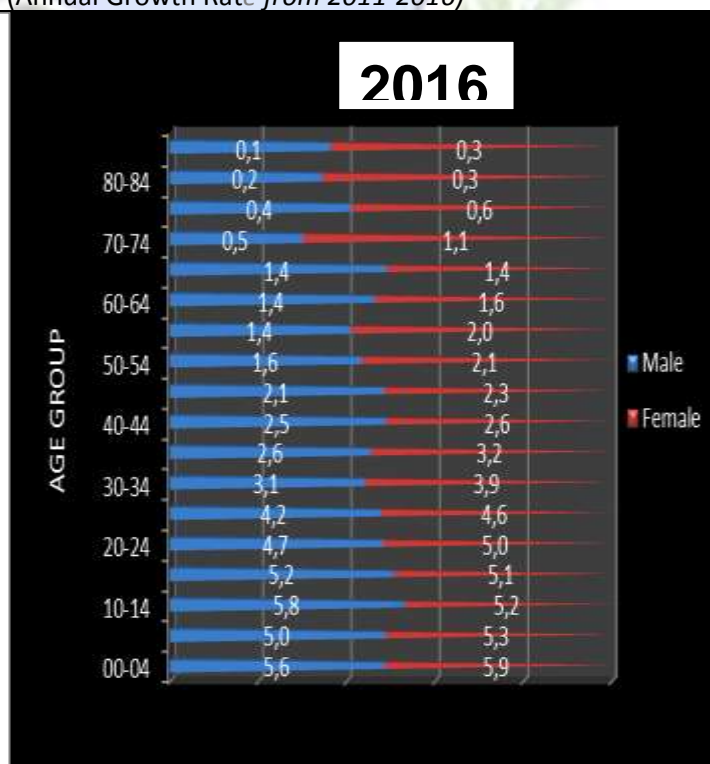
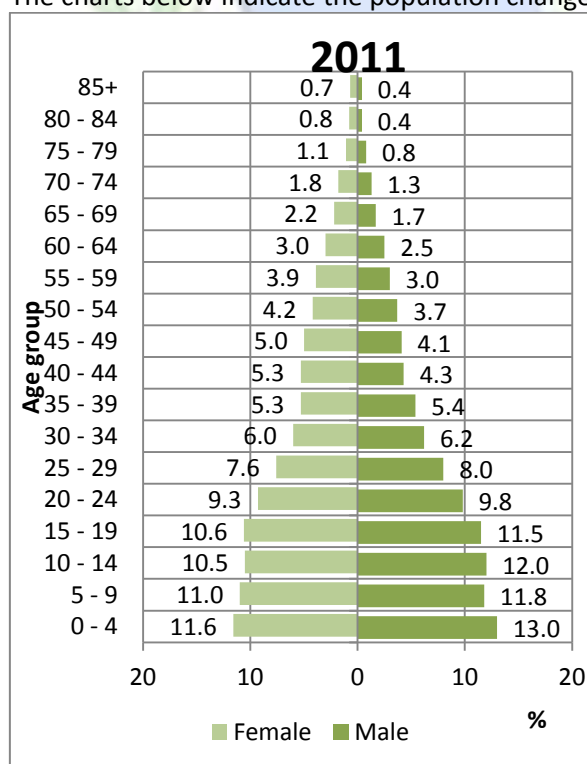
## DEMOGRAPHIC PROFILE AND DENSITY

### 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 indicate the population change (Annual Growth Rate *from 2011-2016*)



Stats SA: Census 2011 & Community Survey 2016



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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

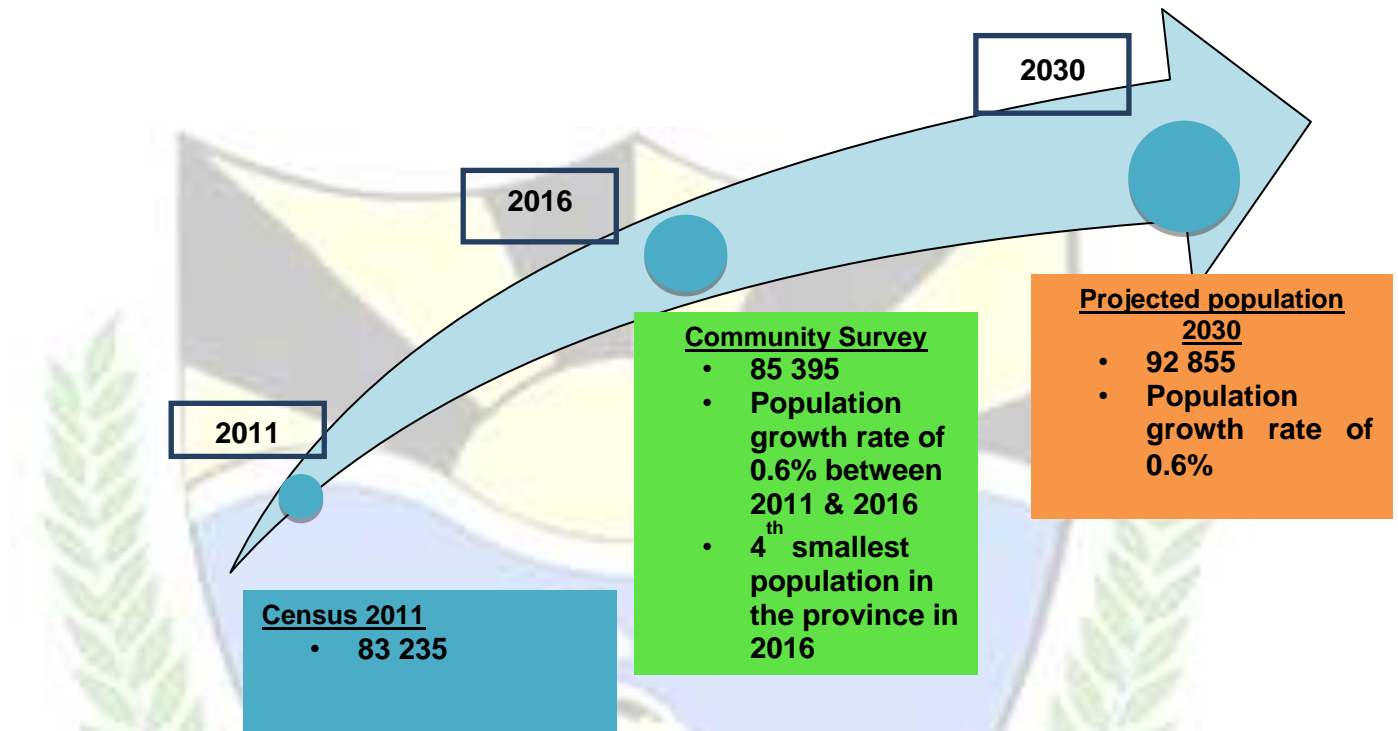
Source: Statssa – Community Survey 2016

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.

Figure 8; 2017-2019 Population Projections



Source: community survey 2016

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

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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
<b>Total</b>	<b>37688</b>	<b>43049</b>	<b>88</b>	<b>39520</b>	<b>43715</b>	<b>90</b>	<b>40694</b>	<b>44699</b>	<b>91</b>

### 3.4 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 9: 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

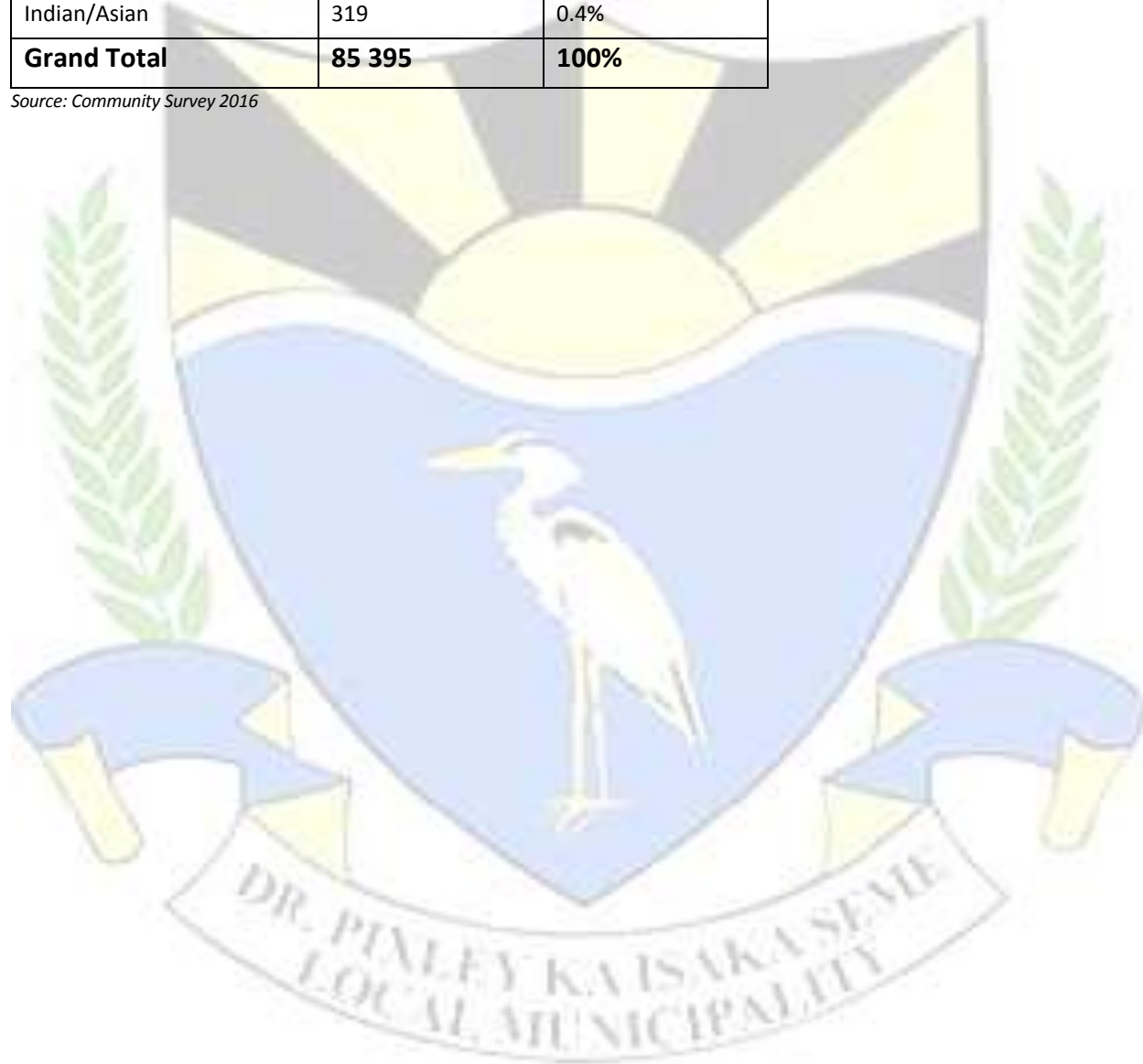
The racial composition of Dr Pixley Ka Isaka Seme Local Municipality is indicated in the table below and geographically most of the African population is concentrated in an area of Dr Pixley Ka Isaka Seme Local Municipality. This illustrates the entrenched racial divisions within the municipality.

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**Table 10: Ethnic group**

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

Source: Community Survey 2016



## SOCIO- ECONOMIC DEVELOPMENT

### 3.5 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  
Stats SA: Census 2011 & Community Survey 2016

Local Municipal Area	Human Development Index		Trend
	2011	2016	
Steve Tshwete	0.63	0.67	😊
Emalahleni	0.63	0.66	😊
Govan Mbeki	0.62	0.66	😊
Thaba Chweu	0.59	0.65	😊
City of Mbombela	0.58	0.63	😊
Emakhazeni	0.56	0.62	😊
Msukaligwa	0.57	0.61	😊
Lekwa	0.56	0.61	😊
Victor Khanye	0.56	0.61	😊
Dipaleseng	0.54	0.60	😊
Chief Albert Luthuli	0.49	0.57	😊
Dr Pixley Ka Isaka Seme	<b>0.51</b>	<b>0.56</b>	😊
Thembisile Hani	0.49	0.55	😊
Dr JS Moroka	0.48	0.55	😊
Mkhondo	0.48	0.53	😊
Nkomazi	0.47	0.53	😊
Bushbuckridge	0.48	0.52	😊

### 3.6 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.

## FINAL 2018- 2022 IDP

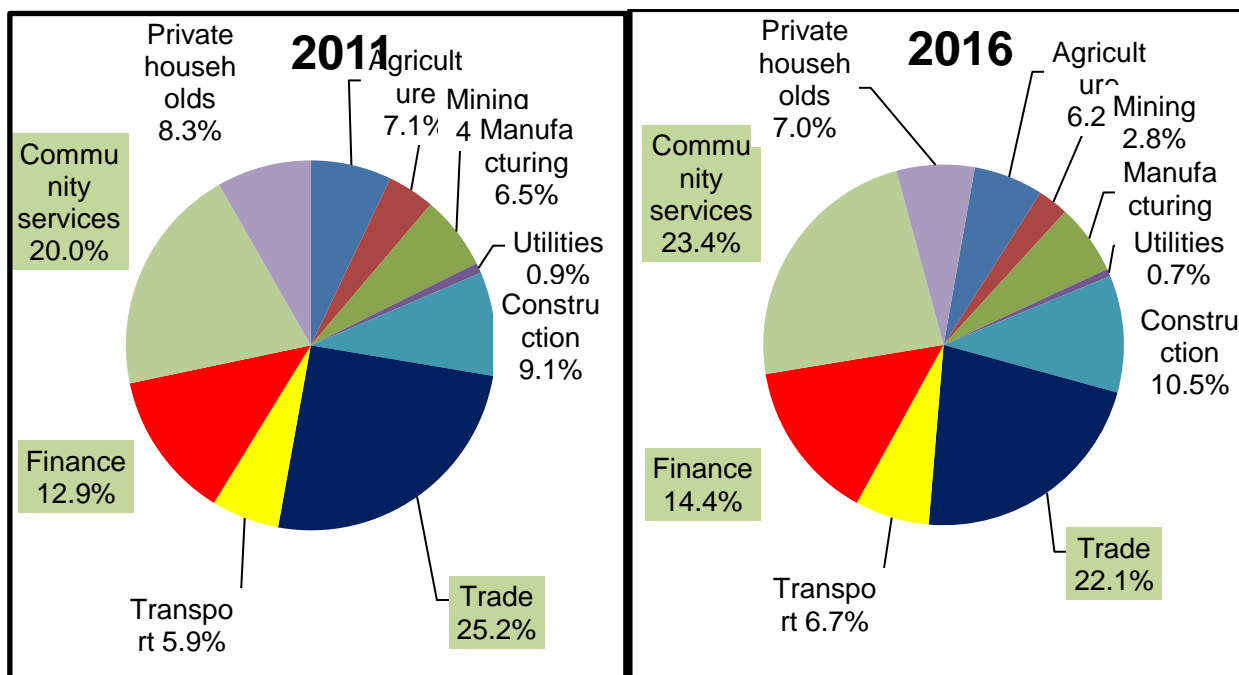
**Table 11: Mpumalanga Unemployment Analysis**

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%
<b>Dr. Pixley Ka Isaka Seme</b> ★	<b>36.1%</b>	<b>33.4%</b>
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 unemployment rate of Dr Pixley ka Isaka Seme improved from 36.1% in 2011 to 33.4% in 2016. The unemployment rate was the 5th highest among all the municipal areas of Mpumalanga, unemployment rate for females 40.7% and that of males 27.6%, youth unemployment rate according to the Census figures 45.1% - challenge with especially very high youth unemployment rate of females.

The largest employing industries in Dr Pixley Ka Isaka Seme are trade, community services, Agriculture and finance – almost 60% of the total employment. High reliance on trade and community services for employment

Figure 9: Sectoral Employment for Dr. Pixley Ka Isaka Seme Local Municipality in 2011



Source: Community survey 2016

**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 4<sup>th</sup> 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.

Table 12: Poverty rate (Low Bound)

Local Municipal Area	Poverty rate (lower bound) 2011	Poverty rate (lower bound) 2016	Trend	Poverty numbers (lower bound) 2016
Steve Tshwete	21.2%	26.0%	☹️	68 155
Thaba Chweu	24.1%	26.2%	☹️	26 907
Emalahleni	22.0%	28.0%	☹️	123 320
Govan Mbeki	26.9%	31.0%	☹️	98 569

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Emakhazeni	31.1%	32.6%	☹️	15 675
Dipaleseng	33.2%	35.4%	☹️	15 434
City of Mbombela (incl Umjindi)	<b>36.0%</b>	<b>35.7%</b>	😊	252 454
Lekwa	31.7%	36.0%	☹️	42 292
Victor Khanye	33.3%	37.9%	☹️	31 201
Msukaligwa	33.6%	38.2%	☹️	60 213
Chief Albert Luthuli	50.1%	45.9%	😊	84 624
Thembisile Hani	47.9%	48.3%	😊	163 029
Dr JS Moroka	51.4%	50.1%	😊	126 518
Dr Pixley Ka Isaka Seme	<b>49.6%</b>	<b>51.3%</b>	☹️	<b>42 487</b>
Nkomazi	53.7%	54.6%	☹️	230 452
Mkhondo	53.7%	56.6%	☹️	104 395
Bushbuckridge	57.1%	61.1%	☹️	342 991

Table 13; Poverty head count

Local Municipal Area	2011		2016		Trend
	2011	2016	2011	2016	
Govan Mbeki	4.5%	3.9%			😊
Victor Khanye	6.9%	4.7%			😊
Lekwa	4.5%	5.0%			☹️
Steve Tshwete	4.3%	5.1%			☹️
Thaba Chweu	6.6%	5.5%			😊
Mbombela	6.0%	5.9%			😊
Thembisile Hani	5.6%	6.1%			☹️
Msukaligwa	9.2%	6.7%			😊
Dipaleseng	8.3%	8.4%			☹️
Umjindi	9.1%	8.5%			😊
Emakhazeni	6.4%	8.7%			☹️
Nkomazi	10.4%	9.3%			😊
Bushbuckridge	11.8%	9.7%			😊
Dr Pixley Ka Isaka Seme	<b>9.2%</b>	<b>10.2%</b>			☹️



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<b>Dr JS Moroka</b>	6.0%	10.2%	☹️
<b>Chief Albert Luthuli</b>	10.9%	10.3%	😊
<b>Emalahleni</b>	8.0%	10.9%	☹️
<b>Mkhondo</b>	15.8%	11.9%	😊

### 3.7 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 14: 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
<b>Grand Total</b>	<b>39320</b>	<b>45191</b>	<b>84511</b>

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, 2015 and 2016.

Local municipal area	Grade 12 Pass Rate			Admission to B degree 2016
	2011	2015	2016	
<b>Thaba Chweu</b>	69.0%	85.7%	88.8%	36.1%
<b>Emalahleni</b>	75.8%	84.6%	88.0%	27.0%
<b>Lekwa</b>	71.1%	82.6%	87.5%	30.7%
<b>Emakhazeni</b>	74.8%	87.0%	84.5%	21.4%
<b>Victor Khanye</b>	70.3%	85.4%	82.1%	27.8%
<b>Steve Tshwete</b>	74.4%	86.3%	81.0%	28.5%

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Chief Albert Luthuli	69.7%	79.5%	80.9%	26.3%
Nkomazi	76.2%	85.7%	80.4%	25.2%
Mbombela (City of *2016)	69.1%	80.5%	78.8%	26.0%
Msukaligwa	74.1%	71.3%	77.8%	32.3%
Govan Mbeki	71.3%	74.4%	77.6%	24.5%
Thembisile Hani	67.2%	77.8%	77.3%	17.2%
Dr JS Moroka	57.6%	80.0%	73.5%	20.4%
Bushbuckridge	51.2%	76.0%	71.1%	16.5%
Mkhondo	55.2%	66.9%	66.1%	24.7%
Dipaleseng	42.6%	53.6%	65.2%	15.1%
Dr Pixley Ka Isaka Seme	<b>46.0%</b>	<b>60.7%</b>	<b>64.5%</b>	<b>16.2%</b>
Umjindi	74.9%	72.3%	*	*
Mpumalanga	<b>64.8%</b>	<b>78.6%</b>	<b>77.1%</b>	<b>22.9%</b>

### 3.8 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 8<sup>th</sup> 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%
Emalaheni	40.6%	40.7%
<b>Dr Pixley Ka Isaka Seme</b>	<b>48.0%</b>	<b>42.4%</b>
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%

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Mkhondo	42.3%	50.0%
Dipaleseng	31.0%	58.8%

Source: Department of Finance

### 3.9 Household Data

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 15: Gender 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%
<b>Total</b>	<b>18002</b>	<b>100.0</b>	<b>19838</b>	<b>100.0</b>	<b>22546</b>	<b>100.0</b>

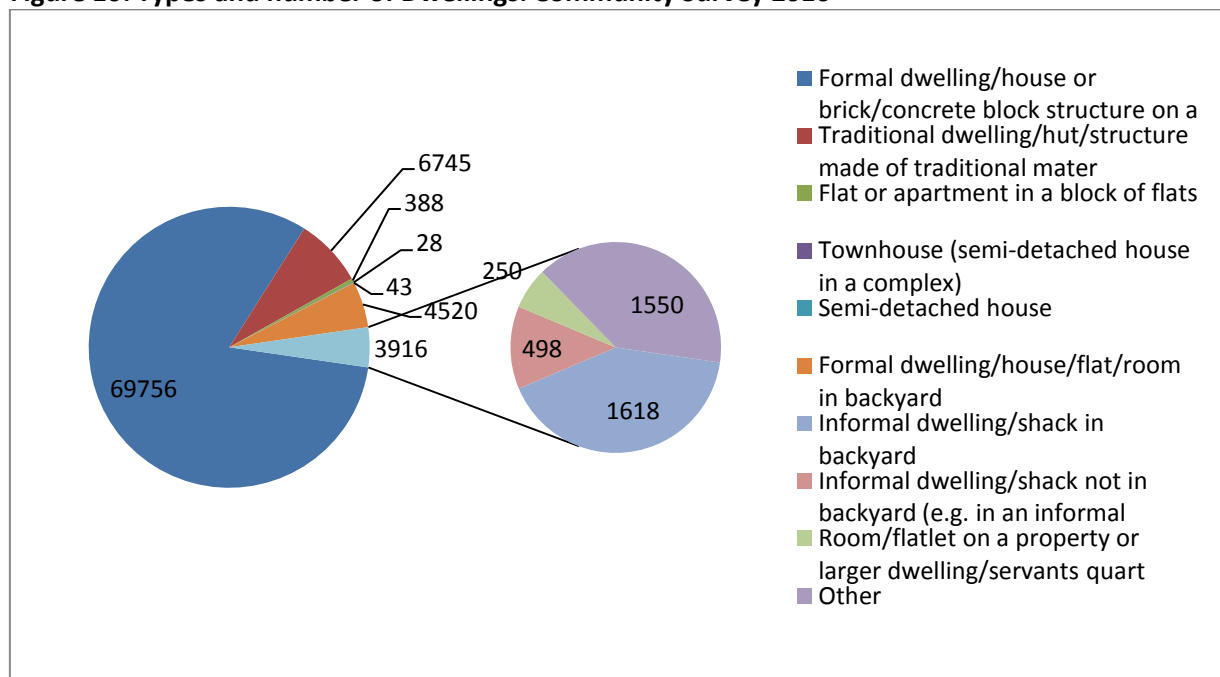
Source: Supercross 2016

### 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.

# FINAL 2018- 2022 IDP

**Figure 10: Types and number of Dwellings: Community Survey 2016**



Source: Community Survey 2016

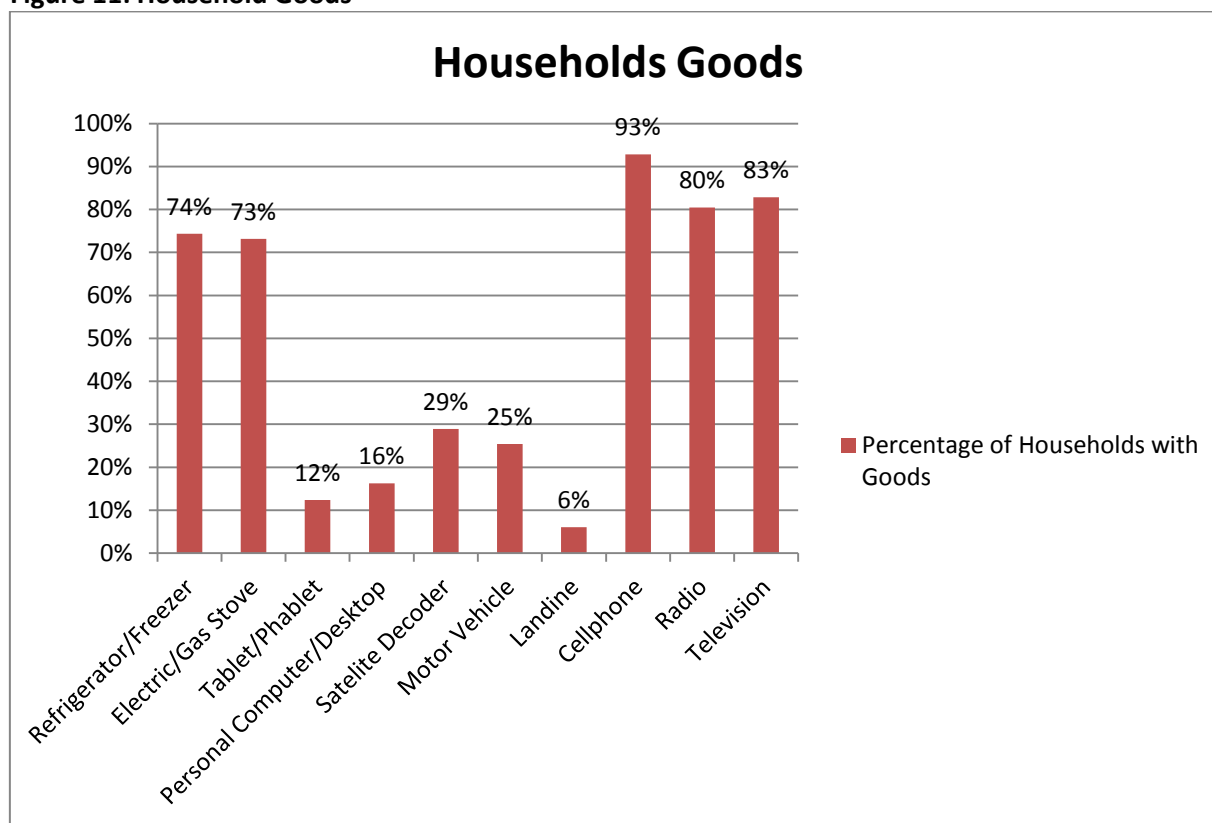
**Table 15 Percentage (%) of Ownership**

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%
<b>TOTAL</b>	<b>22546</b>	<b>100%</b>

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 11: 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 11<sup>th</sup> in the provincial ranking of household income.

Table 17: 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

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

**Table 18: Number of social grants recipients (per grant type)**

Social Grant beneficiaries (August 2017)		
Grant type	GSDM	DRPKISLM
Old Age	61901	5250
War Veteran	2	0
Disability	22276	1507
Foster Care	9938	1066
Care Dependency	2786	113
Child Support	257325	21047
Grant in aid	3027	92

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.

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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 19: Basic Service Infrastructure Indicators**

<b>BASIC SERVICE INFRASTRUCTURE INDICATORS</b>	<b>Trend 2011</b>	<b>Latest figure 2016</b>	<b>Better (+) or worse (-) than Gert Sibande</b>	<b>Better (+) or worse (-) than province</b>	<b>Ranking: best (1) - worst (18)</b>
% of households in informal dwellings	7.3%	2.6%	(+) (13.4%)	(+) (10.9%)	3
% of households with no toilets or with bucket system	5.1%	4.2%	(+) (30%)	(+) (7.2%)	12
% of households with connection to piped (tap) water: on site & off site	92.9%	90.2%	(-) (91.5%)	(+) (87.4%)	8
% of households with electricity for lighting	85.2%	88.6%	(-) (90%)	(-) (86.4%)	9
% of households with weekly municipal refuse removal	62.0%	53.2%	(-) (63.6%)	(+) (42.4%)	11

Source: Community Survey 2016

## ENVIRONMENTAL (STRATEGIC)

### 3.12 Blue Drop Performance (Water Services)

The Blue Drop status of the Municipality is ranking 12<sup>th</sup> 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 20: 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%	😞

### 3.13 Green drop Performance (Waste Water Services)

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



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**Table 21: 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%	☹️
Emalahleni	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

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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

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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

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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

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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**

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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**

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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**

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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**

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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

## **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

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**Table 22** 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 22-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 registers 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	✓	✓

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Constitutional Mandate, Powers and Functions	GSDM	Dr. PIXLEY KA ISAKA SEME
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)	✓
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, three 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) also head finance portfolio
- 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 12 – 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.

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**Figure 13 – 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 23: Status of positions in the Organizational Structure**

ITEM	STATUS QUO
Status of Organogram (Approval date)	31 May 2018
Total No of Posts	347
No. of Filled funded Post	269
No. of Vacant funded Post	99
Vacancy Rate (%)	36.8%
No. of Males	178
No. of Females	60
No. of people living with disability	2
No. of officials employed under the age of 35	44



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

**Table 24 – Departmental Functions**

<b>Department Corporate Services</b>	<b>Department Technical and Engineering Services</b>
Secretarial Services	<b>Electricity section</b>
Legal matters	Administration
Communication	Maintenance
Records	<b>Civil section</b>
Compilation: Agenda & Minutes	Water & Sanitation
By-laws and Municipal legislation	Roads & Storm water
Administration	<b>Administration/ General</b>
Agreements / Contracts	Building control
Correspondence	MIG/PMU Unit
Human Resources	Town Planning
Labour Relations	
Occupational Health and Safety	
<b>Department Community Services</b>	<b>Office of the Municipal Manager</b>
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	
<b>Mechanical section – Workshop</b>	
Cemeteries	
<b>Department: Planning &amp; Development</b>	<b>Department: Budget &amp; Treasury</b>
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

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**Table 25: 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 needs to be reviewed
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
Ward Governance Framework	Approved, 27 January 2015, Resolution no. A4/2015
IT Governance Framework	Approved, 25 July 2017, Resolution no. A113/2017
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 2018, Resolution no. A77/2018
Human Resources Strategy	Approved, 29 January 2013, Resolution no. A12/2013
Community Participation Strategy	Approved, 29 July 2014, Resolution no. A100/2014
LUMS	Is development by MISA
Integrated Housing Plan	Approved 29 March 2009, Resolution no. A84/2009
SPLUMA by law	Approved 26 January 2016, Resolution no. A59/2016
IT Disaster Recovery Plan	Approved, 25 July 2017, Resolution no. A113/2017
IT Business Continuity Plan	Approved, 29 January 2015, Resolution no. A22/2015
Integrated Waste Management Plan	Approved 26 May 2015, Resolution no. A81/2015 needs to be reviewed
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, 25 July 2017, Resolution no. A138/2017
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

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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
Public Participation Strategy	Approved, 29 July 2014, Resolution no. A100/2014
<b>POLICIES</b>	<b>STATUS QUO</b>
Supply Chain Management policy	Approved, 31 May 2018, Resolution no. A77/2018
Budget Policy	Approved, 31 May 2018, Resolution no. A77/2018
Budget Virement Policy	Approved, 31 May 2018, Resolution no. A77/2018
Credit Control Policy and Debt Collection Policy	Approved, 31 May 2018, Resolution no. A77/2018
Indigent Policy	Approved, 31 May 2018, Resolution no. A77/2018
Tariffs Policy	Approved, 31 May 2018, Resolution no. A77/2018
Asset Management Policy	Approved, 31 May 2018, Resolution no. A77/2018
Induction Policy	Approved, 29 September 2009, Resolution no. A79/2009
Overtime Policy	Approved, 31 May 2018, Resolution no. A77/2018
Education, Training & Development Policy	Approved, 31 May 2018, Resolution no. A77/2018
Promotion Policy	Approved, 31 May 2018, Resolution no. A77/2018
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, 25 April 2017, Resolution no. A59/2017
Property rates Policy	Approved, 31 May 2018, Resolution no. A77/2018
Acting allowance policy	Approved, 31 May 2018, Resolution no. A77/2018
Appointment of Temporal Workers Policy	Approved, 31 May 2018, Resolution no. A77/2018
Recruitment, Selection Policy	Approved, 31 May 2018, Resolution no. A77/2018
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 2018, Resolution no. A77/2018
Transfer Policy	Approved, 31 May 2018, Resolution no. A77/2018
Provision for doubtful debt and Debt Write -off Policy	Approved, 31 May 2018, Resolution no. A77/2018
Travelling Allowance Policy	Approved, 31 May 2018, Resolution no. A77/2018

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Petty Cash Policy	Approved, 31 May 2018, Resolution no. A77/2018
Student Assistance Policy	Approved, 31 May 2018, Resolution no. A77/2018
Standby Policy	Approved, 31 May 2018, Resolution no. A77/2018
Annexure to Supply Chain Management Policy	Approved, 31 May 2018, Resolution no. A77/2018
Retention Policy	Approved, 31 May 2018, Resolution no. A77/2018
Furniture Removal Assistance Policy	Approved, 31 May 2018, Resolution no. A77/2018
Cost Containment Policy	Approved, 31 May 2018, Resolution no. A77/2018
Whistle Blowing Policy	Approved, 09 June 2014, Resolution no. A43/2014
Standing Rules of Order	Approved, 25 July 2017, Resolution no. A59/2017
Building Control Policy	Approved, 25 July 2017, Resolution no. A77/2017
IT Security Policy and IT Disaster Recovery Policy	Approved, 25 July 2017, Resolution no. A 113/2017
HIV/AIDs Policy	Approved, 31 OCT, 2017, Resolution no. A175/2017
EPWP Policy	Approved, 30 Jan, 2017, Resolution no. A13/2018
IT Baseline	Approved, 30 Jan, 2017, Resolution no. A16/2018
Sports Policy	Approved, 24 April 2018, Resolution no. A44/2018
Youth Policy	Approved, 24 April 2018, Resolution no. A45/2018
Youth Development Policy	Approved, 24 April 2018, Resolution no. A46/2018
OHS Policy	Approved, 24 April 2018, Resolution no. A48/2018
Bursary Policy	Approved, 29 July 2014, Resolution no. A97/2014
Safety and Security Policy	Approved, 29 May 2013, Resolution no. A80/2013
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, 25 April 2017, Resolution no. A59/2017
Land Administration Policy	Approved, 25 April 2017, resolution no. 59/2017
<b>BY-LAWS</b>	<b>STATUS QUO</b>
Electricity By-Law	Approved, 31 January 2017, Resolution no. A5/2017
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
Keeping of Animal By-law	Approved, 25 July 2017, Resolution no. A113/2017
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;
- Reviewal and scrutinization of contracts
- Promulgation of By-Laws.
- Development of Policies and strategies

Dr Pixley Ka Isaka Seme Local Municipality has a staff compliment of ±269 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

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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 tract 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.

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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**

- 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 26 – 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	
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
Volksrust Showground	Ward 4	Artificial Grass	There's no Security
Volksrust Netball Court	Ward 4	Tar Surface Made for Netball	
Volksrust Tennis Ball Court	Ward 4	Tar Surfaced Court	
Wakkerstroom Sports Facility	Ward 5	Phase 1 Combo Court	No plan in terms of maintenance Plan in place
Perdekop Soccer Facility	Ward 06	No grass, its Gravel	No maintenance plan
Perdekop Netball Court	Ward 06	It's a Gravel Facility (Phase 1	

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		combo Court)	
Amersfoort Soccer Facility	Ward 07	No Grass and Combo Court	Combo Court completed
Amersfoort Soccer Facility	Ward 08	No Grass Has been Vandalised	Need refurbishment
Daggakraal Soccer facility	Ward 11	Currently under construction	Phase 1 completed
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
Volksrust	Ward 4	Operational	50 % available burial space	Extension is underway
Volksrust 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**

- 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 rely 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 it is still under construction.

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 **10%**.

##### **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

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**Table27: 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 come 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 8<sup>th</sup> 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.

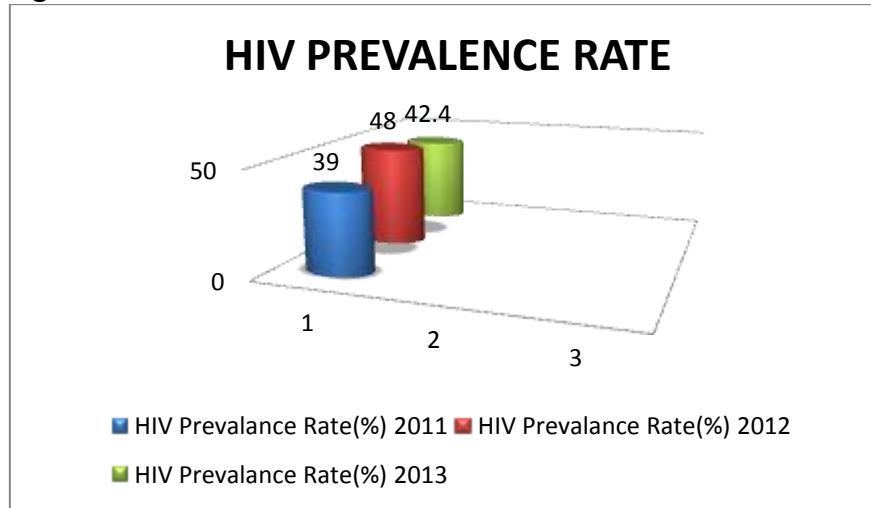
As part of the strategies to fight the high infection rate within the Dr. Pixley Ka Isaka Seme Local Municipality, the Local Aids Council (LAC). The LAC is formulated by a number of multi Stakeholders which include the Local Municipality, Department of Health, CDW's etc.

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 14: 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 28: 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 28 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

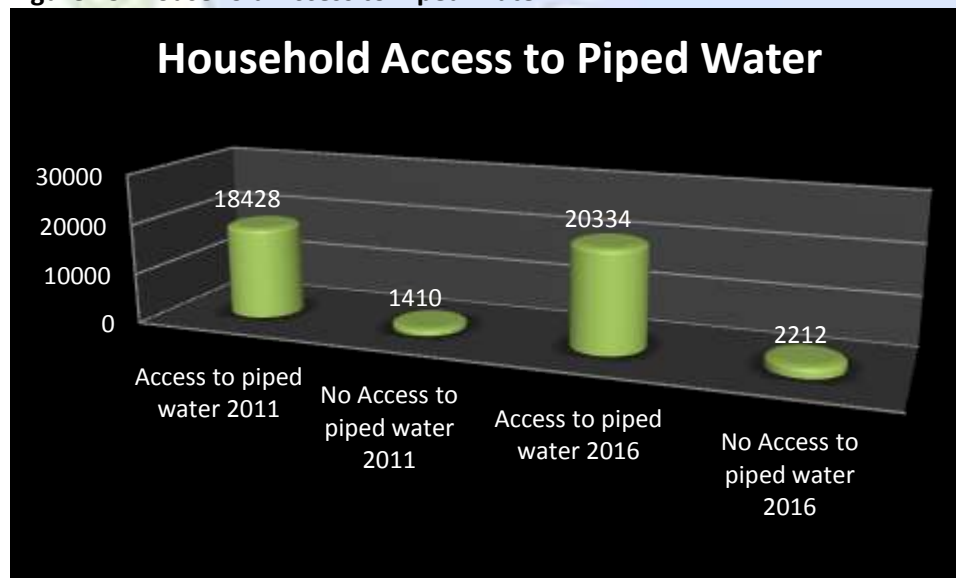
## 4.8.2.7 Water

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 15 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 15: Household Access to Piped Water

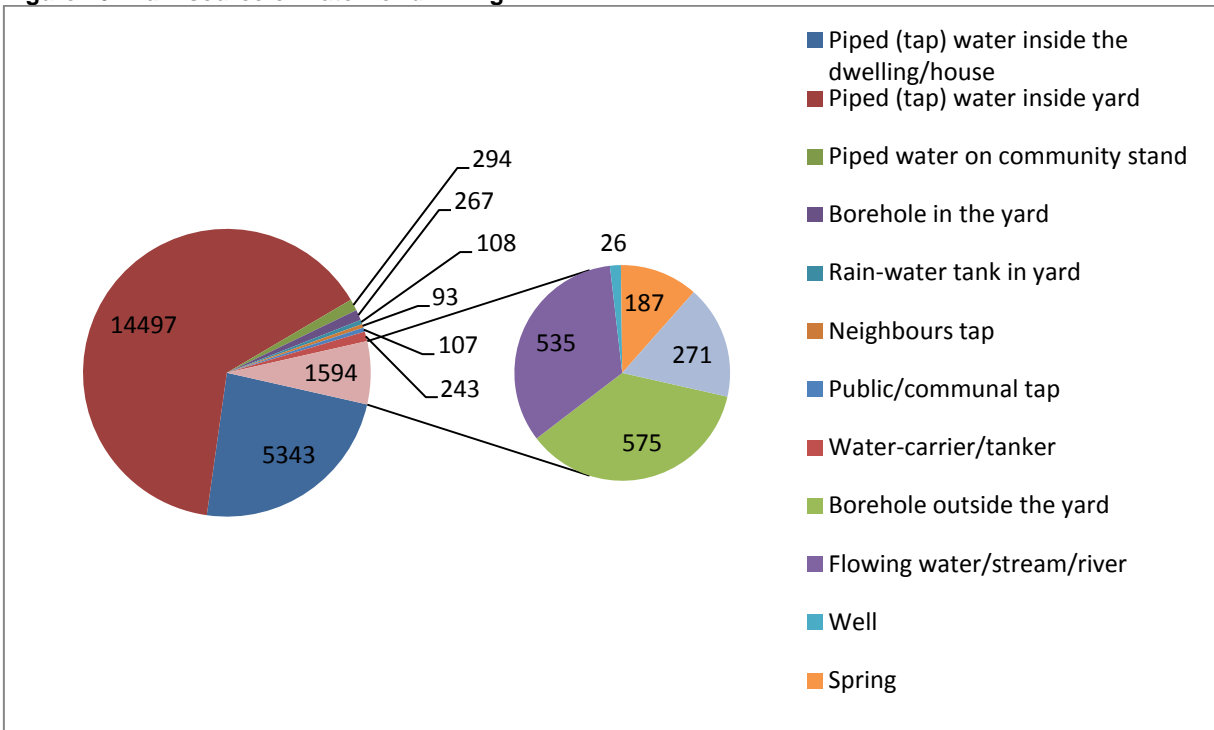


Source: Community Survey 2016

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.

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**Figure 16: 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	None	None	None
Ward 2	1031	1031	0	N/A	N/A	N/A
Ward 3	2545	2285	260	Construction of 2km water pipe with 71 house connection	28 Feb 2018	Project complete
Ward 4	1946	1649	297	Providing water to 71 HH (boreholes)	30 June 2018	Project is at 35% construction
Ward 5	1771	1569	202	Providing water to 71 HH (boreholes)	30 June 2018	Project is at 35% construction
Ward 6	2240	2111	129	Providing water to 71 HH (boreholes)	30 June 2018	Project is at 35% construction
Ward 7	2238	2045	193	Providing water to 71 HH (boreholes)	30 June 2018	Project is at 35% construction
Ward 8	2070	1876	194	Providing water to 71 HH (boreholes)	30 June 2018	Project is at 35% construction

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Ward 9	1358	1248	110	None	None	None
Ward 10	2679	2169	510	Providing water to 71 HH (boreholes)	30 June 2018	Project is at 35% construction
Ward 11	2138	1941	197	None	None	None

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:

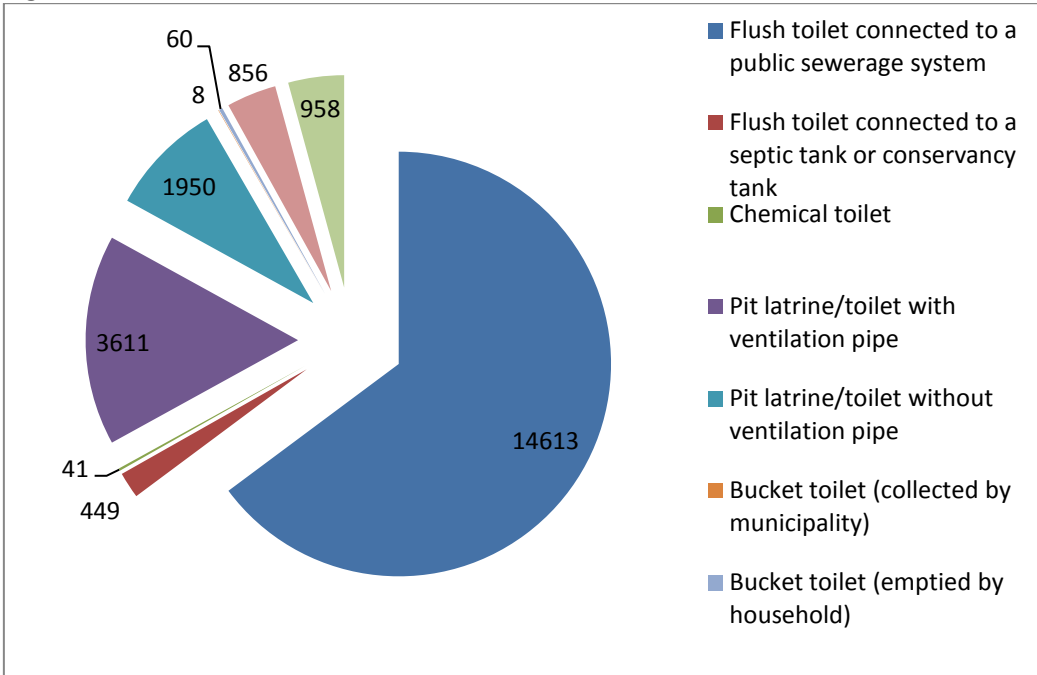
- Lack of water quality laboratories equipment's
- No process controllers in some of the treatment works
- Shortage of operation and maintenance staffs
- Limited budget for operation and maintenance.
- Ageing infrastructure e.g. asbestos pipe, water meters, overloaded treatment plant
- Critical sector 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.

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**Figure17: 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 End of February 2018
				Intervention	Timeframe	
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 42 improved sanitation	30 April 2018	The project is at 61% construction
Ward 5	1771	1741	30	Installation of 10 improved sanitation	30 April 2018	The project is at 61% construction
Ward 6	2240	2211	29	Installation of 45 improved sanitation	30 April 2018	The project is at 61% construction

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Ward 7	2238	2200	38	Installation of 54 improved sanitation	30 April 2018	The project is at 61% construction
Ward 8	2070	2061	9	Installation of 144 improved sanitation	30 April 2018	The project is at 61% construction
Ward 9	1358	1290	68	None	None	None
Ward 10	2679	2551	128	Installation of 52 improved sanitation	30 April 2018	The project is at 61% construction
Ward 11	2138	2055	83	None	None	None

### 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 (Singobile 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. The municipality is currently upgrading the Davel Sub Station in Vukuzakhe to 10MVA 88/11kv substation.

#### **VUKUZAKHE**

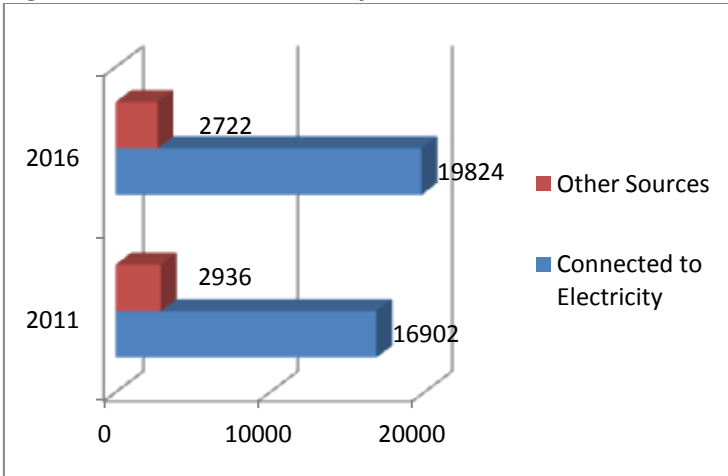
The electricity distribution is mostly on underground cables with current supply capacity of 8MVA and spare capacity of 3,5MVA. All the streets have public lighting through streetlights and high mast lights. There are 590 households in ward 1 that still need access to electricity; application has been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

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**Figure 18: 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
				Intervention	Timeframe	End of February 2018
Ward 1	2790	2790	60	Electrification of 60 Households	15 Dec 2018	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.

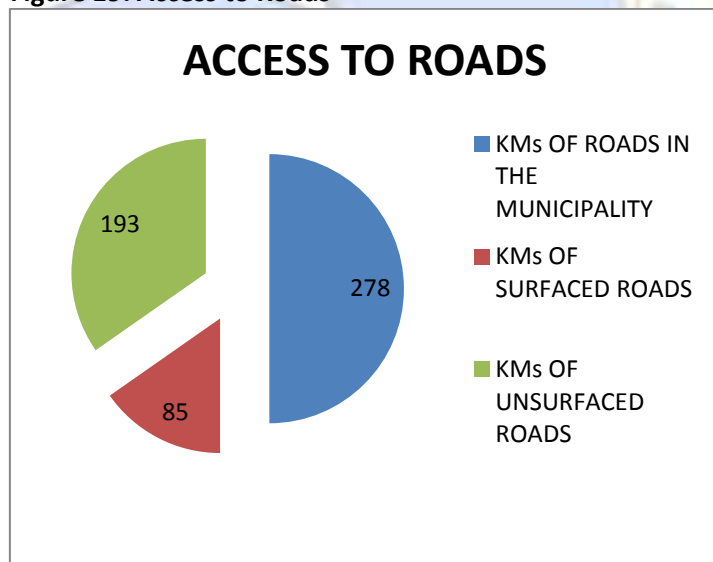
The N11 between Ermelo, Amersfoort and Volksrust transverses the area and it is an important north-south transportation route providing access from the Limpopo Province and to the Northern KZN. The N11 is used freight transportation route and can also be viewed as a potential corridor on boosting the 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 19: 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.

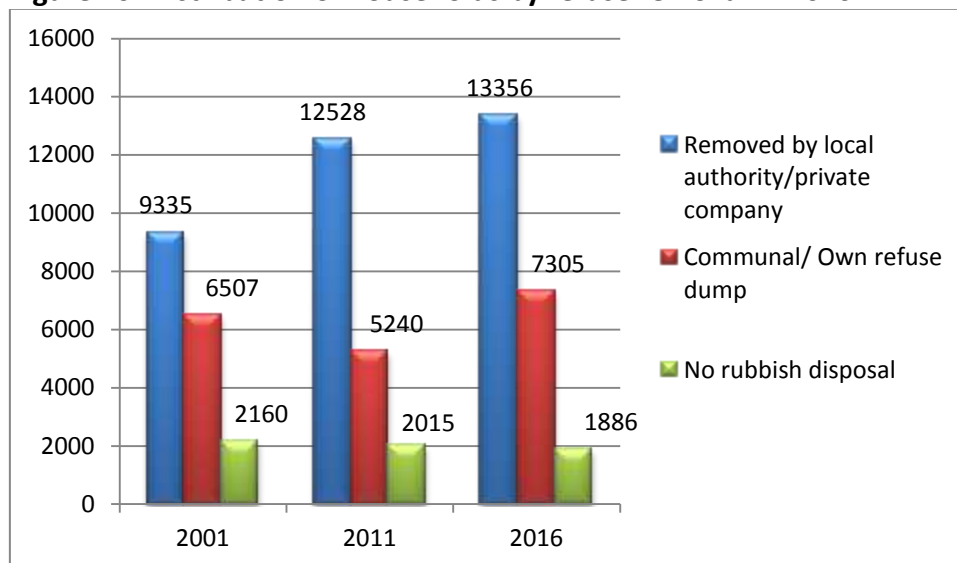
#### **4.8.2.11.1 Waste Removal**

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 20: 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

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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
<b>Census 2011 Statistics</b>					
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
<b>2016 Community Survey Statistics</b>					
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 4<sup>th</sup> 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.

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**Table 29 – 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	<b>1.0%</b>	<b>1.9%</b>	<b>1.3%</b>
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 3<sup>rd</sup> smallest economy in the province and 2<sup>nd</sup> 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.

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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 30 – Tourism Expenditure**

Region	Total tourism spends (R-million)		Tourism spend as % of GDP (current prices)	
	2011	2016	2011	2016
<b>Gert Sibande</b>	2 159	3 427	3.4%	3.7%
<b>Chief Albert Luthuli</b>	387	499	8.0%	6.6%
<b>Msukaligwa</b>	349	627	3.6%	4.5%
<b>Mkhondo</b>	190	302	3.4%	3.5%
<b>Dr Pixley Ka Isaka Seme</b>	<b>139</b>	<b>245</b>	<b>6.1%</b>	<b>7.5%</b>
<b>Lekwa</b>	137	258	1.8%	2.4%
<b>Dipaleseng</b>	235	324	13.2%	12.5%
<b>Govan Mbeki</b>	721	1 172	2.3%	2.5%

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 sought to benefit cooperatives from five admin units and create substantial jobs. The Incubator programme for cooperatives was implemented but brought to a halt. The Municipality and Eskom are currently engaged in the process of resuscitating the Fly Ash Project at the Local Municipality.

## **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 outlet 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 53 beneficiaries that will have be employed in this programme for 2018/2019.

#### **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 1200 people for the 2018/19 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

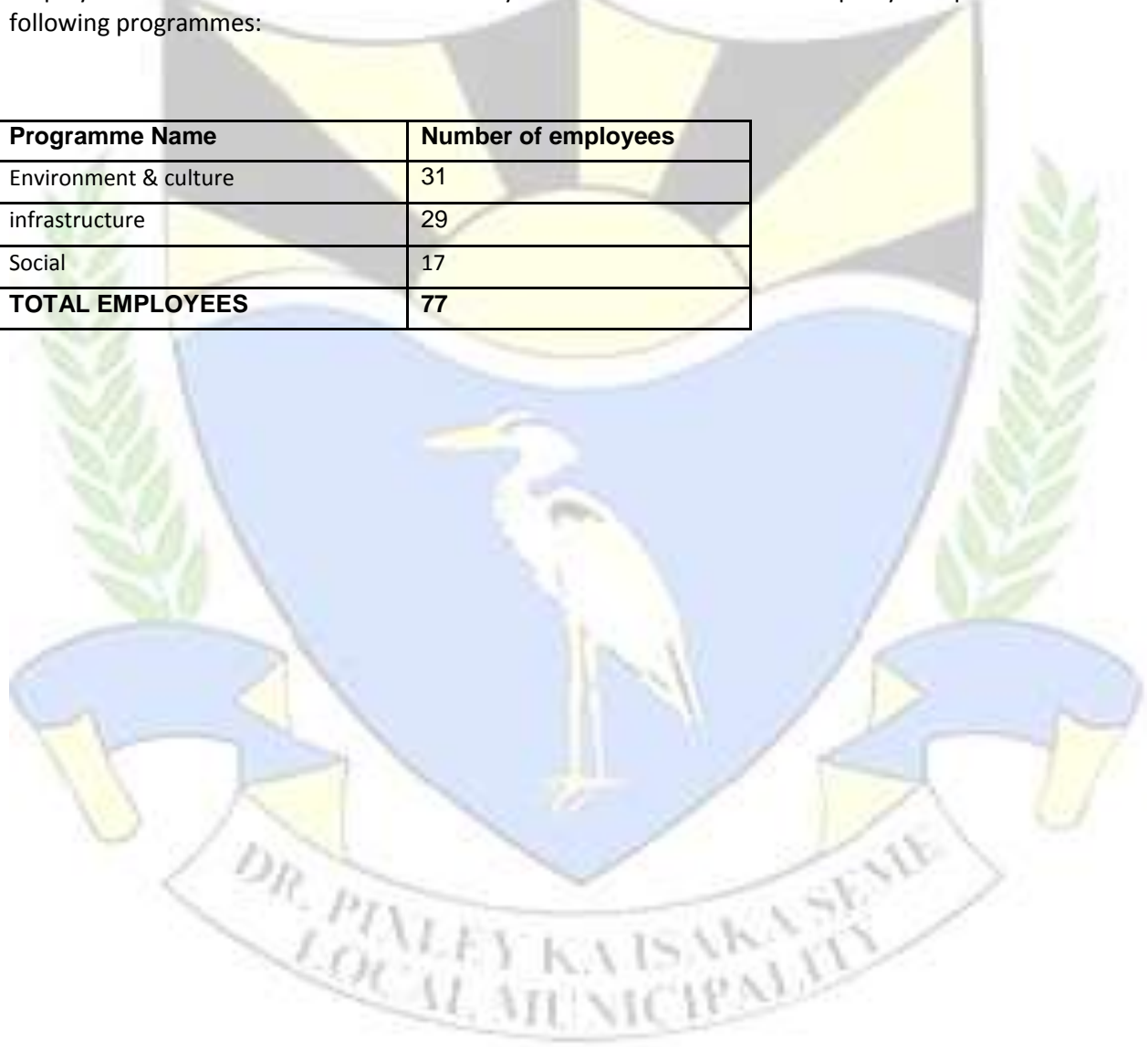
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The Dr. Pixley Ka Isaka Seme Local Municipality through the EPWP Programme has employed 160 people during the 2016/17 financial year. Even though people are hired on a six months' contract and not on a permanent basis it has a positive contribution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

The Municipality should initiate a process to co fund the EPWP Programme and in house implementation and funding of the Programme.

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

Programme Name	Number of employees
Environment & culture	31
infrastructure	29
Social	17
<b>TOTAL EMPLOYEES</b>	<b>77</b>



## **4.8.4 KPA 4: FINANCIAL VIABILITY**

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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 constraints, 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 2017/18 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 resource (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.

- Acting Allowance Policy
- Credit Control and Debt Collection Policy
- Supply Chain Management Policy
- Rates Policy
- Tariff Policy
- Doubtful debt Policy
- Cash Management and Investment Policy
- Virement Policy
- Petty Cash Policy
- Indigent Support Policy

- Budget Policy
- Fixed Asset Management Policy
- Education Policy
- Overtime Policy
- Promotion Policy
- Recruitment Policy
- Retention Policy
- Student assistance Policy
- Transfer Policy
- Travelling and Subsistence 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.

##### **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:

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

Operational expenditure:

- ✓ Normal revenue streams

### 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 the provision of basic 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 maintaining a sound financial management including 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 the 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' staff achieves efficiency, their daily tasks performance

review incorporating time and motion studies will be conducted on all functions. It is expected that this review will promote efficiency 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.

### **4.8.5 Financial Matters**

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#### **4.8.5.1 Financial Management System**

The municipality has been in the last few years been using the Sebata Financial Management Systems which was succeeded the Finstel and currently using Munsoft. It became evident that the systems 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 the past.

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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 which is to date working effectively. The NT has also introduced a new system Mscoa in a quest to assure that all data sent by all municipalities is consistent.

### 4.8.5.2 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 2088 number of indigents that are registered in the incentive programme.

The table below represents the collection rate from July 2017 until February 2018.

PAYMENT RATE PERCENTAGES	
<b>JULY</b>	38%
<b>AUGUST</b>	25%
<b>SEPTEMBER</b>	56%
<b>OCTOBER</b>	60%
<b>NOVEMBER</b>	47%
<b>DECEMBER</b>	30%
<b>JANUARY</b>	53%
<b>FEBRUARY</b>	41%
<b>AVERAGE COLLECTION RATE</b>	44%

The tables above give 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

As per 2016/17

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 2018/19 financial year.

- Conduct Data Cleansing
- Conduct policy awareness workshops amongst employees
- Conduct an Audit of all Water and Electricity meters that are in place and fully functional.

### **4.8.6 Supply Chain Management**

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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:

1. Formulate and advise on SCM policy;
2. Administer national procurement legislation and regulations;
3. Promote communications and liaison between different SCM units;
4. Monitor the performance of SCM Units at national, provincial and local government level;
5. Serve as a linkage between national government and the SCM units located in institutions;
6. Issue regulations to ensure uniform application of the national SCM policy,
7. Establish minimum reporting requirements for accounting officers/authorities;
8. Investigate complaints received from the public regarding bid procedures and irregularities;
9. Maintain a database of non-preferred suppliers;
10. 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
11. Facilitate the arrangement of transversal contracts, provided that they are cost-effective.

### **4.8.7 Detailed Financial Strategy Action Plan**

#### **4.8.7.1 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 Property Rates 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. 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.

#### **4.8.7.2 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.

#### 4.8.8 BUDGET SUMMARY

SUMMARY OPERATIONAL AND CAPITAL BUDGET FOR FINANCIAL YEAR 2018/2019					
Description	2017/2018 FY		Medium Term Revenue and Expenditure Framework		
	Budget-17/18	PRE-AUDIT OUTCOME	Budget 2018/19	Budget 2019/20	Budget 2020/21
<b>OPERATING BUDGET</b>					
EMPLOYEE COST	88,299,000	69,387,000	106,738,000	114,424,000	122,662,000
REMUNERATION OF COUNCILLORS	8,193,000	7,584,000	9,056,000	9,762,000	10,523,000
DEPRECIATION & ASSET IMPAIRMENT	37,214	26,641	41,000	41,000	41,000
BULK EXPENSES	78,811	70,610	84,057	86,663	95,678
TRANSFERS AND GRANTS	6,334	3,950	6,733	7,164	7,630
OTHER EXPENDITURE	88,272	96,667	124,493	127,532	130,817
DEPRECIATION					
<b>TOTAL EXPENDITURE</b>	<b>307,123</b>	<b>277,454</b>	<b>372,077</b>	<b>389,545</b>	<b>408,310</b>
<b>Surplus/(Deficit)</b>	(10,373)	1,625	(51,855)	(4,972)	(44,730)
TRANSFERS AND SUBSIDIES - CAPITAL (MONETARY ALLOCATIONS) (NATIONAL / PROVINCIAL AND DISTRICT)	44,930	32,086	68,331	107,624	316,770
<b>SURPLUS/(DEFICIT) AFTER CAPITAL TRANSFERS &amp; CONTRIBUTIONS</b>	34,557	33,711	16,476	102,652	272,040
<b>FINANCIAL PERFORMANCE</b>					
FUNCTIONAL CLASSIFICATION DESCRIPTION	Original Budget	Full Year Forecast	Budget 2018/19	Budget 2019/20	Budget 2020/21
GOVERNANCE AND ADMINISTRATION	174,793	175,543	182,091	193,745	206,338
COMMUNITY AND PUBLIC	2,613	2,613	2,777	2,955	3,147

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SAFETY					
ECONOMIC AND ENVIRONMENTAL SERVICES	13,430	13,429	14,275	15,189	16,176
TRADING SERVICES	<b>150,845</b>	<b>150,845</b>	<b>164,859</b>	<b>175,410</b>	<b>186,812</b>
TOTAL REVENUE – FUNCTIONAL	<b>341,680</b>	<b>342,430</b>	<b>364,003</b>	<b>387,299</b>	<b>412,474</b>
<b>REVENUE BY SOURCE</b>					
GRANT: MUNICIPAL INFRASTRUCTURE GRANT (MIG)	29,326,500	29,326,500	25,956,000	26,424,000	27,717,000
GRANT: EQUITABLE SHARE	96,300,000		103,000,000	-	-
GRANT: MUNICIPAL ELECTRIFICATION (INEP)	17,000,000	17,000,000	12,375,000	5,120,000	9,600,000
GRANT: FINANCIAL MANAGEMENT GRANT			1,770,000		
GRANT: EXPANDED PUBLIC WORKS PROGR INTERGRATE			1,259,000		
GRANT: WATER SERVICE INFRASTRUCTURE GRANT (WSIG)	-	-	-30,000,000	30,000,000	30,000,000
ASSESSMENT RATES			45,081	47,921	
REFUSE REMOVAL			10,219	15,348	
SALE OF ELECTRICITY-PREPAID			71,833	76,359	
<b>AGENCY SERVICES</b>					
TRAFFIC SERVICES	647	647	687	731	779
INTEREST-External investment	4,241	4,241	4,474	4,720	4,980
INTEREST ON DEBTORS	25,421	25,421	27,023	28,752	30,621
OTHER INCOME	1,951	1,951	2,074	2,207	2,350
<b>TOTAL INCOME</b>	<b>296,750</b>	<b>297,500</b>	<b>320,222</b>	<b>384,573</b>	<b>363,580</b>

## **4.8.5 KPA 5: INTERGOVERNMENTAL RELATIONS, 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 29<sup>th</sup> July 2014 with resolution number (A80/2014).

### **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 31<sup>st</sup> 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 29<sup>th</sup> May 2013 with council resolution number (A75/2013) and furthermore approved the Whistle Blowing Policy on the 9<sup>th</sup> 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 INTERFACE BETWEEN IGR, COMMUNICATION AND PUBLIC PARTICIPATION**

Dr. Pixley Ka Isaka Seme Local Municipality has developed a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose encourages and creates conditions for, the local community to participate in the affairs of the municipality, including:

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

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

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

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

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

- The Constitution –Chapter 7 (section 152) two objectives of local government that apply to public participation:
- Provide democratic and accountable government for local communities
- Encourage the involvement of communities and community organisations in matters of local government
- The White Paper on Local Government, 1998
- The Municipal Structures Act, 117 of 1998
- The Municipal Systems Act, 32 of 2000

#### 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 has 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 31: Performance on Presidential Hotline issues**

Municipality	Open calls	Resolved	Total Calls
Chief Albert Luthuli L M	57	none	57
Dipaleseng L M	17	7	17
Govan Mbeki L M	64	43	64
Lekwa L M			
Msukaligwa L M	174	155	174
Mkhondo L M	334	34	334
Dr Pixley Ka Isaka Seme L M	-	-	-

#### 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)).

No of wards	No of functional wards committees	None functional
11	11	0

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

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- Ward Community Meetings are called once per quarter
- Monthly reports and Portfolio of evidence are submitted to the office of the Speaker.

## **Community Development Workers (CDWs)**

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

CDWs can attend ward committee meetings and offer advice, secretariat of ward committee and referral and attend OVS.

No of wards	No of functional wards committees
11	1, 4 & 5

### **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 impact 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:

- In adequate or inappropriate strategies and programs for Youth development, including opportunities for employment for young people
- Minimum Youth Participation in Local Government matters
- Ineffective of Youth developmental organizations (Youth Councils)
- Un coordinated, 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:

- Learner ship with the department of Public Works where young people are given the opportunity to be part of a Learner ship 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.
- Learner ship 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.

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- 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, Amersfoort, Wakkerstroom, Perdekop and Volksrust.

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 32- Number of disabled persons per category**

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

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 are 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, Vukuzakhe and Perdekop. 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; However, the Geo-techs restricted development though alternative portions have been, which is erf 1288 and 876 (1263 now), which will accommodate 225 and 272 erven respectively.

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- 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 Perdekop/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 Perdekop 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 Planning studies such as EIA, GEO-TECH, Engineering services has been conducted for (232 + stands). The appointed service provider is now busy with the layout plan and the Township Establishment Application

### **EZAMOKUHLE**

The Planning studies such as EIA, GEO-TECH, Engineering services has been conducted for (941 stands). The appointed service provider is now busy with the layout plan and the Township Establishment Application

### **SIYAZENZELA**

(Sibiya Le Roux Consultant hired by the Department of Human Settlement is currently busy with the finalisation of Township Establishment project of 448 sites.

### **VUKUZAKHE B**

The layout plan of 761 stands for Vukuzakhe B is complete and the Township Application has been submitted to the Municipality, it is on the public participation process.

### **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

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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.





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Ref	Project/Activity	Responsible Department	Estimated Project Cost	2011/12 Allocation	2012/13 Allocation	2013 onwards Allocation
<b>VOLKSRUST</b>						
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		
<b>VUKUZAKHE</b>						
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 Development	R 2 200 000-00	-	-	R 2 200 000-00
5.	Thusong Centre	Community Services	R 1 500 000-00	R 1 500 000-00	-	-

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6.	Register Waste dump site	Technical & Engineering Services	R 350 000-00	R 350 000-00	-	-
<b>AMERSFOORT</b>						
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	-	-
<b>EZAMOKUHLE</b>						
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	R1 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	-	-
<b>PERDEKOP/SIYAZENZELA</b>						
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

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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 LAND REFORM AND LAND ADMINISTRATION

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

## 4.8.6.3 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.

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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.

### 4.8.6.3.1 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 33: 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

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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.

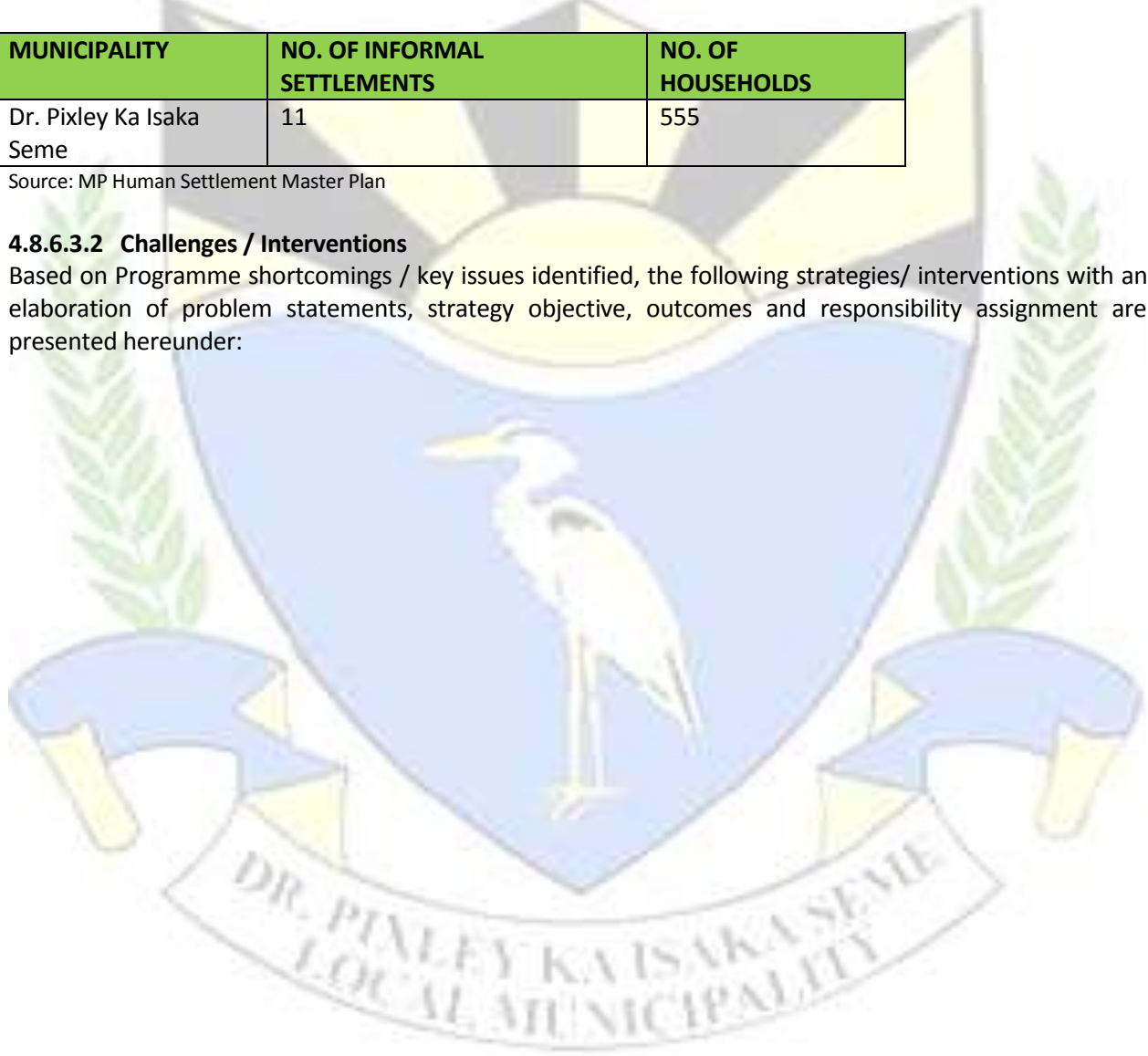
The number of Households living in informal settlements also poses a challenge for the provision of adequate shelter. As can be seen from the table below 11 informal settlements have been identified in the Municipality. The total number of households living in these formal settlements is estimated at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

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

Source: MP Human Settlement Master Plan

### 4.8.6.3.2 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:





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	Problem Statement	Strategy/Intervention	Objective	Outcomes	Accountability
1.	<b>Lack of Reliable Municipal Housing Needs/Demand Information hinders the planning effort-</b> 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"> <li>•Enhanced knowledge and understanding of the municipal housing needs/demand</li> <li>•Enhanced ability to manage municipal housing needs/demand; and</li> <li>•Enhanced ability to plan for the required interventions/housing delivery</li> </ul>	Manager Housing
2.	<b>Slow start on Social/Affordable Rental Accommodation provision-</b> 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"> <li>•Enhanced knowledge and understanding of municipal social/affordable rental needs/demand;</li> <li>•Enhanced ability to plan for the required interventions – set realistic targets, budget, timelines etc.- for inclusion in the Provincial Human Settlement Business Plan; and</li> <li>•Enhanced ability to contribute towards the achievement of Provincial Outcome 8 Social/Affordable Rental Accommodation Targets.</li> </ul>	Manager Housing
3.	<b>Low number of Gap Market Households accessing subsidies is a major concern-</b> 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"> <li>•Increase number of households utilising Gap Market subsidies;</li> <li>•Enhanced knowledge and understanding of municipal Gap Market housing needs /demand;</li> <li>•Enhanced ability to plan for the required interventions – set realistic target, budget, timelines, etc.- for inclusion in the Provincial Human Settlement Business Plan; and</li> <li>•Enhanced ability to contribute towards the achievement of Provincial Outcome 8 Gap Market Target</li> </ul>	Manager Housing
4.	<b>Prevalence of un-integrated and unsustainable Human Settlements still a concern-</b> 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 years ago, the tool remains largely unutilised and envisaged outcomes are not being attained.	Social and Economic Amenities Programme Implementation	To create integrated and sustainable human settlements	<ul style="list-style-type: none"> <li>•Enhanced knowledge and understanding of municipal Social and Economic Amenities needs/ demand; and</li> <li>•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</li> </ul>	Manager Planning and Development
5.	<b>Slow Progress in the Upgrading of Informal Settlements negatively affects the achievement of set targets –</b> Housing instruments currently being	Progressive Upgrading of Informal Settlements	To fast track the upgrading of informal settlements in line with	<ul style="list-style-type: none"> <li>•Improved programmes / project strategic alignment and target delivery.</li> <li>•Enhanced ability to increase the number of informal settlements households accessing basic services (water, sanitation, refuse removal and electricity) and security of</li> </ul>	Manager Planning and Development



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	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.		policy	tenure; <ul style="list-style-type: none"> <li>•Enhanced ability to upscale and accelerate the implementation of the programme; and</li> <li>•Enhanced ability to contribute towards the achievement of Provincial Outcome 8 Informal Settlement Upgrading Targets</li> </ul>	
6.	<b>Mismatch between Projects Implemented and strategic goals of government - Whilst</b> 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"> <li>•Enhanced strategic planning knowledge and skills;</li> <li>•Enhanced ability to increase the municipal contribution towards the achievement of government’s strategic goals and objectives overall; and</li> <li>•Enhanced level of compliance with policy directives, for the municipality.</li> </ul>	Manager Planning and Development
7.	<b>Rampant Land invasions create havoc –</b> 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"> <li>•Enhanced knowledge and understanding of the nature and extent of land invasions;</li> <li>•Enhanced capacity to manage and monitor land invasion / the proliferation of informal settlements ; and</li> <li>•Enhanced ability to plan for required interventions to address the backlog.</li> </ul>	Manager Planning and Development
8.	<b>Municipal Accreditation Position needs clarification -</b> 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"> <li>•Informed decision making on how to handle the accreditation process;</li> <li>•Enhanced ability to plan for the accreditation status; if applied for;</li> </ul>	Municipal Manager

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### 4.8.6.3.3 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.

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### 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	HOUSING BACKLOG 2011 - 2015					PHASE 2	TOTAL 2010-2015
	TOTAL	2011	2012	2013	2014	2015	TOTAL 2011-2015	
	2010							
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
	<b>3,100</b>	<b>1,840</b>	<b>1,295</b>	<b>1,265</b>	<b>1,165</b>	<b>1,095</b>	<b>6,660</b>	<b>9,760</b>

The ± 291ha needed for housing development till 2015 is based on an average erf. size of 350m<sup>2</sup>, 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 <sup>2</sup> )	TOTAL AREA (m <sup>2</sup> ) RESIDENTIAL	TOTAL AREA (m <sup>2</sup> ) OTHER USES	TOTAL AREA (m <sup>2</sup> ) 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
	<b>6,600</b>		<b>2,331,000</b>	<b>116,550.00</b>	<b>466,200</b>	<b>291,38ha</b>

## **4.8.6.1 Rural Development, Agriculture and Land Reform**

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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**

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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 31<sup>st</sup> 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.

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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, therefore 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

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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



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### 5.2 Key Performance Indicators and Key Performance Areas

IDP NO	KPI DESCRIPTION	KPI OBJECTIVE	KPI TARGET	FUNCTION SEGMENT	REGION SEGMENT	2018/2019 BUDGET FORECAST (Y1)	2019/2020 BUDGET FORECAST (Y2)	2020/2021 BUDGET FORECAST (Y3)	2021/2022 BUDGET FORECAST (Y4)
IDP/MIG/MP1535/CE/304	Basic Service Delivery and Infrastructure Development	To provide access to Basic Service Delivery to 1 the community.	Refurbishment of sport facilities in Vukuzakhe and Amersfoort	Re-creational facilities/Core Function/sport ground	Ward 2, 7 and 8	Refurbishment of 2x sport facilities	N/A	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	Water reticulation for 3.8km with 200 house connections	Water reticulation for 3km with 150 house connections	Water reticulation for 3.2km with 301 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 Vukuzakhe.	Waste Water and water Management/Core Function/Sewerage	Ward 1, 2 and 3	Sewer reticulation for 5.1km with 603 toilet top structures and water reticulation for 6km with 603 house	Sewer reticulation for 4.1km with 498 toilet top structures and water reticulation for 3km with	Sewer reticulation for 2.5km with 300 toilet top structures and water reticulation for 2km with	N/A

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						connections	498 house connections	125 house connections	
<i>IDP/MIG/MP15 77/S/16/19</i>	Basic Service Delivery and Infrastructure Development	To provide access to Basic Service Delivery to the community.	Construction of sewer reticulation with house connection in Amersfoort ward 7 and 8	Waste Water Management/Core Function/Sewerage	ward 7 and 8	Sewer reticulation for 2.8km with 98 house connections	N/A	N/A	N/A
<i>IDP/MIG/MP11 55/S/304</i>	Basic Service Delivery and Infrastructure Development	To provide access to Basic Service Delivery to the community.	Construction of sewer reticulation with house connection in Perdekop ward 6	Waste Water Management/Core Function/Sewerage	ward 6	Sewer reticulation for 2.9km with 110 house connections	Sewer reticulation for 2.0km with 90 house connections	Sewer reticulation for 2.9km with 110 house connections	Sewer reticulation for 2.9km with 110 house connections
<i>IDP/MIG/MP11 55/S/304</i>	Basic Service Delivery and Infrastructure Development	To provide access to Basic Service Delivery to the community.	Reconstruction of paved roads in ward 5	Road transport/Core function/Roads	Ward 5	Construction of 500km paved road	N/A	N/A	N/A
<i>IDP/MIG/MP1103 /RST/11/16</i>	Basic Service Delivery and Infrastructure Development	To provide access to Basic Service Delivery to the community.	Reconstruction of sewer reticulation with house connection in Wakkerstroom/	Waste Water Management/Core Function/Sewerage	Ward 5	Construction of 1.0km paved road.	Construction of 2.7km paved road		Construction of 2.1km paved road
<i>IDP/MIG/MP11</i>	Basic Service	To provide	Fencing, of	Public safety/Core	Ward 9	Installation of	N/A	N/A	N/A

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55/ S/304	Delivery and Infrastructure Development	access to Basic Service Delivery to the community.	cemeteries	Function/Fencing		razor wire fence for 970km			
IDP/MIG/MP1157 /S/304	Basic Service Delivery and Infrastructure Development	To provide access to Basic Service Delivery to the community.	Construction of 2x high mast lights in Daggakraal ward 10	Electricity/Core function/Electricity	Ward 10	Erection of 2 x high mast lights	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 445 House Holds in Vukuzakhe ward 1	Electricity/Core function/Electricity	Ward 1	Electrification of 445 HH (phase	Electrification of 250 HH	Electrification of 250 HH	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 1	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
IDP/MIG/MP1 535 /CE/304	Basic Service Delivery and Infrastructure Development	To provide access to Basic Service Delivery to the community.	Refurbishment of sport facilities in Vukuzakhe and Amersfoort	Re-recreational facilities/Core Function/sport ground	Ward 2, 7 and 8	Refurbishment of 2x sport facilities	N/A	N/A	N/A

## FINAL 2018- 2022 IDP

### 5.3 Projects

#### 5.3.1 OWN FUNDED PROJECTS

PROJECT NO.	PROJECT NAME	BUDGET
IDP/MIG/MP1159/S/304	Paving of roads in Volksrust ward 4	R 3 000 000
	<i>Support on local cooperatives</i>	R 3 000 000

**Internal Allocation      R6,000,000.00**

#### 5.3.2 MIG FUNDED PROJECTS

PROJECT NO.	PROJECT DESCRIPTION	BUDGET
IDP/MIG/MP1535 /CE/304	Development and refurbishment of sport facilities in ward 2 and 8	R1,858,200.00
IDP/MIG/MP1155/ S/13/15	Construction of water and sewer reticulation with house connection in ward 1	R2,280,000.00
IDP/MIG/MP1155 /S/304	Construction of water and sewer reticulation with house connection in ward 2	R2,280,000.00
IDP/MIG/MP1155/ S/13/15	Construction of water and sewer reticulation with house connection in ward 3	R2,280,000.00
IDP/MIG/MP1155/ S/304	Construction of sewer reticulation networks in Wakkerstroom ward 5	R2,280,000.00
IDP/MIG/MP1158/ W/12/15	Construction of water and toilets top structures in Daggakraal, Hlanganani and sinqobile	R2,280,000.00
IDP/MIG/MP1155/ S/13/15	Construction of water and toilets top structures in Daggakraal, Hlanganani and sinqobile	R2,280,000.00
IDP/MIG/MP1155/ S/304	Construction of water and toilets top structures in Daggakraal, Hlanganani and sinqobile	R2,280,000.00
IDP/MIG/MP1155/ S/304	Construction of water and sewer reticulation networks with toilet top structures in Perdekop	R2,280,000.00
IDP/MIG/MP1577/ S/16/19	Construction of water and sewer reticulation networks with toilet top structures in Ezamokuhle	R4,560,000.00
	<b>Total on Projects</b>	<b>R24,658,200.00</b>
	PMU Administrative costs and operations	R1,297,800.00
	<b>Total MIG Allocation</b>	<b>R25,956,000.00</b>

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### 5.3.3 INEP FUNDED PROJECTS

PROJECT NO.	PROJECT NAME	INEP registered funds	Total Project Amount	Location
IDP/INEP/MP1142/EL/304	Electrification of 256 House hold within Dr Pixley Ka Isaka Seme Local municipality (Phase 5)	R7,310,055.16	R7,310,055.16	1, 3 and 11
IDP/INEP/MP1142/EL/304	Construction of a 10MVA 88/11KV substation in Vukuzakhe ward 1	R5,065,444.84	R5,065,444.84	RDP houses with beneficiaries
<b>INEP Allocation</b>		<b>R12,375,500.00</b>		

Project No.	Project Name	BUDGET
IDP/WSIG/MP1142/WWTW/304	Refurbishment and Upgrading of the 5ML WWTW in Volksrust (Ward 4)	R16,525,000.00
IDP/WSIG/MP1142/BW/304	Construction of a 35km bulk pipeline from Wakkerstoom to Volksrust and construction of a 5ML reservoir in Vukuzakhe with the upgrading of the WTW and raw water extractio pipeline (1,2,3,4 and 5)	R13,475,000.00
<b>WSIG Allocation</b>		<b>R30,000,000.00</b>

### 5.3.4 DISTRICT DRAFT PROJECTS

PROJECT DESTRIPTION	2018/19 BUDGET
Water Quality Testing (Ongoing	R 750 000
Construction of Disaster Management Centre	R 21 000 000

### 5.3.5 SECTOR DEPARTMENTS PROJECTS

<b>DEPARTMENT OF PUBLIC WORKS, ROAD &amp; TRANSPORT</b>	
PROJECT DESCRIPTION	2018/19 Budget
Upgrading of Rural Access Road D281 between Volksrust and Daggakraal (12.42 km)	64 038

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Road maintenance projects through special labour-intensive methods, (EPWP) - Gert Sibande	15 000
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Construction of Daggakraal	3 000
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### DEPARTMENT OF CULTURE, SPORT AND RECREATION

PROJECT NAME	PROJECT STATUS 2017/18	TARGET	Total project cost R'000
Athletes, Coaches, technical officials, administrators, managers and communities ( Wakkerstroom and Amersfoort)	in progress	in progress	R2,500

### DEPARTMENT OF HEALTH

Project/Programme Name/Description	2018/19 Target	2018/19 Budget Allocation (Annual) R`000
<b>Vukuzakhe Clinic:</b> (Construction of new Clinic and accommodation units including associated external works) <b>Phase 2</b>	50% construction	183

### DEPARTMENT OF COMMUNITY, SAFETY AND SECURITY LIAISON

Project/Programme Name/Description	Project Beneficiary	2018/19 Target	2018/19 Budget Allocation R'000	Total project cost R'000
Monitoring of Police Stations	Amersfoort	Police Stations audited on the implementation of Domestic Violence Act (DVA)	Operational	Operational
Audits on the implementation of Domestic Violence Act (DVA)	Wakkerstroom Perdekop Volksrust	03 Police Stations monitored on policy compliance	Operational	Operational

### Educational Awareness campaigns

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(01) Gender based violence campaign	Volksrust Wakkerstroom	02 Educational Awareness campaigns conducted	R208 000	R208 000
<b>Community Police Relations</b>				
Assess Community Safety Forum	Volksrust	01 Community Safety Forum assessed	R50 000	R50 000
Assess Community Police Forum	Perdekop, Volksrust, Amersfoort Daggakraal Wakkerstroom	05 Community Police Forum assessed	R250 000	R250 000

### DEPARTMENT OF SOCIAL DEVELOPMENT

#### YOUTH AND DEVELOPMENT PROGRAMME

Name of organization	Ward number	Physical address	Allocation for 2018/19	NPO number and status	Name of responsible social worker / social auxiliary worker / CDP
Sinethemba youth development center	8	AMERFOORT CLINIC	R 188 889	127-815 NPO Registered	S SIBIYA
Eyethu Daggakraal youth development	09	HOME AFFAIRS BUILDING.	R 188 889	886-252 NPO Registered	S YENDE
Perderkop youth development Centre	6	Perdekop Old library municipal building	R 183 889	091-320 NPO Registered	M.P SHOBA
Volksrust youth development Centre	2	Trade and trade center Municipal building	R 200 000	091-119 NPO Registered	M.T ZWANE
Wakkersroom youth development Centre	5	1047 van rebeck street Wakkrestroom	R 200 000	092-351 NPO Registered	M>P SHOBA

#### CHILDREN AND FAMILIES



## FINAL 2018- 2022 IDP

Name of organization	Ward number	Physical address	Allocation for 2018/19	NPO number and status	Name of responsible social worker / social auxiliary worker / CDP
1.Entokozweni Isibindi	2	Old Municipal offices TSotetsi street Vukuzakhe Volksrust	R652,000.00	170-116NPO Registered	N Khoza /M Shoba

### CHILD PROTECTION ORGANIZATIONS

Name of organization	Ward number	Physical address	Allocation for 2018/19	NPO number and status	Name of responsible social worker / social auxiliary worker / CDP
Christian Social Council	4	32-34 Adelaide Tambo Street Volksrust	R272,247	011-133 NPO Registered	P. Nkabini
SAVF Volksrust	4	10B Dr Nelson Mandela Drive Volksrust	R178,219	001-523 NPO Registered	P.Nkabini

### CHILD AND YOUTH CARE CENTRE

Name of organization	Ward number	Physical address	Allocation for 2018/19	NPO number and status	Name of responsible social worker / social auxiliary worker / CDP
Louis Hilderbrandt Children's Home	4	7 Steenbok Street Juba Park  Volksrust	R3 00,2500.00	010-905 NPO  Registered	P. Nkabini/ V Radzilani

### CHILD AND YOUTH CARE CENTRE

Name of organization	Ward number	Physical address	Allocation for 2018/19	NPO number and status	Name of responsible social worker / social auxiliary worker / CDP
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## FINAL 2018- 2022 IDP

Louis Hilderbrandt Children's Home	4	7 Steenbok Street Juba Park Volksrust	R3 00,2500.	010-905 NPO Registered	P. Nkabini/ V Radzilani
<b>PARTIAL CARE (ECD)</b>					
Name of organization	Ward number	Physical address	Allocation for 2018/19	NPO number and status	Name of responsible social worker / social auxiliary worker / CDP
Hopewell DCC	6	Site no.736 Siyazenzela new Location Perdekop	R221,760	Registered	E Mphuthi/ B Lekhuleni
Khayaletu DCC	11	Stand no.5106 St Mary mission Daggakraal no 3	R396,00	041-054 NPO Registered	N.Shabangu/ B Lekhuleni/ S Sibiya
Khulakahle DCC	8	Stand no 1 Ezamokuhle Location Amersfoort	R653,400	009-957 NPO Registered	N.F Shabangu/ B Lekhuleni/ Zwane M
Lindokuhle DCC	10	Stand no EB 205 Daggakraal no 2	R269,280	024-697 NPO Registered	N.Shabangu/ B Lekhuleni/ S Sibiya
Qalimfundo DCC	8	Stand no 2019 Ezamokuhle Location Amersfoort	R178,200	053-939 NPO Registered	N Shabangu/ S Khoza/ Zwane
Siyabonga Preschool	2	669 Khumalo Street Vukuzakhe Location Volksrust	R764,280	025-346 NPO Registered	Mbatha S/ B Lekhuleni/ M Shoba
Siyaphumelela DCC	10	Stand no. 864 Sinqobile B Daggakraal	R277,200	009-498 NPO Registered	N.Shabangu/ B Lekhuleni/ S Sibiya
Sizakancane DCC	9	Stand no.3304 Sinqobile D Daggakraal	R249,480	030-238 NPO Registered	N.Shabangu/ B Lekhuleni/ S Sibiya
Thembelihle DCC	11	Stand no.1512 Sinqobile C Daggakraal	R237,600	046-570 NPO Registered	N.Shabangu/ B Lekhuleni/ S Sibiya

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Vulamehlo DCC	8	Stand no.858 Ezamokuhle Location Amersfoort	R550,440	009-956 NPO Registered	N.Shabangu/ B Lekhuleni/ S Sibiya
Simtholile DCC	11	Stand no.2187 SinqobileC Daggakraal	R213,840	028-304 NPO Registered	N.Shabangu/ B Lekhuleni/ S Sibiya
Uthandolwethu DCC	5	Stand no. 1068 Siyathuthuka Location Wakkerstroom	R396,000	049-182 NPO Registered	S Mbatha/B Lekhuleni/ S Yende
Ithamsanqa DCC	9	Stand No. 402 Sinqobile A Daggakraal	R162,360	085-779 NPO Registered	N Shabangu/ B Lekhuleni/S Sibiya
Nkambonhle DCC	8	Stand no.117 Mkhwanazi Street Amersfoort	R118,800	086-412 NPO Registered	N Shabangu/ B Lekhuleni/S Sibiya
Ratanang DCC	8	Stand no. 173 China 2 Amersfoort	R170,280	095-355 NPO Registered	N Shabangu/ B Lekhuleni/S Sibiya

### 5.3.6 ESKOM FUNDED PROJECTS

Project Name	Zone	Local Munic	District Munic	Project Type	Planned Connections
Schulspruit Farm 1 & 2	Ermelo	Dr Pixley ka Seme	Gert Sibande	Household	21
Bergvleit Farm	Ermelo	Dr Pixley ka Seme	Gert Sibande	Household	25
Bergvleit Farm Number 2	Ermelo	Dr Pixley ka Seme	Gert Sibande	Household	5
Hartebeesfontein Farm	Ermelo	Dr Pixley ka Seme	Gert Sibande	Household	1
Kafferskraal 513, portion 4	Ermelo	Dr Pixley ka Seme	Gert Sibande	Household	11
Khulani 1 & 2	Ermelo	Dr Pixley ka Seme	Gert Sibande	Household	26
Klippaatdrift Farm	Ermelo	Dr Pixley ka Seme	Gert Sibande	Household	7
Koppieskraal Farm	Ermelo	Dr Pixley ka Seme	Gert Sibande	Household	2
Mooifontein (portion 1,2,3) No. 4971S Farm portion 6&7	Ermelo	Dr Pixley ka Seme	Gert Sibande	Household	15
Piet Zyn Drift Farm	Ermelo	Dr Pixley ka Seme	Gert Sibande	Household	40
Rietspruit Farm	Ermelo	Dr Pixley ka Seme	Gert Sibande	Household	14
Schulspruit Farm 60 portion 14	Ermelo	Dr Pixley ka Seme	Gert Sibande	Household	2

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Sterkspruit 508 Farm	Ermelo	Dr Pixley ka Seme	Gert Sibande	Household	6
Thuthukani CPA/01/0314/A	Ermelo	Dr Pixley ka Seme	Gert Sibande	Household	15
Vlakfontein Farm 1, 2,3,4	Ermelo	Dr Pixley ka Seme	Gert Sibande	Household	18
Vulamehlo Farming Entity	Ermelo	Dr Pixley ka Seme	Gert Sibande	Household	18
Zonderhout farms 1, 2,3,4	Ermelo	Dr Pixley ka Seme	Gert Sibande	Household	8
Zoo ALS portion 8&9 Farm	Ermelo	Dr Pixley ka Seme	Gert Sibande	Household	3

DEPARTMENT OF EDUCATION				
Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2018/19 Target	2018/19 Budget Allocation (Annual) R'000	Total project cost R'000
Isu-Elihle Primary	Ward 6 Perdekop Dr Pixely Ka Isaka Seme	Demolition of 10 Storm Damaged Classrooms and Construction of 10 New Classrooms	R 10 156 325	R 10 156 325
Phembindlela Primary	Ward 3 Elangwane Dr Pixley Ka Isaka Seme	Provision of Fence	R 4 460 400	R 4 460 400

### 5.3.7 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 4.5 Mega litres to 10.8ML	Ward 7 & 8	R64 000 000
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	Ward 7 & 8	R32 000 000

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Plant from 2 to 6 mega litres		
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
Upgrading and re-routing of a bulk water pipe line from Amersfoort WTW to Perdekop ward 6 for 15km	Ward 7&8 – Ward6	Estimated budget R 27 million
Construction of water reticulation and upgrading of 4 mega litre reservoir in Daggakraal	ward 9/10 and 11	From 4 mega litres to 10 mega litres. R 36 million
The implementation of the water and electricity loss strategy plan to enhance revenue	All Wards	Estimated budget R 15 million
Mahatma Ghadi Route	Ward 4	????



## CHAPTER SIX

### IDP & SECTOR PLANS ALIGNMENT ANALYSIS

#### 6.1 Spatial Development Framework

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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 man0made 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**

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### **6.2.1 Introduction**

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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, programmes, 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**

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The following statutes are duly applicable:

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



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

### 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 is currently sharing this function with Gert Sibande District Municipality. 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.

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### 6.2.4 Reports

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
<b>Monthly reports</b>	Section 71 of the MFMA requires that reports be prepared. A financial report is prepared based on municipal programmes and projects.
<b>Quarterly IDP and SDBIP reporting</b>	<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>
<b>Mid-year budget and COGTA report</b>	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.
<b>Annual Performance report (Section 46)</b>	<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"> <li>☐ The performance of the municipality and of each external service provided during that financial year;</li> <li>☐ A comparison of the performances referred to in the above paragraph with targets set for and performances in the previous financial year; and</li> <li>☐ Measures to be taken to improve on the performance.</li> </ul> <p>The performance report must be submitted at the end of the financial year and will be</p>

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	<p>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 performance of the municipality against the targets set in the various planning instruments.</p>
<b>Annual report</b>	<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"> <li>☐ the annual financial statements of the municipality as</li> <li>☐ submitted to the Auditor-General for audit (and, if applicable, consolidated annual financial statements);</li> <li>☐ the Auditor-General’s audit report on the financial statements;</li> <li>☐ an assessment by the Accounting Officer of any arrears on municipal taxes and service charges;</li> <li>☐ particulars of any corrective action taken or to be taken in response to issues raised in the audit reports;</li> <li>☐ any explanations that may be necessary to clarify issues in connection with the financial statements;</li> <li>☐ any information as determined by the municipality;</li> <li>☐ any recommendations of the municipality’s audit committee,</li> <li>☐ 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;</li> <li>☐ an assessment by the Accounting Officer of the municipality’s performance against any measurable performance objectives set in terms the service delivery agreement;</li> <li>☐ the annual performance report prepared by a municipality;</li> <li>☐ Any other information as may be prescribed.</li> </ul> <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"> <li>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.</li> <li>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"> <li>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;</li> <li>B. submit to the Council the outstanding annual report or the outstanding components of the annual report as soon as may be possible.</li> </ol> </li> </ol>
<b>Oversight report</b>	<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"> <li>a) has approved the annual report with or without reservations;</li> </ol>

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b) has rejected the annual report; or  
c) Has referred the annual report back for revision of those components that can be revised.

In terms of Section 132, the following documents must be submitted by the Accounting Officer to the provincial legislature within seven days after the municipal council has adopted the relevant oversight report:

- a) the annual report (or any components thereof) of each municipality and each municipal entity in the province; and
- b) 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.

