



2014/15 – 2016/17 FINAL IDP



DR PIXLEY KA ISAKA SEME LOCAL MUNICIPALITY CONTACT DETAILS

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HISTORICAL BACKGROUND

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

The history of **Volkstrust** 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 Volkstrust (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.

DRAFT

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
INEPBPUP	Integrated National Electrification Programme Business Planning Unit
IS	Information System

<i>IT</i>	<i>Information Technology</i>
<i>ITP</i>	<i>Integrated Transport Plan</i>
<i>KPA</i>	<i>Key Performance Area</i>
<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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FOREWORD BY THE EXECUTIVE MAYOR – COUNCILLOR PV MALATSI

The changing and the shifting socio-economic dynamics of life in the Dr Pixley Ka Isaka Seme Local Municipality have once again necessitated a strategic repositioning of our development and the service delivery programmes and objectives. The aim being to ensure that such programmes addresses the revised needs of our stakeholders and communities.

To this end, it has become necessary to revisit our Integrated Development Plan (IDP), and to revise our development indicators and targets for this financial year. It is important for the municipality to move as quickly as possible in delivering services to the communities of the Dr Pixley Ka Isaka Seme Municipality.

The content of this IDP document is therefore informed by the new and emerging aspirations as well as the needs of the people of Dr Pixley Ka Isaka Seme, expressed at constituted meetings of different communities and stakeholders. We believe that as the sphere of Government that is closest to the people, we carry the obligation to respond directly, immediately and positively to the needs and aspirations of our stakeholders and communities.

In presenting this IDP document I want to commend the people of Dr Pixley Ka Isaka Seme municipality for heeding the call to come and assist the Council in revisiting its development and service delivery agenda. We could not have achieved this objective if it was not for the active and sustained participation of our communities in the process of setting direction and pace of our development programmes and projects.

The strategic focus areas contained in this IDP document include job creation, building sustainable communities, improving governance and building citizen confidence. This document also spells out specific projects and programmes that have to be undertaken. Those projects include the provision of additional human settlements, electricity, and water supply to the communities.

In conclusion I want to dedicate the combined efforts of the political leadership and the management of Dr Pixley Ka Isaka Seme Municipality to the task of fulfilling the local interests of our people within the national priority of endeavouring to create a better life for all.

P.V. MALATSI

EXECUTIVE MAYOR

DR PIXLEY KA ISAKA SEME LOCAL MUNICIPALITY

OVERVIEW BY THE MUNICIPAL MANAGER – MR P MALEBYE

The Integrated Development Plan informs and is the basis for development programmes and projects by all spheres of government, non-governmental organizations and the private sector. It is the key strategic planning tool for the Municipality. For the IDP to remain relevant, a municipality must assess on an annual basis its performance and the achievement of its targets and strategic objectives. The strategies and deliverables in this IDP remain the basis of our work as employees. When translated into the service delivery budget implementation plans (SDBIP's) it becomes our guide to the day to day work and our mandate. We must remain focused and fixed in our application.

The Situational Analysis shows beyond doubt that in the last years there has been a shift from a period of despair to one of hope. A large number of our people in the municipality have access to basic services. There is still room for improvement in the provision of basic services more specifically in the rural/farm areas.

Performance Management remains a challenge. The Municipality is still struggling to find a practical and manageable system as we are committed to the principle of performance assessment. It cannot be that we show a keen interest in the rewards in the form of bonuses, on one hand, but evade the assessment and supervisors abdicate their role in the Performance Management and maintenance of discipline at all times.

Intergovernmental relations remain a key aspect of service delivery to our Communities. It produces great synergy of resources and thinking which leads to great benefits to our communities. This is being realised through the implementation of the Comprehensive Rural Development Programmes (CRDP) and projects in the Municipality. When it does not exist/not functional, it deprives our people of the best services they deserve. We must endeavour to operate for the greater part at its best levels. Let's all join hands as a Community, Councillors and Officials of Dr Pixley Ka Isaka Seme Local Municipality to make sure that all priorities in the 2014/15 financial year's Integrated Development Plan are not just a wish-list but a reality to be lived, and better the lives of our people.

P MALEBYE
MUNICIPAL MANAGER
DR PIXLEY KA ISAKA SEME LOCAL MUNICIPALITY

CHAPTER ONE

INTRODUCTION AND IDP PROCESS OVERVIEW

1.1 Introduction

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

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

Municipal Councils therefore take charge of the following principal responsibilities:

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

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

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

1.2 IDP Document Structure

The 2014/2015 IDP for Dr. Pixley Ka Isaka Seme local Municipality is made up of 7 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.

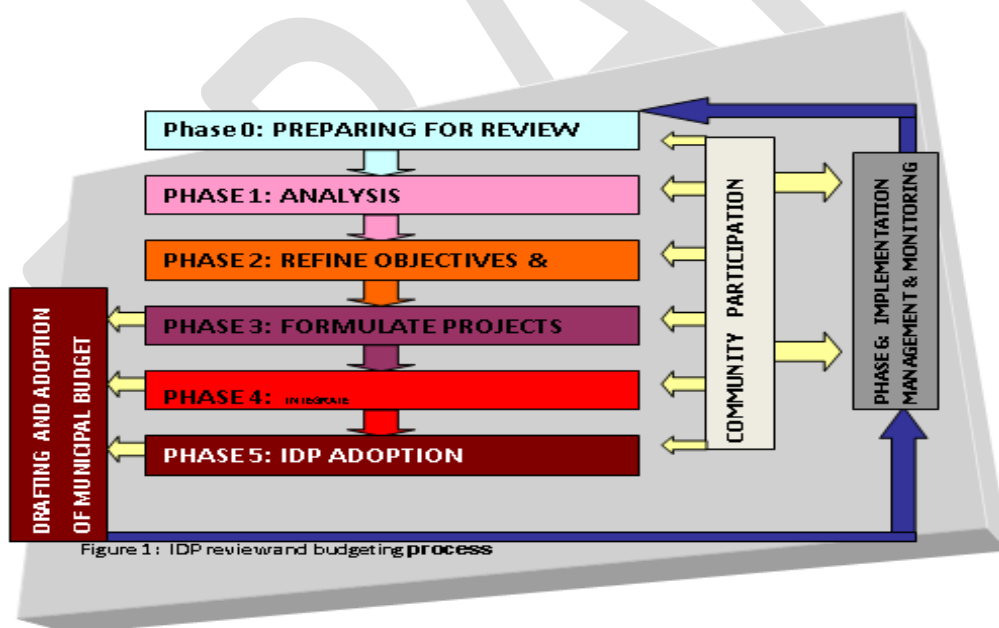
The Chapters are outlined as follows:

- Chapter 1: Deals with the Introduction and IDP Process Overview.

- Chapter 2: Outlines the Municipal Development Profile in terms of the Institutional and Environmental Development Profile.
- Chapter 3: Reflects the key development objectives and strategies that the municipality will use to adhere to legislative requirements.
- Chapter 4: Deals with the comments received from the MEC for Cooperative Governance and Traditional Affairs (COGTA) as well as the findings of the Auditor General (AG). This chapter will also reflect the corrective measures or steps that the Municipality will take to respond to the issues raised by the two offices mentioned above.
- Chapter 5: This chapter will deal with the Municipal Financial Plan.
- Chapter 6: This second last chapter gives an outline of the performance management framework that guides how the municipality will monitor the progress made towards the achievement of the set targets. It also consists of the Corporate Scorecard of the Municipality.
- Chapter 7: This last chapter deals with projects and programmes that will be implemented within the jurisdictional area of the municipality. It refers to projects that will be implemented by the National/Provincial Sector Departments, the Gert Sibande District Municipality and private sectors like ESKOM.

1.3 IDP Review Process

Dr. Pixley Ka Isaka Seme Local Municipality (DPKISLM) followed the 5 phases of the IDP when compiling the 2014/15 IDP.



Preparation Phase

On the 5th September 2013 during the full sitting of Council, the Process Plan was approved with resolution number A133/2013. 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 an performance assessment of the gaps that were picked up in the during the 2013/14 IDP Assessments by COGTA, the 2013/14 SDBIP, the municipal level of development and service delivery backlogs.

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 24 October 2013. It was also placed on the municipal website and in all the municipal administration units namely: Volksrust, Wakkerstroom, Perdekop, Amersfoort and Daggakraal.

Strategy Phase

On the 24th and 25th February 2014 a Mayoral Performance Legotla was held. The Legotla was attended by the Executive Mayor, Chief Whip, The Speaker, Members of the Mayoral Committee, Ward Councillors, and Councillors from the opposition party, Directors and all Managers. The organization's performance for the first 6 months of the financial year was reviewed and the strategies were formulated. The IDP development priorities were re-confirmed as follows:

- Water
- Sanitation
- Electricity
- Housing
- Health
- Education

Project Phase

A Technical Lekgotla comprising of the Municipal Manager, Directors, Managers and Provincial Planners to identify projects that must be prioritized in the 2014/2015 IDP informed by the Mayoral Lekgotla resolutions and the needs raised by the communities.

Integration Phase

To complete the Integration phase the Municipality has considered and Integrated projects and programmes from Gert Sibande District Municipality, Sector Departments and Eskom into the 2014/15 IDP.

Approval Phase

The second and final round of public consultations was held on the 13th – 17th April 2014 and was concluded on the 22nd April 2014. The purpose of these community consultative meetings was to give the Community an opportunity to comment on the Draft IDP and Budget together with the proposed increase on tariffs and the rates

The Final 2014/15 Draft IDP will be adopted by Council on the 27th May 2014. After the approval the IDP will be advertised in the Volksrust Recorder Newspaper and in all 5 admin units of Dr. Pixley Ka Isaka Seme Local Municipality.

Table 1: Organisational Arrangements for Organised Public Participation

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
1.	Municipal Council	<ul style="list-style-type: none"> The Council will approve the reviewed IDP. Will consider the Process Plan which should set out the process for the new IDP cycle.
2.	Executive Mayor and Mayoral Committee	<p>The Mayoral Committee must:</p> <ul style="list-style-type: none"> Decide on the Process Plan for IDP Review. Responsible for overall management, co-ordination and monitoring of the review process, and may assign responsibilities to the Municipal Manager. Submit reviewed IDP Process Plan and draft IDP to Council. Develop terms and criteria for Representative Forum. Give political direction.
3.	Municipal Manager with delegated powers to the Manager IDP	<p>The Municipal Manager is responsible for the management and co-ordination of the preparation of the IDP process which include but not limited to the following:</p> <ul style="list-style-type: none"> Responsible for the day to day management of the planning framework/process plan and ensuring that timeframes are being adhere to and resources are managed effectively and efficiently. Co-ordinate the involvement of all different role players. Ensuring the horizontal and vertical alignment in the planning process, including Sectors. Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained. Ensuring compliance with National and Provincial requirements and legislations.

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
		<ul style="list-style-type: none"> • Ensure appropriate participation of all the relevant Stakeholders. • Ensure proper documentation of outcomes. • Chairing the Steering Committee, Technical Committee. • Management of Service Providers.
4.	IDP Steering Committee	<ul style="list-style-type: none"> • Process Plan management structure. • Allocation of duties and monitoring. • Overall management including the appointment of technical consultants. • Decision on roles and responsibilities. • Commission research studies and recommend appointment of service providers. • Decide on matters to be referred to IDP Forum for alignment and integration purposes.
5.	IDP Representative Forum	<ul style="list-style-type: none"> • The Executive Mayor or Representative chairs the forum meetings. • Constituted of all the Executive Mayor/ Municipal Manager/ MMCs / Management of DPKISLM, Sector Departments, CBO's/NGO's/Business Forums/ Community Forums/ Youth /Woman/ Disabled Org. / Political parties /Traditional Leadership, GSDM GIS Manager. • This Forum consists of community participation structure/stakeholders in their respective organised formations, to represent the interests of all stakeholders and ensure proper communication to guarantee representative and collaborative participation during the review process. • Provide organizational mechanisms for discussion, negotiations and decision making between the stakeholders including municipalities and government departments during the Municipal process. • Monitor the performance of the planning and implementation process. • Make recommendations to Council on planning and development priorities.

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

1.4 Summary of Community/ Stakeholder Participation

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

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

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

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



Table 2: Dr. Pixley Ka Isaka Seme Local Municipality Public Consultation Schedule

<u>DATE AND DAY</u>	<u>TIME</u>	<u>WARD</u>	<u>VENUE</u>	<u>TARGET GROUP</u>	<u>RESPONSIBLE PERSONS</u>
SUNDAY 20 OCTOBER 2013	08H00	PERDEKOP/SIYA ZENZELA (WARD 6)	COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
MONDAY 21 OCTOBER 2013	14H00 17H00	DAGGAKRAAL - (WARD 9) AMERSFOORT (WARD 8)	WARD 9 COMMUNITY HALL COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
TUESDAY 22 OCTOBER 2013	10H00 17H00	DAGGAKRALL (WARD 11) VUKUZAKHE - (WARD 2)	WARD 11 – SIZENZELE SCHOOL GROUND COMMUNITY HALL ALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
WEDNESDAY 23 OCTOBER	17H00	WAKKERSTROO M/ESIZAMELENI (WARD 5)	ESIZAMELENI COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS, ALL

2013					MANAGERS AND COUNCILLORS
THURSDAY 24 OCTOBER 2013	10H00	DAGGAKRAAL - (WARD 10)	AGRICULTURAL HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
	15H00	EZAMOKUHLE - (WARD 7)	ZAMOKUHLE CLINIC		
MONDAY 28 OCTOBER 2013	17H00	VUKUZAKHE (WARD 1)	VUKUZAKHE MULTI-PURPOSE HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
TUESDAY 29 OCTOBER 2013	17H00	VUKUZAKHE (WARD 3)	COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
WEDNESDAY 30 OCTOBER 2013	17H00	GREATER VOLKSRUST (WARD 4)	TOWN HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
APRIL 2014 SCHEDULE					
<u>DATE AND DAY</u>	<u>TIME</u>	<u>WARD</u>	<u>VENUE</u>	<u>TARGET GROUP</u>	<u>RESPONSIBLE PERSONS</u>
SUNDAY 13 APRIL 2014	08H00	PERDEKOP/SIYA ZENZELA (WARD 6)	COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
	11H00	AMERSFOORT (WARD 8)	COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
	15H00	EZAMOKUHLE - (WARD 7)	AGRICULTURAL HALL	COMMUNITY	MM, ALL DIRECTORS, ALL

					MANAGERS AND COUNCILLORS
MONDAY 14 APRIL 2014	10H00	DAGGAKRAAL - (WARD 10)	AGRICULTURAL HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
TUESDAY 15 APRIL 2014	17H00	VUKUZAKHE (WARD 1)	VUKUZAKHE MULTI-PURPOSE HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
	17H00	VUKUZAKHE - (WARD 2)	MUNICIPAL HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
	17H00	VUKUZAKHE (WARD 3)	COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
WEDNESDAY 16 APRIL 2014	10H30	DAGGAKRAAL - (WARD 9)	WARD 9 COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
THURSDAY 17 APRIL 2014	10H30	DAGGAKRALL (WARD 11)	WARD 11 – SIZENZELE SCHOOL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
	17H30	WAKKERSTROOM (WARD 5)	WARD 5 COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND COUNCILLORS
TUESDAY 22 APRIL 2014	17H00	GREATER VOLKSRUST (WARD 4)	TOWN HALL	COMMUNITY	MM, ALL DIRECTORS, ALL MANAGERS AND

					COUNCILLORS
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Table 3: Issues emanating from the 2013 IDP Consultation

NEEDS ANALYSIS PER WARD (FORMULATED AS PER PRIORITY IDENTIFIED BY THE COMMUNITY)

WARD 1 – VUKUZAKHE (Cllr T Mazibuko)	WARD 2 – VUKUZAKHE (Cllr B Mavuso)
Serviced sites(Residential & Business)	Serviced sites
Water at eNkanini	Electricity
Electricity in eNkanini	Drainage system (water) Sgodiphola
Toilets in new sites	Drainage System (toilets) at the RDP houses
Large street corner refuse bins	Streetlights/Mast lights
Residential sites for working class	Learnerships
High mast lights/Apollo lights at new sites	Youth Development Programmes
High mast lighting (Sky area)	Job opportunities
Drainage system	
Speed humps	
Fire brigade	
Land for agricultural purposes	
Bursaries or Learnerships	
Upgrading of roads	
Job opportunities	
Fencing of pond next to sewerage pump	
Youth development programs	
Sites for business use	
<u>Provincial and National competencies</u>	
RDP houses	RDP houses
Special Schools	Skills Development Centre
FET/Training Centre	Job Opportunities

Specialist doctors at hospital	
Timeous response from Ambulance services	
Bursaries or learner ships	
Skills Centre	
Job opportunities	
Training of youth SMMES and other entrepreneur	
WARD 3 – VUKUZAKHE (Cllr E Hlakutse)	WARD 3 – GEORGIA GARDENS (Cllr E Hlakutse)
Serviced sites	Paving and upgrading of roads
RDP houses	Storm water
Water at ENkanini	Job opportunities
Sanitation at eNkanini	Mast lights - Georgia Gardens
Storm water channelling on main road	Fencing of parks
Installation of new meters	Provision of basic services in Transnet properties
Fencing ponds (emqhashi)	Street light maintenance
Relocation of sewerage pump station	Cleaning of streets
Learnerships	Attraction of industries
Job opportunities	Job opportunities
Youth Development programmes / training	
Provincial and National competencies	
RDP Houses	RDP Houses
Extension of the trading hours for Vukuzakhe clinic	Crèche
	Old Age home

	Scholar transport
	FET college
	School in ward 3
	Job opportunities
WARD 4 – VOLKSRUST (Cllr L De Jager)	WARD 5 – ESIZAMELENI (Cllr M Mndebele)
Upgrading of roads(Roads in poor condition)	Serviced site
Footbridges (farms)	Electricity
Endorsement of tourism	Toilets (VIP)
Upgrading of roads – Dan Pienaar and Joubert Streets	Suctioning of VIPs
Maintenance of roads	Streetlights in town
Upgrading of water meters	Storm water
Upgrading of Town Hall	Footbridges in farms and footbridges towards school
LED or solar Streetlights	boreholes
Recreational facilities	Public Toilet facilities in town
Recreational Facilities / Parks	Storm water
Volkstruck Stop	Speed humps on taxi route
Cutting of grass	Sports facilities (Phase 2)
Parks – Juba Park and Mountain View	Sports facilities for female sports
New site for a park in Juba Park	Job opportunities
Cattle Pound	Youth programmes
Maintenance of sports facilities	Agro land
Swimming pool	Community hall (Ezitendeni)
Soccer ground in Juba Park	

Cricket Facilities	
Tree planting in parks	
Site opposite to Rugby field to be graded and used as soccer pitch	
Fire engine	
Cleaning of Town on weekends and public holiday.	
Supervision of General workers	
Refuse removal to be removed twice a week as residents are already paying for twice a week.	
Provincial and National competencies	
Housing	RDP houses
Endorsement of tourism	Rectification of cracking RDP Houses
	Completion of the previous RDP allocation
	Youth programmes
	Job opportunities (Gender Equity)
	Schools
	Ambulance service in the area
	Danatehuise Old Age home to be under government
WARD 6 – PERDEKOP / SIYAZENZELA (Cllr F Mazibuko)	WARD 7 – EZAMOKUHLE (TOWN, EXTENSION 7) (Cllr O T Shabangu)
Serviced sites	Serviced sites
Water yard connections	Electricity
Sanitation	Water and yard connections

Electricity	Sanitation
Provision of services in new RDPs	Provision of basic services – Donkerhoek
Servicing of storm water drains	Electricity boxes
Upgrading of old township	Electricity to be under the municipality
New electricity meters/boxes	Boreholes
New cemetery site	Upgrading of road along Khanyile street towards old bridge
Land for business use	Paving of roads in town Testing ground and fire fighters
Job opportunities	Leveling of gravel roads
Utilization of Co-operatives in projects	Apollo lights
Fencing of grazing area	Dumping sites
Parks	Job opportunities
	Street names
	Parks
	Stadium
	Land for Agro-based LED projects
	Sports facilities
	Upgrading of municipal buildings
	LED projects
Provincial and National competencies	
RDP housing	RDP houses
Rectification of RDP houses	RDP rectification – cracking foundation
Land for Agro-based LED projects	Social Service offices
	Library eZamokuhle
	Old age home

	Orphanage
	Primary School
	Clinic at eZamokuhle
	Funding for drop-in Centers by social services
	Job opportunities
	Extension of clinic
	Thusong Centre (MPCC)
	Skills Development Centre
	Community hall close to RDP houses
	Community hall at China area
WARD 8 – AMERSFOORT (Cllr E Madonsela)	WARD 9 – DAGGAKRAAL (Cllr B J Mhlanga)
Serviced sites	Water
Water	Yard connections
Upgrading of roads (gravel to tar)	Electrification
Storm water Drainage	Electricity vendors in the area
Speed humps (Jabavu road)	Storm water
Fire station or fire truck	Foot bridges
New cemetery site (Razor fencing at old cemetery opposite church)	Apollo at Hlanganani
Upgrading of eZamokuhle stadium	Community tank sewerage system
New community hall in China area	Gravelling and paving of internal streets and gravelling of road leading to Daggakraal No. 2 cemetery.
Job opportunities	Farm for grazing Daggakraal livestock with community

	dipping system.
Electricity to be under the municipality	Establishment of youth agricultural project and land allocation for such project
Land for Agro-based projects LED	Youth centre
Upgrading of community hall	Dumping site
	Concrete palisade fencing for Sinqobile A & razor fencing Daggakraal, No. 2 cemeteries, digging and numbering of holes in the Graveyard.
	New site for cemetery
	Stadium/soccer field with pavilion & sports centre
	Recycling project
	Renovation of Trade Centre & Taxi Rank
Provincial and National competencies	
RDP houses	RDP houses
Clinic in eZamokuhle	Rectification of cracking RDP houses
Library eZamokuhle	Tarring of provincial road D282
Efficient and effective functioning of hospital	
Social service offices	
Ambulance services in the area are poor	
Police visibility	
Skills Development Centre	
Training for youth	
WARD 10 – DAGGAKRAAL (Cllr M Motha)	WARD 11 – DAGGAKRAAL (Cllr Z Dludlu)
Serviced sites	Water yard connection

Water yard connections	Suctioning of VIP
Electricity	Electricity vendor to be closer
Roads and footbridges	Streetlights at Daggakraal C
VIP suctioning	Community hall
Rectification of bursting water pipes	Upgrading of gravel roads
Community hall	Job opportunities
Dumping sites	Storm water (Johan area)
Upgrading of sports field	Skills Centre
Agro land	Youth activities or programmes
Job opportunities	Sport facility
	Fire brigade
Provincial and National competencies	
RDP houses	RDP Housing
Rectification of RDP houses	Job opportunities
Clinic(PHC)	Title deeds/ownership of sites transfer
Registration of pensioners with SASSA	
Primary school	
Job opportunities	
Title deeds/ownership of sites transfer	

Table 4: Summary of all community needs.

Dr Pixley Ka Isaka Seme Local Municipality				
1. Water				
Priority Issue: Water				
Ward	Issue raised	Problem Statement	Source document	Responsible Department
4,6,7,8,10	Water	Need For Boreholes And Sanitation At Farm Areas	IDP	DRPKISLM
1,6,9,10,11		Water Yard Connection		DRPKISLM
1.2 Sanitation				
4,5,6,10 & 11	Sanitation	Access To Sanitation	IDP	DRPKISLM
4,6,10,11		Dislodging Of VIP Toilets		DRPKISLM
3,7		Upgrading Of Old Sewer		DRPKISLM
1.3 Roads and Storm Water				
1,5,6,7,8&11	Roads and storm water	Paving/ Tarring Of Roads	IDP	DRPKISLM
1,2,3,5,6,9,10		Storm Water Drainage		DRPKISLM
1,,3 &8		Need For Speed Humps		DRPKISLM
4,5,10		Need For Foot Bridge		DRPKISLM
1,2,3,4,5,6,7,8,9,10,11		Roads Maintenance		DRPKISLM
1.4 Electricity				
5,6,7,9,10,11		Electrification Of Houses	IDP	ESKOM
8		Maintenance Of Street Lights		DRPKISLM

1		Electricity of Houses		DRPKISLM
1,2,3,5,7,10		Streetlight/High mast Lights		DRPKISLM
1,3,5,6,7,8,9,10,11		Electricity Service Points		DRPKISLM
1,2,3,5,6,7,8,9,10,11	Street Names	Need For Street Name		DRPKISLM and DSCR

1.5 Education Facilities

5,7,10	Education facilities	Need For Schools	IDP	DoE
1 & 6		Need For FET College		DoE
7, 10 & 11	Youth Development	Multipurpose Centre		DSD, DoE and DPKISLM
1,2,3,4,5,6,7,8,9,10,11		Need For Youth Development Centre And Library		DSD,DCRS, DoE and DRPKISLM

1.6 Local Economic Development

1,2,3,4,5,6,7,8,9,10,11		Job Opportunities For Youth	IDP	GSDM, DRPKISLM, BUSINESS and PROVINCE
1,2,3,4,5,6,7,8,9,10,11		Skills Development		GSDM, DRPKISLM and PROVINCE
1,2,3,4,5,6,7,8,9,10,11		SMME Empowerment		DRPKISLM
4,5,9		Tourism		DRPKISLM

1.7 Human Settlements

1,2,3,5,6,7,8,9,10,11		Need For RDP Houses	IDP	DHS
1,2,5,6,7,10		Rectification Of Cracking RDP Houses		DHS

1.8 Sports Facilities

6,7,8,10		Upgrading of stadiums	IDP	DCSR
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1,2,4,5,6,10		Sport ground		DCSR
1.9 Land Distribution				
1,2,3,4,5,6,7,8,9,10,11		Sites for residing	IDP	DRPKISLM
6		Township Upgrading		DHS & DPKISLM
1,2,3,4,5,6,7,8,9,10,11		Procurement Of grazing Land		DARDLA
1,2,3,4,5,		Church Sites		DRPKISLM
5,6,7,8,10		Agro-Land		DARDLA
1.10 Waste Management				
1,2,3,4,5,6,7,8,9,10,11		Need For Dumping Sites	IDP	DRPKISLM
2. Community Facilities				
3 & 6		Child care centre/ parks	IDP	DCSR & DRPKISLM
6 & 8		New cemetery site	IDP	DRPKISLM
2.1 Safety and Security				
8		Visibility of policy	IDP	DSS
2.2 Health				
1,2,3,7 & 8		Upgrading of the local clinic	IDP	DoH
1,2,3,5,6,7 & 8		Needs additional doctors	IDP	DoH
1,2,3,4,5,6,7,8,9,10 & 11		Timeous response from ambulance services		DoH

1.5 MUNICIPAL POWERS AND FUNCTIONS

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

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

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

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

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

Table 5 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 5 - Powers, Duties and Functions

Constitutional Mandate, Powers and Functions	GSDM	Dr. PIXLEY KA ISAKA SEME
Water & Sanitation in terms of Section 84(3) 1(b) & 1(d) of the MSA	✓	✓
LED in terms of Schedule 4 & 5 part (b) of the constitution & Chapter 7 (153)	✓	✓
MHS in terms of Section 84(1) (i) of the MSA	✓	x
Municipal Airports in terms of section 84(i) (j) schedule 4 part (b)	✓	x
Fire Fighting in terms of Section 84(i) (j) schedule 4 part (b)	✓	✓
Disaster Management in terms of section 25,42 & 53 of the DMA 57 of 2002	✓	✓
The Constitution of Republic of SA Act of 1996 in terms schedule 4& 5 part (b) of the constitution	✓	✓
Electricity in terms of section 84(1) (c) except planning of the MSA	✓	✓
Waste Management in terms of schedule 4 & part (b) of the constitution	✓	✓
Housing in terms of providing land and bulk services	✓	✓
FBS – targeted indigent register available	X	✓
Greening programme in terms of Schedule 4 & part (b) of the Constitution Environmental promotion	✓	✓
Municipal Planning in terms of MSA Section 84 (1) (a)	✓	✓
Municipal Roads in terms of Schedule 4 & part (b) of the Constitution	MSA S84(1)	✓
Child Care Facilities in terms of Schedule 5 & part (b) of the Constitution	✓	✓
Control of undertaking to sell liquor to the public in terms of Schedule 5 & part (b) of the Constitution	✓	✓
Facilities for accommodation, care/ burial of animals in terms of Schedule 5 & part (b) of the Constitution	✓	✓
Markets in terms of MSA S84(1)(k)	✓	✓
Municipal Abattoirs in terms of Schedule 5 & part (b) of the Constitution	MSA S84(1)(k)	✓

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

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

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

1.6 The IDP Governance & Institutional Arrangements

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

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

			the Municipality; and <ul style="list-style-type: none"> • To serve as a forum of inter-Spherical programme alignment at Technical level. 	
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"> ✓ Executive Mayor as the Chairperson ✓ Municipal Manager ✓ Members of Mayoral Committee ✓ All Directors and Managers ✓ 1 Representative from each political party represented in the council of the municipality ✓ Representative from the Traditional Leaders ✓ Representative from the Big Business ✓ 1 representative from the various business chamber within the Municipality ✓ 1 Representative from respective and relevant National Department ✓ 1 Representative from Gert Sibande District Municipality ✓ 1 Representative from respective Non – Government Organisations, CBO's within the Municipality 	<ul style="list-style-type: none"> • Represent the interest of the Municipality's constituency in the IDP process • Provide an organisational mechanism for discussion, negotiation and decision making between the stakeholders inclusive of Municipal government • Ensure communication between all the stakeholder representatives inclusive of Municipal government • Monitor the performance of the Planning and implementation process 	Once per Quarterly

PUBLIC PARTICIPATION/CONSULTATION	Is to consult constituency with the progress report and get their priority	<ul style="list-style-type: none"> ✓ Ward Councillor ✓ CDW's and Ward Committee 	<ul style="list-style-type: none"> • Link the planning process to their constituencies and /or wards • Be responsible for organizing public consultation and participation. • Ensure the annual business plans, and municipal budget are linked to and based on the IDP • To ensure community participation • Discuss and comment on the IDP • Ensure that annual business plans and budgets are based on and linked to the IDP • Monitor performance in implementation of the IDP 	Once per quarter .
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1.7 National and Provincial Planning Frameworks affecting DPKISLM

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

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

1.7.1 National Spatial Development Perspective (NSDP)

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

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

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

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

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

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

Table 6: 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 Pixley Ka Seme LM, Lekwa LM, Msukaligwa LM, Govan Mbeki LM and Dipaleseng LM
C	Area of Combined Poverty and Economic Activity	Govan Mbeki LM, Lekwa LM Msukaligwa LM, Albert Luthuli LM Mkhondo LM, Dipaleseng LM and Pixley Ka Seme LM

Table 7: 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, Volsrust
Human Settlements with a Business Function Index of less than 1: Low Levels of Formal Local Economic Activity; High Dependence on higher order Settlements for specialised goods and services; High Levels of Public Sector Investment	Amersfoort, Elukwatini Wakkerstroom, Amsterdam Badplaas, Leslie Greylingstad, Mpuluzi Langkrans' Breyten Morgenzon, Moolman Dundonald, Lothair Chrissiesmeer, Oshoek Jericho, Davel Sheepmoor, Vaal

1.7.2 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)**

1.7.3 National Development Plan (Vision 2030)

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

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

1. Providing overarching goals for what we want to achieve by 2030.
2. Building consensus on the key obstacles to us achieving these goals and what needs to be done to overcome those obstacles.
3. Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the NDP.
4. Creating a basis for making choices about how best to use limited resources.

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

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

1.7.4 Government Outcomes

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

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

Outcome 1. Improve the quality of basic education

Outputs	Key spending programmes	(National) Role of Local Government
1. Improve quality of teaching and learning 2. Regular assessment to track progress 3. Improve early childhood development 4. A credible outcomes-focused accountability system	<ul style="list-style-type: none"> • Increase the number of Funza Lushaka bursary recipients from 9300 to 18 100 over the 2011 MTEF • Assess every child in grades 3, 6 and 9 every year • Improve learning and teaching materials to be distributed to primary schools in 2014 • Improve maths and science teaching 	<ul style="list-style-type: none"> • Facilitate the building of new schools by: <ul style="list-style-type: none"> ☐ Participating in needs assessments ☐ Identifying appropriate land ☐ Facilitating zoning and planning processes. Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections

Outcome 2. Improve health and life expectancy

Outputs	Key spending programmes	(National) Role of Local Government
1. Increase life expectancy to 58 for males and 60 for females 2. Reduce maternal and child mortality rates to 30-40 per 1 000 births 3. Combat HIV/Aids and TB 4. Strengthen health services effectiveness	<ul style="list-style-type: none"> ☐ Revitalise primary health care ☐ Increase early antenatal visits to 50% ☐ Increase vaccine coverage ☐ Improve hospital and clinic infrastructure ☐ Accredite health facilities ☐ Extend coverage of new child vaccines ☐ Expand HIV prevention and treatment ☐ Increase prevention of mother-to child transmission ☐ School health promotion increase school visits by nurses from 5% to 20% ☐ Enhance TB treatment 	<ul style="list-style-type: none"> ☐ Many municipalities perform health functions on behalf of provinces ☐ Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments ☐ Municipalities must continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services

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

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

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

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

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

innovation in human capital	for skills and technology development <input type="checkbox"/> National Research Foundation centres excellence, and bursaries and research funding <input type="checkbox"/> 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	<input type="checkbox"/> An integrated energy plan and successful independent power producers <input type="checkbox"/> Passenger Rail Agency acquisition of rail rolling stock, and refurbishment and upgrade of motor coaches and trailers <input type="checkbox"/> Increase infrastructure funding for provinces for the maintenance of provincial roads <input type="checkbox"/> Complete Gauteng Freeway Improvement Programme <input type="checkbox"/> Complete De Hoop Dam and bulk distribution <input type="checkbox"/> Nandoni pipeline <input type="checkbox"/> Invest in broadband network Infrastructure	<input type="checkbox"/> Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services <input type="checkbox"/> Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport <input type="checkbox"/> Maintain and expand water purification works and waste water treatment works in line with growing demand <input type="checkbox"/> Cities to prepare to receive the devolved public transport function <input type="checkbox"/> 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	<input type="checkbox"/> Settle 7 000 land restitution claims. <input type="checkbox"/> Redistribute 283 592 ha of land by 2014 <input type="checkbox"/> Support emerging farmers <input type="checkbox"/> Soil conservation measures and sustainable land use management <input type="checkbox"/> Nutrition education programmes <input type="checkbox"/> Improve rural access to services by 2014: <ul style="list-style-type: none"> - Water - 74% to 90% - Sanitation - 45% to 65% - Sanitation - 45% to 65% 	<input type="checkbox"/> Facilitate the development of local markets for agricultural produce <input type="checkbox"/> Improve transport links with urban centres so as to ensure better economic integration <input type="checkbox"/> Promote home production to enhance food security <input type="checkbox"/> Ensure effective spending of grants for funding extension of access to basic services

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

Outputs	Key spending programmes	(National) Role of Local Government
1. Accelerate housing delivery 2. Accelerate housing delivery 3. Improve property market 4. More efficient land utilisation and release of state-owned land	☑ 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: <ul style="list-style-type: none"> - 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

Outcome 10 Protection and enhancement of environmental assets and natural resources

Outputs	Key spending programmes	(National) Role of Local Government
1. Enhance quality and quantity of water resources 2. Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality 3. Sustainable environment management	☑ National water resource infrastructure programme <ul style="list-style-type: none"> - reduce water losses from 30% to 15% by 2014 ☑ Expanded public works environmental programmes	☑ Develop and implement water management plans to reduce water losses ☑ Ensure effective maintenance and rehabilitation of infrastructure ☑ Run water and electricity saving awareness campaigns

4. Protect biodiversity	<ul style="list-style-type: none"> - 100 wetlands rehabilitated a year ☑ Forestry management (reduce deforestation to <5% of woodlands) ☑ Biodiversity and conservation (Increase land under conservation from 6% to 9%) 	<ul style="list-style-type: none"> ☑ Ensure proper management of municipal commonage and urban open spaces ☑ Ensure development does not take place on wetlands
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Outcome 11. A better South Africa, a better and safer Africa and world

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

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

Outputs	Key spending programmes	(National) Role of Local Government
1. Improve government performance. 2. Government-wide performance monitoring and evaluation. 3. Conduct comprehensive expenditure review. 4. Information campaign on constitutional rights and responsibilities. 5. Celebrate cultural diversity.	<ul style="list-style-type: none"> - Performance monitoring and evaluation: - Oversight of delivery agreements - Statistics SA: Census 2011–reduce undercount - Chapter 9 institutions and civil society: programme to promote constitutional rights - Arts & Culture: promote national symbols and heritage - Sport & Recreation: support mass participation and school sport programmes 	<ul style="list-style-type: none"> - Continue to develop performance monitoring and management systems. - Comply with legal financial reporting requirements. - Review municipal expenditures to eliminate wastage. - Ensure councils behave in ways to restore community trust in local government.

1.7.5 Mpumalanga Vision 2030

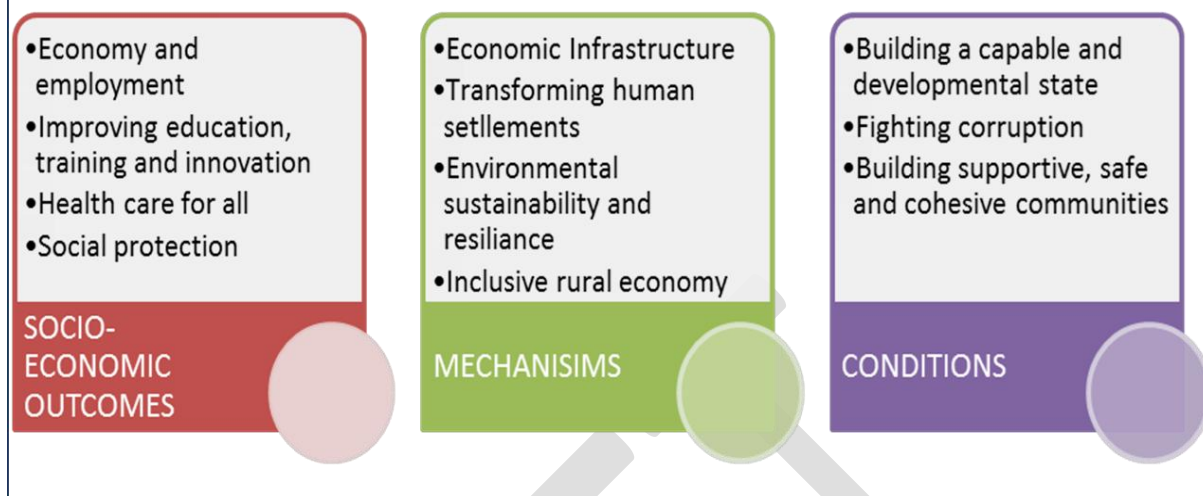
The Mpumalanga Vision 2030 is the direct implementation response to the National Development Plan (Vision 2030). It is the Province's approach to realizing the objectives of the NDP in the provincial context. It builds on and informs past & existing sectorial and related planning interventions in Mpumalanga (MP). It further set high level provincial targets, facilitate decision making and prioritization and Inform choices and trade-offs. Process for developing Mpumalanga V2030 drew on:

- 2009 Green Paper: National Strategic Planning (foundations for longer term planning in SA)
- Draft National Development Plan (November 2011)
- Mpumalanga District Consultations (Feb – March 2012)
- Vision 2030 (Our Future, Make it Work)

The objectives of the vision are:

- Structured as an implementation plan
- Framework for decision making and action at the macro policy level
- Guide for all governance levels in the Province
- Balance between detail and clear and constant strategies to shape action within and outside of government
- Incorporates focused spatial representation of content and intention
- Approach to change that links capabilities to opportunities and employment
- Incorporates the establishment of focused & interlinked priorities
- Three inter – related impact areas corresponding to NDP call for focus on “a few strategic priorities”
- For socio economic outcomes to be achieved, key mechanisms must be in place to facilitate the achievement of objectives.
- Mechanisms must build on the strong foundations of a safe and cohesive society and an honest and capable public service.

Figure 1: Organising structure of the plan



The MP V2030 summarizes the priority areas of the NDP to provide a framework for the localization of V2030 and its translation into province specific actions as shown in the above figure

Change Drivers

Climate Change:

- ✓ Changing energy consumption patterns to manage environmental impact.
- ✓ Mpumalanga provides for energy needs of the country – consider the costs of rehabilitation and managing the consequences of pollution in the Province

Globalization and the Rise of the East:

- ✓ Province needs strategies relevant for new markets and changing global relationships

Global Poverty & Inequality:

- ✓ Stakeholder partnerships to reduce inequity and establish commitment to fairness in the distribution of resources
- ✓ Deepening access to economic opportunity and the wealth generated from the Province's use of its natural resources
- ✓ Ensuring local communities benefit from large scale economic projects such as mining

Technology & Interconnectivity:

- ✓ Develop technical capacities within terrain of competitive advantage i.e. Areas that are relevant to the economy of the Province e.g. Tourism, agriculture and mining.

Responding to Global & Regional Change Drivers:

- ✓ Develop linkages with Mozambique and work with Mozambique and Swaziland to expand north into the east coast of Africa, thereby developing province and towns as primary trade points for some parts of the continent.

Another layer to the implementation frame work includes the following:

- Population and Development Context
- Infrastructure and Services
- The Economy of the Province
- Employment, Labour and Skills
- Health, Education and Community Safety
- Environment and Natural Resources

1.7.6 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.

1.7.7 Overview of Mpumalanga PGDS

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

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

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

1.7.8 Mpumalanga Rural Development Programme (MRDP)

The CRDP is a cross-cutting and comprehensive rural development programme. It develops through all sector departments and clusters through the Medium Term Strategic Framework (MTSF, 2009-2014) and the Government's Programme of Action.

The CRDP encompasses three distinct components, namely agrarian transformation, rural development and land reform. This document serves as the policy framework document for the CRDP. The document therefore aims to describe the objectives of the CRDP and related principles.

The Electoral Mandate

The MTSF is informed first by the electoral mandate. The electoral mandate¹ states:

The national government's mandate underscores the need to create a nation united in diversity, working together to weave the threads that will result in the creation of a democratic, non-racial, non-sexist and prosperous society. Indeed, now is the time together to do more, better.

The following objectives are identified:

- Halve poverty and unemployment by 2014
- Ensure a more equitable distribution of the benefits of economic growth and reduce inequality
- Improve the nation's health profile and skills base and ensure universal access to basic services
- Improve the safety of citizens by reducing incidents of crime and corruption
- Build a nation free of all forms of racism, sexism, tribalism and xenophobia

The priority areas to give effect to the above strategic objectives are:

- More inclusive economic growth, decent work and sustainable livelihoods
- Economic and social infrastructure
- Rural development, food security and land reform
- Access to quality care
- The fight against crime and corruption
- Cohesive and sustainable communities
- Creation of a better Africa and a better world
- Sustainable resource management and use
- A developmental state including improvement of public services

1.7.9 Vision 2014

Vision 2014 is South Africa's direct response to contribute and address the development challenges as set-out in the Millennium Development Declaration. Vision 2014 outlined the following:

- ✓ Reduce unemployment by half through new jobs, skills development, assistance to small businesses, opportunities for self-employment and sustainable community livelihoods.
- ✓ Reduce poverty by half through economic development, comprehensive social security, land reform and improved household and community assets.
- ✓ Provide the skills required by the economy, build capacity and provide resources across society to encourage self-employment with an education system that is geared for productive work, good citizenship and a caring society.
- ✓ Ensure that all South Africans, including especially the poor and those at risk - children, youth, women, the aged, and people with disabilities - are fully able to exercise their constitutional rights and enjoy the full dignity of freedom.
- ✓ Compassionate government service to the people; national, provincial and local public representatives who are accessible; and citizens who know their rights and insist on fair treatment and efficient service.
- ✓ Massively reduce cases of TB, diabetes, malnutrition and maternal deaths, and turn the tide against HIV and AIDS, and, working with the rest of Southern Africa, strive to eliminate malaria, and improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents.
- ✓ Significantly reduce the number of serious and priority crimes as well as cases awaiting trial, within a society that actively challenges crime and corruption, and with programmes that also address the social roots of criminality.
- ✓ Position South Africa strategically as an effective force in global relations, with vibrant and balanced trade and other relations with countries of the South and the North, and in an Africa that is growing, prospering and benefiting all Africans, especially the poor."

Vision 2014 provides a series of socio-economic development milestones to ensure progressive attainment of development, which can be summed up as follows:

- ✓ All households (including villages) should have access to clean potable **water by 2008;**
- ✓ There must be decent **sanitation for all by 2010;**
- ✓ There must be **electricity** in all households by **2012;**
- ✓ Poverty, unemployment and skills shortages should be reduced by 50% respectively by 2014; and
- ✓ Services should be improved to achieve a better National Health Profile and a reduction of preventable causes of death including violent crimes and road accidents by 2014.

1.7.10 National and Provincial Budgeting Cycle

Figure 1 & 2 below provides the Provincial and National Government Departments' Budgeting cycle which informs, and is informed by the Municipal Planning and Budgeting cycle. It is important for the Municipality to take note of these Budgeting cycles to ensure relevant and useful input into the Budgeting processes of National and Provincial government at strategic times. In doing this, Municipalities will ensure that their

priorities are captured and adequately addressed and that IDP implementation is facilitated. This is not withstanding the work that must be done by the respective Provincial and National Sector Departments to ensure that their programmes are responsive to the core developmental needs of communities as enshrined in the IDP.

Figure 1 - National and Provincial Planning and Budgeting Cycle

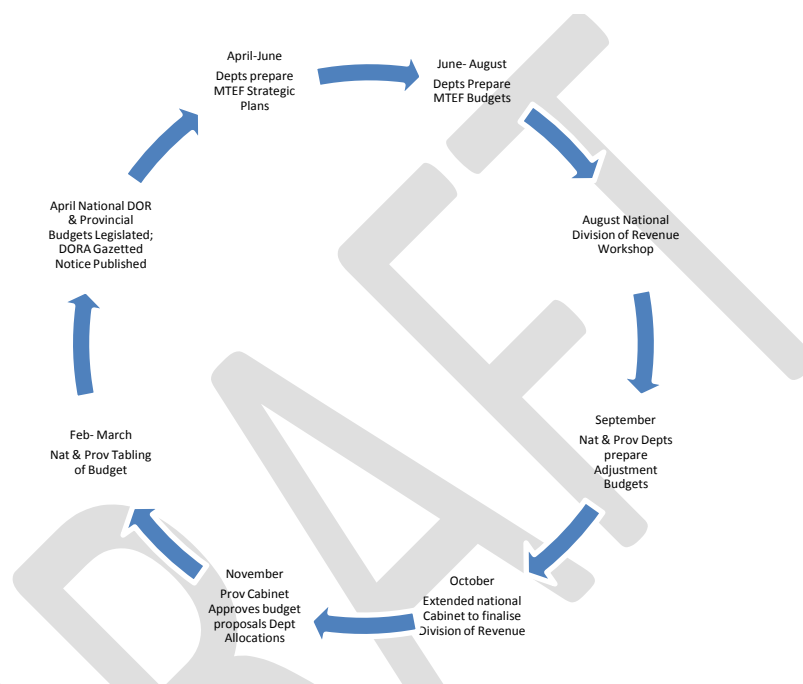
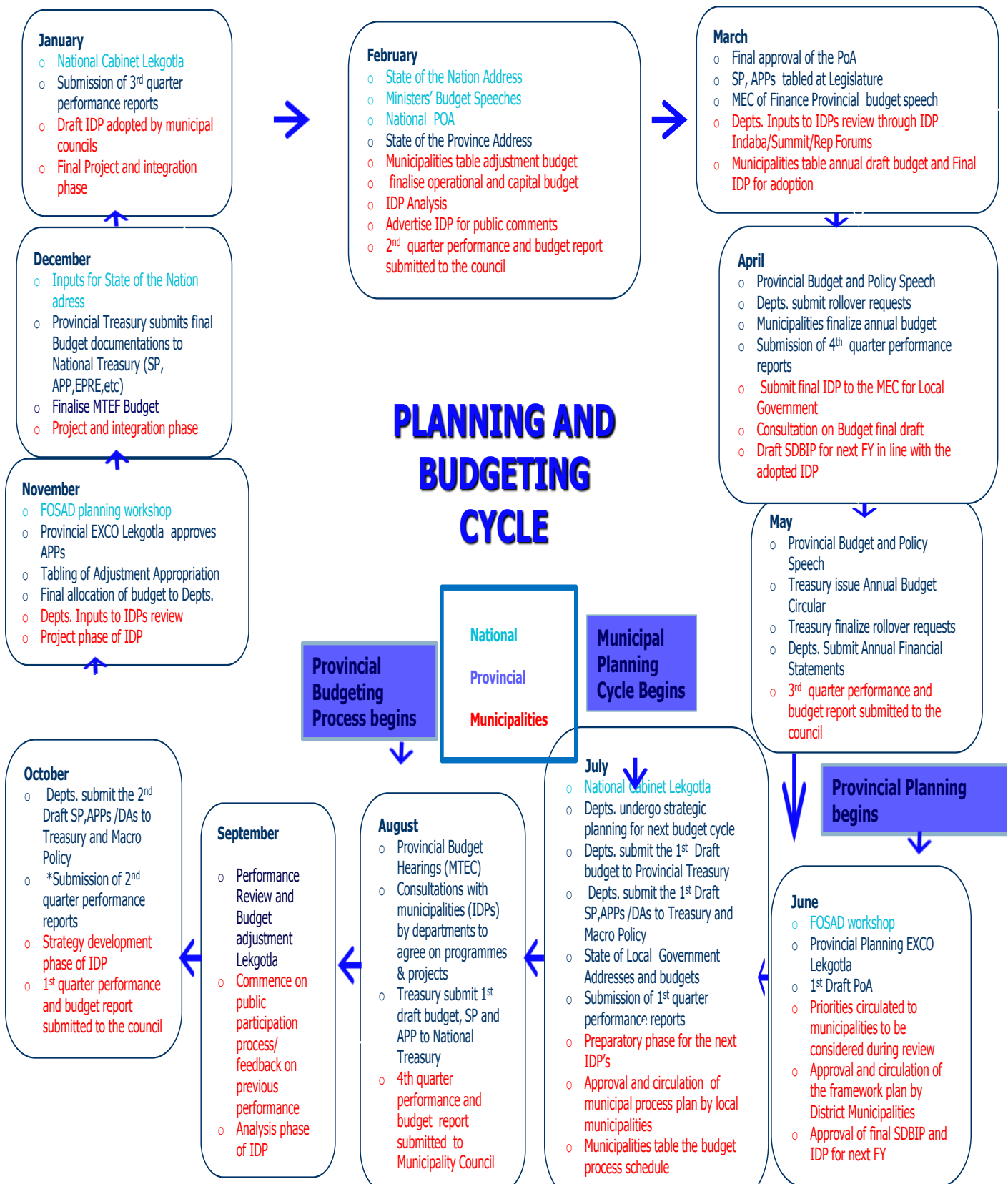


Figure 2 - Alignment to the Provincial Planning and Budgeting Cycle



1.8 Conclusion

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

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

CHAPTER TWO

MUNICIPAL DEVELOPMENT PROFILE (SITUATIONAL ANALYSIS)

2.1 Introduction

This chapter provides a detailed summary of the municipality's development profile or situation analysis.

The chapter is divided into two sections, namely,

- ✓ Section A: outlines the institutional development and
- ✓ Section B: outlines the environmental profile

SECTION A: Institutional Development

2.2 Institutional Profile

2.2.1 Governance

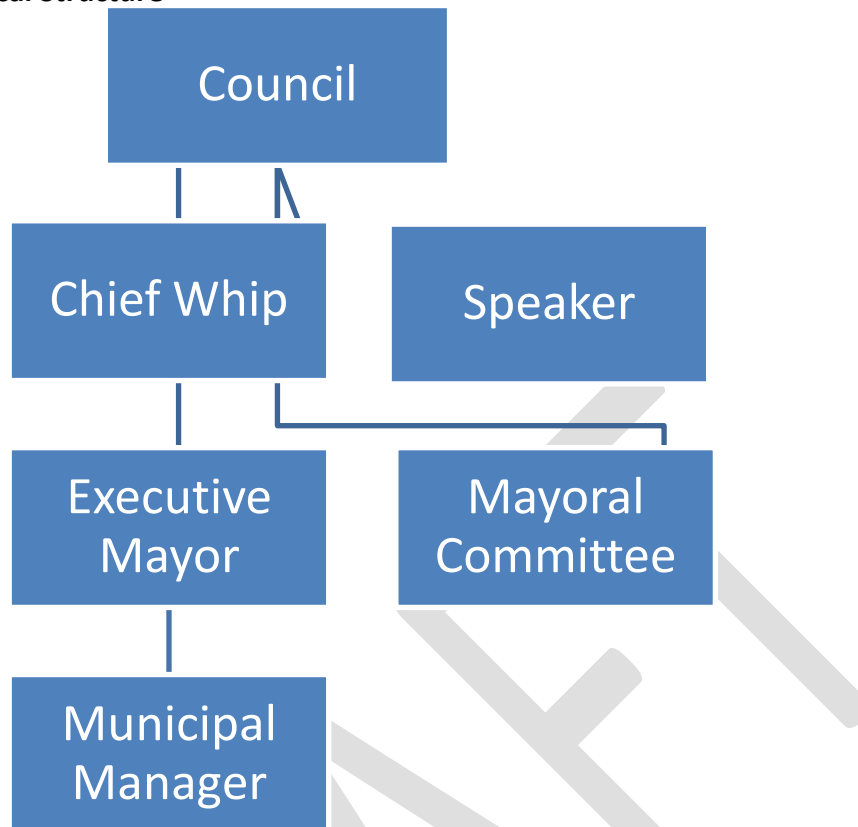
The Dr Pixley Ka Isaka Seme Local Municipality comprises of both Political and Administrative components with the office of the Executive Mayor, four mayoral Committee Members, the Office of the Speaker and the Office of the Municipal Manager. The structure of the municipality is supported by five administrative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

2.2.2 Legislation and Political Institutional Arrangement

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

- The Executive Mayor (Head of the Executive)
- The Speaker
- The Chief Whip
- 2 Members of the Mayoral Committee comprising of the MMC for Corporate Services, MMC for Community and Social Services, MMC for Finance and the MMC for Technical and Engineering Services..

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

Figure 3 – Political Structure

The MFMA clearly separates roles and responsibilities between the Executive Mayor (or Executive Committee) and Council, and between the Executive Mayor and the Municipal Manager and other senior officials. It creates a clear line of authority between the Council, which must approve Council policy; the Mayor, who must provide political leadership; and the Municipal Manager, who is accountable to the Mayor and Council for implementing those policies.

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

The oversight role of Councillors through Council (or Committee) meetings has been expanded by the MFMA and other legislation. Their oversight responsibilities mean that they cannot play an operational role, because this would interfere with the role of the Municipal Manager and weaken the performance and accountability of officials. It is important for Councillors to understand their roles and responsibilities to ensure effective performance management by officials.

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

- setting the direction for municipal activities
- setting policy parameters to guide the municipal directives

- setting strategic objectives and priorities stating what outcomes and outputs are to be achieved
- Monitoring the implementation of policies and priorities.

Councillors and municipal staff are bound by a Code of Conduct which sets out standards of ethical behaviour and requirements for good governance. Schedule 1 of the MSA and MFMA Regulations set out the provisions for the Code of Conduct for Councillors.

The following oversight committees are in place within the structures of the municipality as part of the MSA section 79.

Table 8 – Section 79 & Section 80 Committees of Council

SECTION 79 COMMITTEES	
<i>Oversight Committee</i>	<i>Members</i>
<i>Local Labour Forum</i>	<i>ClIr R Mndebele</i> <i>ClIr PRR De Kock</i> <i>ClIr. TD Dakile</i>
<i>Oversight Committee on Finance and Planning</i>	<i>ClIr PV Malatsi</i> <i>ClIr ZH Luhlanga</i> <i>ClIr ACE Botha</i>
<i>Local Geographical Names Committee</i>	<i>ClIr OT Shabangu</i> <i>ClIr P Mazibuko</i> <i>ClIr T Mbokane</i> <i>ClIr Z Dlodlu</i>
<i>Rules, Ethics and Disciplinary Committee</i>	<i>ClIr T Mazibuko</i> <i>ClIr Z Luhlanga</i> <i>ClIr CH Du Plooy</i>
<i>Municipal Public Accounts Committee (MPAC)</i>	<i>ClIr OT Shabangu</i> <i>ClIr EM Thwala</i> <i>ClIr BJ Mhlanga</i> <i>ClIr MS Motha</i> <i>ClIr EM Hlakutse</i> <i>ClIr L De Jager</i> <i>ClIr PRR De Kock</i> <i>ClIr TE Mbokane</i>
<i>Budget Steering Committee</i>	<i>ClIr N Nxumalo</i>

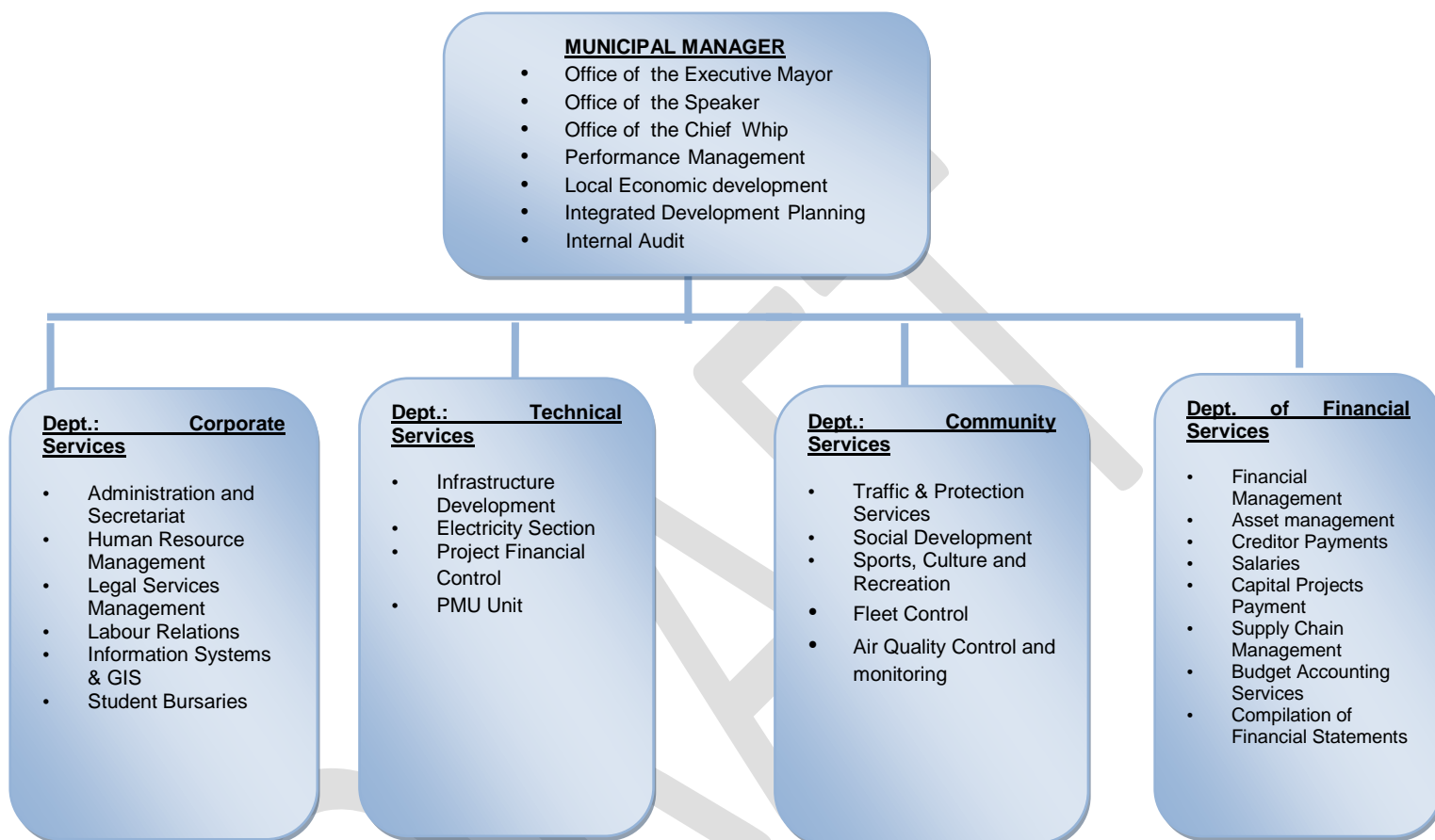
	<i>ClIr F Mazibuko</i> <i>ClIr ACE Botha</i> <i>ClIr P De Kock</i>
<i>Policies and By-laws</i>	<i>ClIr Z Luhlanga</i> <i>ClIr T Shabangu</i> <i>ClIr L De Jager</i>
SECTION 80 COMMITTEES	
Portfolio Committee	Members
<i>Corporate Services</i>	<i>ClIr GO Ngwenya (Chairperson)</i> <i>ClIr MS Mndebele</i> <i>ClIr BG Mavuso</i> <i>ClIr L De Jager</i>
<i>Community and Social Services</i>	<i>ClIr TP Dakile</i> <i>ClIr PM Mazibuko</i> <i>ClIr TE Mbokane</i>
<i>Technical and Engineering</i>	<i>ClIr BG Mavuso</i> <i>ClIr EM Thwala</i> <i>ClIr ZE Dlodlu</i> <i>ClIr CH Du Plooy</i>
<i>Finance</i>	<i>ClIr BG Mavuso</i> <i>ClIr PV Malatsi</i> <i>ClIr TP Dakile</i> <i>ClIr ACE Botha</i>
<i>Tourism Wetlands and Environmental Affairs Committee</i>	<i>ClIr ME Mndebele</i> <i>ClIr MS Motha</i> <i>ClIr T Mbokane</i> <i>ClIr CH Du Plooy</i>
<i>Agriculture and Rural Development Committee</i>	<i>ClIr PV Malatsi</i> <i>ClIr F Mazibuko</i> <i>ClIr MS Motha</i> <i>ClIr O T Shabangu</i> <i>ClIr CH Du Plooy</i> <i>ClIr EM Thwala</i>

2.2.3 Administration Arrangements

There is a significant relationship between an IDP and the institutional arrangement. The municipality cannot implement its IDP effectively without proper organizational structure. As a result, the municipality

has approved the organizational structure on 29 May 2013, with *Resolution number A89/2013*. Figure 4 below indicates the departments that the municipality is made up of and gives a brief summary of the duties that each department is responsible for.

Figure 4 – 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 9: Status of positions in the Organizational Structure

ITEM	STATUS QUO
Status of Organogram (Approval date)	Approved on the 29 th May 2013
Total No of Posts	375
No. of Filled funded Post	320
No. of Vacant funded Post	55
Vacancy Rate (%)	17%
No. of Males	242
No. of Females	78
No. of people living with disability	4

No. of officials employed under the age of 35	74
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DRAFT

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

Table 10 – Departmental Functions

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

2.2.4 Status Quo of Sector Plans, Policies and By-Laws

Sector Plan/Strategy	Status Quo
Spatial Development Framework	Approved, Resolution no. A81/2011
Local Economic Development Strategy	Draft
Rural Development Strategy	Draft
Tourism Sector Plan	Draft
Housing Plan	Needs to be revised
LUMS	Is currently under development by MISA
Integrated Housing Plan	Approved, Resolution no. A84/2009
Integrated Transportation Plan	In Progress 2012/13-2013/2014 need to develop LITPSs
Integrated Waste Management Plan	Draft
Bulk Water Supply Strategy	Was developed by Jeffer & Green Consulting Engineers through funding from GSDM
Water Infrastructure Maintenance Plan	MISA is currently developing the plan and a Draft will be available by 30 June 2014.
Water Asset Management Plan	Was done by ION Consulting.
Stream & Storm Water Management Strategy	Was to be included on the Road & Storm- water master plan
Strategic Road Master Plan	Draft and will be completed by 30 June 2014
Asset Management Plan for Road & Storm water	MISA is currently developing the plan and a Draft will be available by 30 June 2014.
Water Services Development Plan	GSDM is busy with reviewing the plan.
Water Master Plan	Developed by Mpumamanzi Laboratory (Tony Bouwers) and adopted by council.
Maintenance plan & Water safety Plan	Draft
Environment Management Framework/ Plan	Done in 2011
Electrical Infrastructure Master Plan	Draft – will be completed by 30 June 2014
Public Lighting Master Plan	Not in Place
Workplace Skills Plan	Approved, 27 June 2013, Resolution no. A103/2013
Employment Equity Plan	Draft
Disaster Management Plan	Approved, 12 Dec 2013, Resolution no.

	A97/2011
Fraud Prevention Plan	Approved, 29 May 2013, Resolution no. A75/2013
communication strategy	Approved, 27 November 2012, Resolution no. A113/2012
District HIV/AIDS Plan	Awaiting for council decision
Policies	Status Quo
Human Resources Strategy	Approved, 29 January 2013, Resolution no. A12/2013
Public Participation Strategy	Outstanding
Supply Chain Management	Approved, 29 May 2013, Resolution no. A74/2013
Budget Policy	Approved, 29 May 2013, Resolution no. A74/2013
Credit Control Policy and Debt Collection Policy	Approved, 29 May 2013, Resolution no. A74/2013
Indigent Policy	Approved, 29 May 2013, Resolution no. A74/2013
Tariffs Policy	Approved, 29 May 2013, Resolution no. A74/2013
Rates Policy	Approved, 29 May 2013, Resolution no. A74/2013
Asset Management Policy	Approved, 29 May 2013, Resolution no. A74/2013
Revenue Enhancement Policy	Approved, 29 May 2013, Resolution no. A74/2013
Selection and Induction Policy	Approved, Resolution no. A79/2009
Acting Allowance Policy	Collection agreement of 01 October 2013
Overtime Policy	Approved, 29 May 2013, Resolution no. A74/2013
Long Service Awards	Draft
Skills retention Policy	Approved, 29 May 2013, Resolution no. A88/2013

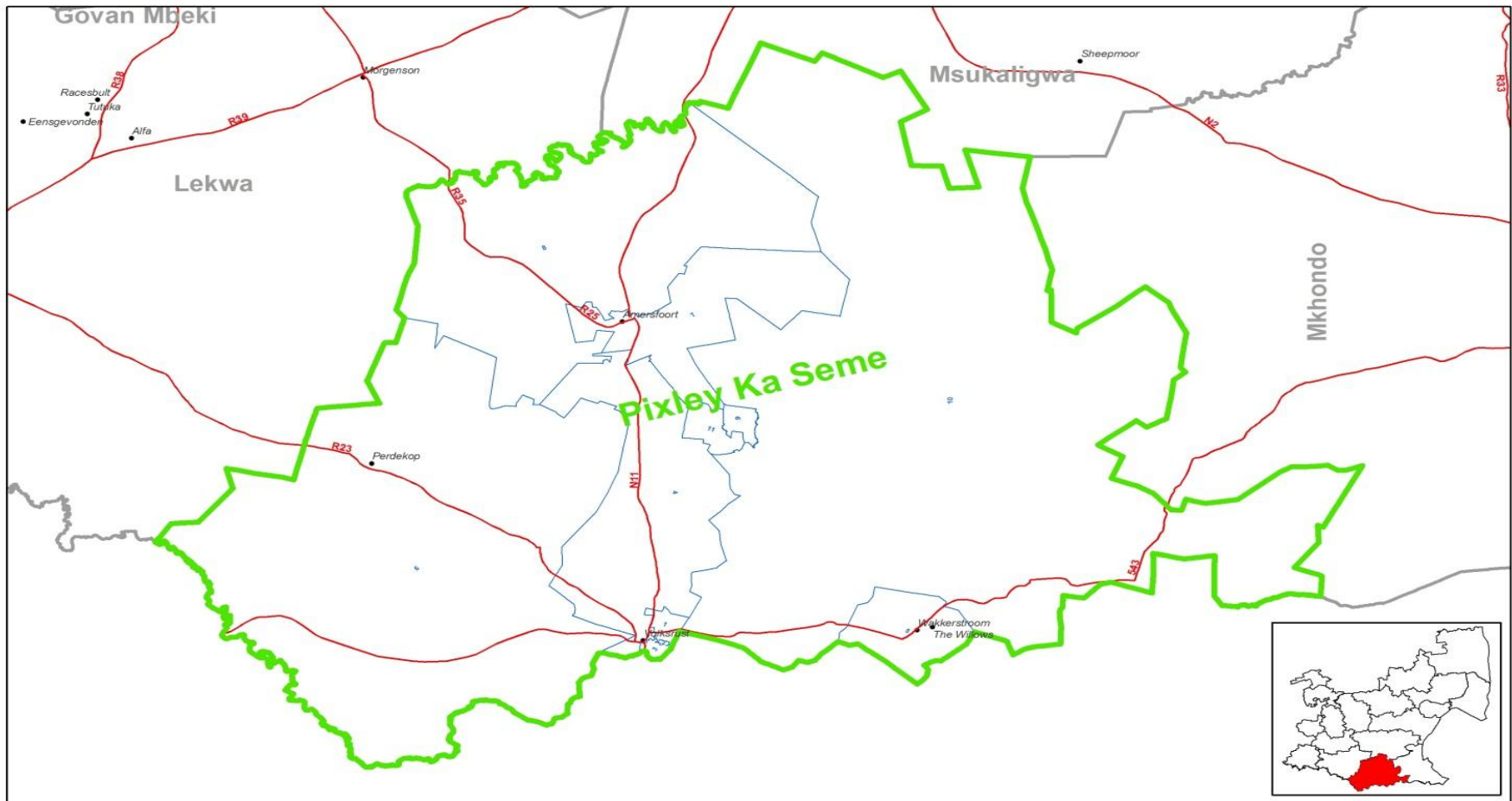
Promotion Policy	Approved, 29 May 2013, Resolution no. A74/2013
Risk Management Policy	Draft
Employment Equity Policy	Outstanding
Telephone Policy	Draft
Property rate Policy	Approved, 29 May 2013, Resolution no. A74/2013
Placement policy	Approved, 29 May 2013, Resolution no. A74/2013
Temporal & part time employee appointment policy	Approved, 29 May 2013, Resolution no. A74/2013
Recruitment, Selection Policy	Approved, 29 May 2013, Resolution no. A74/2013
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
By-Laws	Status Quo
Waste Water By-law	Approved
Electricity By-Law	Approved
Street Trading By-Law	Approved
Water Supply By-Law	Approved
Library By-Law	Approved
Public Health By-Law	Approved
Cemeteries By-Law	Draft
Electricity Supply	Draft
Credit Control and Debt Collection	Draft
Keeping of Animals	Draft
Public Amenities	Draft
Storm water Management	Draft
Outdoor Advertising	Draft
Property Encroachment	Draft
Building	Draft
By-Laws relating to Public Amenities	Draft
Waste Management By-Laws	Draft

SECTION B: Environmental Profile

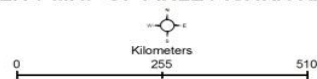
2.3 Geographic Location

The Dr Pixley Ka Isaka Seme Local Municipality is situated on the eastern border between Mpumalanga and Kwa - Zulu Natal (Newcastle Local Municipality). Furthermore, the municipal area is framed by the Mkhondo Municipality in the east, Msukaligwa Municipality to the north and Lekwa Municipality to the west. 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.

Map 1– Locality Map



LOCALITY MAP OF PIXLEY ISAKA KA SEME(MP304)



Cartographer: Mulovhedzi N.E
 Date: 01 November 2012
 Tel: 013 762 0000/ 076 430 7873
 E-Mail: ndivhuwom@statssa.gov.za
 GCS: Hartebeesthoek 1994

2.4 Municipal Administration Units and Wards

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

Table 11: Administration units and Wards

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

Towns/ Townships that each Ward is located in:

VukuzakheWard 1 - 3
VolksrustWard 4
WakkerstroomWard 5
EsizameleniWard 5
PerdekopWard 6
SiyazenzelaWard 6
EzamokuhleWard 7
AmersfoortWard 8
DaggakraalWard 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.

2.5 Demographic Overview

2.5.1 Population Size

It is important that the correct population statistics must be gathered by the Municipality this will ascertain that proper planning takes place be it in a form of the number of people residing in that area, number of households, number of employed and unemployed people, etc.

According to Supercross November 2013 statistical data, Dr. Pixley Ka Isaka Seme Local Municipality has a Total Population of 83 235 with 19778 households which amounts to a household size of 3.7 persons per household according to Census 2011 data. The number of formal, traditional and informal dwellings in the municipality is 15227, 3108 and 1448 respectively. The average population growth rate between 2001 and 2011 is 0.3%. The table below reflects the number of people found in the Municipality as well as in each Ward.

Table 12: Population size per Ward

WARD	NAME OF WARD	TOTAL POPULATION
MP304: Pixley Ka Seme	Entire Municipality	83235
Ward 1	Vukuzakhe	7554
Ward 2	Vukuzakhe	3412
Ward 3	Vukuzakhe	7867
Ward 4	Greater Volksrust	6763
Ward 5	Wakkerstroom	6852
Ward 6	Perdekop	9070
Ward 7	Amersfoort	6947
Ward 8	Ezamokuhle	7862
Ward 9	Daggakraal	5457
Ward 10	Daggakraal	12612
Ward 11	Daggakraal	8838

Source: Supercross Nov 2013

The table below gives a brief detail of the Ethnic Groups found per Ward in the Dr. Pixley Ka Isaka Seme Local Municipality.

Table 13: Ethnic group per Ward

Ward	Black African	Coloured	Indian or Asian	White	Other
Ward 1	7418	51	20	51	15
Ward 2	3132	51	11	217	2
Ward 3	6591	238	146	860	31
Ward 4	3382	61	324	2962	34
Ward 5	6020	18	92	698	25
Ward 6	8423	40	89	496	21
Ward 7	6157	12	178	543	58
Ward 8	7697	16	38	94	16
Ward 9	5401	7	43	2	5
Ward 10	12340	22	5	242	3
Ward 11	8796	11	12	3	15

Source: Supercross Nov 2013

2.5.2 Demographic Indicators

DEMOGRAPHIC INDICATORS	Stats SA Census 2001	Stats SA Census 2011	Share of Gert Sibande's figure 2011	Share of Mpumalanga figure 2011	Ranking: highest (1) – lowest (18)
Population number	80 737	83 235	8.0%	2.1%	14

Number of households	18 002	19 838	7.3%	1.8%	16
Area size (km²)		5 227	16.4%	6.8%	6
Population per km²		16			

The total population for the municipality is 83 235 people (Stats' – 2011 Census). This represents 8.0% share of Gert Sibande's population. The population grew by only 3.1% between 2001 & 2011 while annualised population growth rate was measured at only 0.3% - third lowest population growth in the province. The Community Survey conducted in 2007 under-estimated the total population and gave a figure of 65 928.

In terms of race there are 90.5% Africans, 7.4 % Whites, 0.6% Coloureds, 1.2 % Asians and Others 0.3%. Gender can be broken down as 47.5% Males and 52.5% females. The Municipality is dominated by youth (up to 34 years) which take up 69.3% of the population.

There 19 838 number of households in the Municipality, giving us an average of 4.2 people per household. 45.1% households are female headed households and 1.2% are child headed homes (0-17years).

2.5.3 Labour Indicators

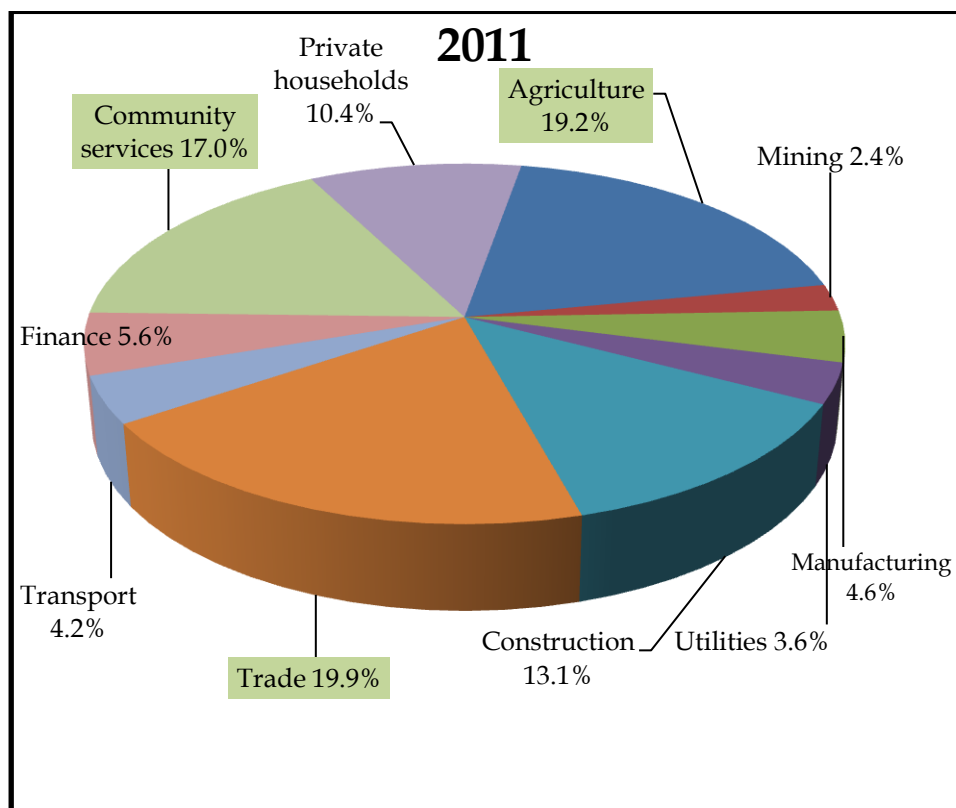
LABOUR INDICATORS	Census 2001	Census 2011	Share of Gert Sibande's figure 2011	Ranking: best (1) – worst (18)
Economically Active Population (EAP)/Labour Force	23 792	21 884		
Number of employed	11 745	13 979	5.4%	
Number of unemployed	12 047	7 906	7.2%	
Unemployment rate (%)	50.6%	36.1%		14

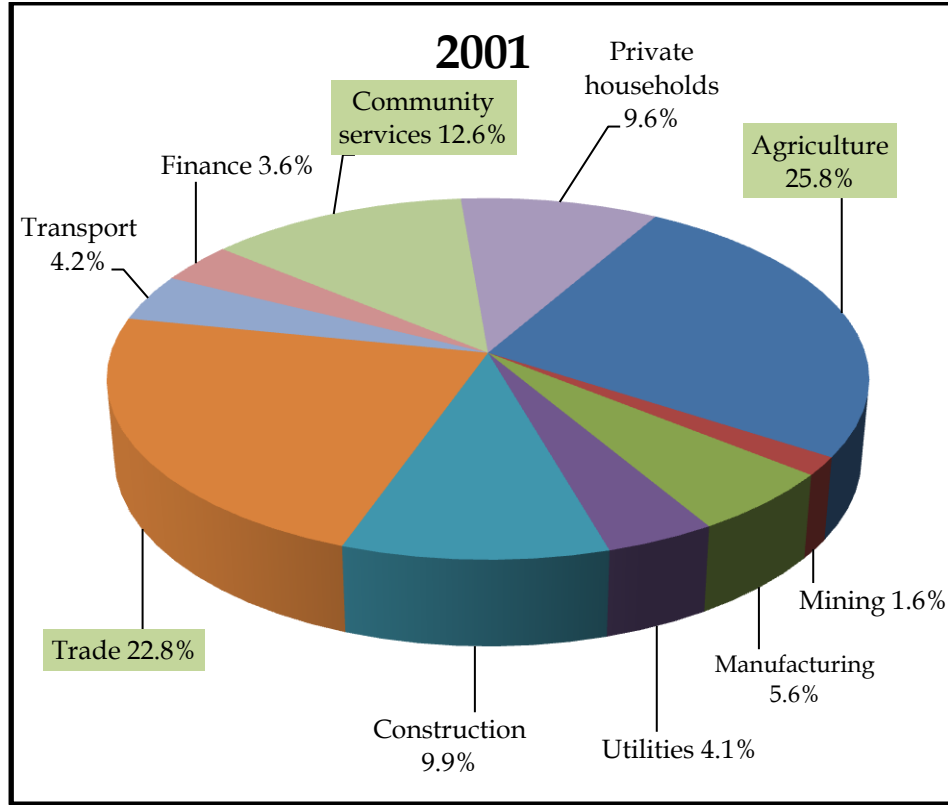
Source: Department of Finance June 2013

According to Census 2011 the Unemployment rate is standing at 36.1% (strict definition) - 7 906 unemployed as a percentage of the EAP of 23 884 – decreasing trend.

Unemployment rate for females is 44.8%, males 28.6% and youth unemployment is 45.1%. This Municipality contributes 5.4% to the Gert Sibande's total employment. According to Census 2011 there has been an increase of 2 234 between 2001 & 2011.

2.5.4 Labour Indicators (Sectoral Employment)





The Leading industries in terms of employment are trade 19.9%, agriculture 19.2% and community services 17.0%. There is an increasing role/share of community services & construction and a decrease in the role/share of agriculture & trade as employer.

2.5.5 Education Indicators

EDUCATION INDICATORS	Trend 2001	Latest figure 2011	Better (+) or worse (-) than Gert Sibande	Better (+) or worse (-) than province	Ranking: best (1) – worst (18)
Number of population 20+ with no schooling	13 952	8 591			7
Population 20+ with no schooling (%)	35.3%	19.4%	(-) (13.4%)	(-) (14.1%)	16
Population 20+ with matric & higher	17.3%	31.9%	(-) (37.2%)	(-) (38.7%)	14

Functional literacy rate (%)	50.3%	70.4%	(-) (76.4%)	(-) (76.9%)	16
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The Municipality has the third highest percentage of citizens aged 20+ with no schooling with a total percentage of 19.4% (8 591 people or 10.8% of Gert Sibande's figure of 79 538). This figure is lower than the district and provincial rates.

The functional literacy rate (15+ with grade 7+) shows an increasing trend but lower than provincial and district levels. The Municipality is the third lowest in province.

The Matric pass rate improved to 65.4% in 2012. Ranked 16th and the university/degree admission rate low at only 17.4%.

2.5.6 Health Indicators

HEALTH INDICATORS	2009	2010	2011	Ranking: best (1) – worst (18)
HIV prevalence rate - survey (pregnant women attending antenatal clinic 15-49 years old)	32.8%	40.0%	39.0%	9
HIV prevalence rate – DHIS (excluding pregnant women)	41.3%	33.4%	23.2%	11
	2010	2011	2012	Ranking: best (1) – worst (18)
TB cases	665	415	376	2
PUBLIC HEALTH FACILITIES			2012	
Number of clinics			5	
Number of community health centres (CHC)			2	
Number of hospitals			2	

Source: Department of Finance

The HIV prevalence rate of pregnant women was 39.0% in 2011. The ranking is standing at position 9. HIV prevalence rate excluding pregnant women was 23.2% this showed a decreasing trend.

TB cases have decreased between the year 2010 and 2012 & 2nd lowest in the province. There are 5 clinics (GSDM 62), 2 Community Health centres (GSDM 18) and 2 Hospitals (GSDM 9) within the Municipality.

2.5.7 Blue Drop Performance

MUNICIPAL AREA	2010	2011	2012	Ranking: best (1) – worst (18)
Steve Tshwete	92.2	96.5	97.5	1
Dr JS Moroka	95.7	84.4	92.4	2
Mbombela	80.9	74.9	87.6	3
Victor Khanye		18.2	80.0	4
Emakhazeni	71.2	83.7	79.8	5
Thembisile Hani	37.8	27.7	78.3	6
Govan Mbeki	78.9	77.5	77.5	7
Umjindi	52.5	60.5	75.5	8
Dr Pixley Ka Isaka Seme		46.9	40.4	9
Dipaleseng		6.8	40.4	10
Emalahleni	29.7	46.9	37.5	11
Lekwa	19.5	10.4	34.4	12
Bushbuckridge	8.4	29.8	30.8	13
Msukaligwa		10.5	21.2	14
Thaba Chweu	45.1	59.4	19.0	15
Chief Albert Luthuli	8.2	9.7	18.4	16
Nkomazi	17.5	59.4	17.2	17
Mkhondo	28.6	5.0	11.3	18

Source: Department of Finance

According to the Statistical data from Department of Finance (June 2013). It shows that the Blue Drop Performance for Dr. Pixley Ka Isaka Seme Local Municipality is standing at 40.4% and ranked at position 9 in the Province.

2.5.8 Green Drop Performance

MUNICIPAL AREA	2011	2012	Ranking: best (1) – worst (18)
Thaba Chweu	45.2%	23.9%	1
Steve Tshwete	54.9%	44.2%	2

Mbombela	48.5%	46.6%	3
Lekwa	88.9%	54.0%	4
Chief Albert Luthuli	87.0%	56.5%	5
Emakhazeni	68.9%	62.4%	6
Thembisile Hani	64.8%	62.8%	7
Dr JS Moroka	61.6%	70.2%	8
Umjindi	69.6%	72.7%	9
Dr Pixley Ka Isaka Seme	78.9%	72.9%	10
Msukaligwa	90.7%	73.1%	11
Bushbuckridge	83.3%	73.5%	12
Emalahleni	72.5%	78.4%	13
Govan Mbeki	68.4%	83.2%	14
Mkhondo	91.7%	88.2%	15
Dipaleseng	72.2%	92.7%	16
Victor Khanye	94.4%	94.0%	17
Nkomazi	74.4%	96.5%	18

2.5.9 Inequality and Poverty

INDICATORS	Trend		Latest figure 2011	Better (+) or worse (-) than Gert Sibande	Better (+) or worse (-) than province	Ranking: best (1) – worst (18)
	2001	2007				
Gini-coefficient (0 best to 1 worst)	0.67	0.66	0.62	(+) (0.63)	(=) (0.62)	17
Poverty rate	57.2%	47.2%	39.8%	(+) (40.5%)	(-) (39.4%)	11
Number of people in poverty	49 224	40 776	33 182			6
Poverty gap (R million)	R64	R93	R115			8

- Gini-coefficient of 0.62 – ranked 2nd highest (worst) but improving.
- Poverty rate of 39.8% - 33 182 poor people (7.8% of Gert Sibande's 423 960 poor in 2011) – declining trend.
- The poverty gap was R115 million in 2011 – increasing trend.

2.5.10 Economic Indicators

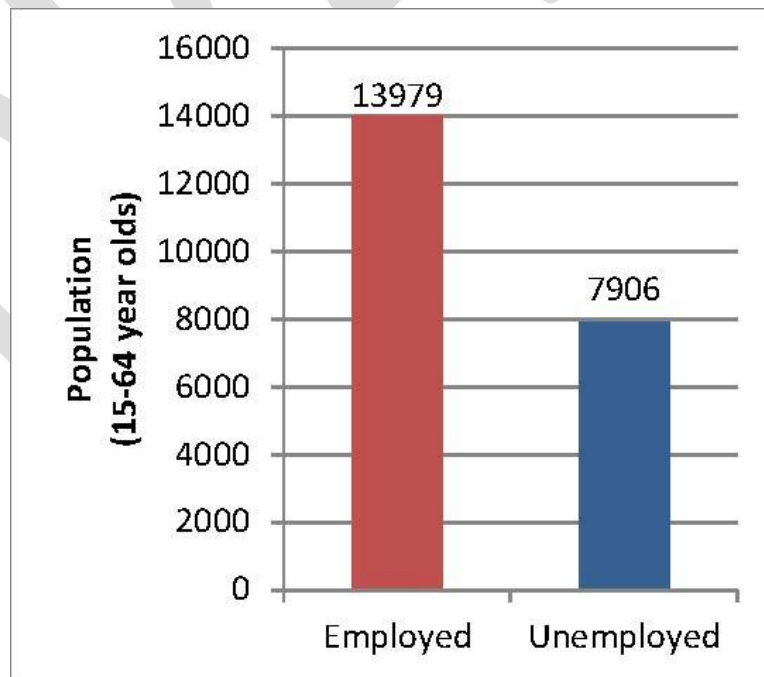
ECONOMIC INDICATORS	Trend 1996-2011	Forecast 2011-2016	Better (+) or worse (-) than Gert Sibande	Better(+) or worse (-) than province	Ranking: best (1) – worst (18)
GDP growth (%)	3.0%	3.6%	(-) (4.1%)	(+) (3.5%)	7
	Trend		Latest figure		Ranking: best (1) – worst (18)
	2001	2007	2011		
Contribution to Mpumalanga GVA (%)	1.1%	1.1%	1.1%		17

Source: Department of Finance June 2013

Expected to record 3.6% GDP growth per annum over the period 2011-2016, ranking the 7th highest of the 18 municipal areas.

Utilities, community services & finance should contribute the most to economic growth in the period 2011-2016. GVA in 2011 – R2.2 billion at current prices and R1.2 billion at constant 2005 prices. The Municipality has the second smallest economy in the province with a 1.1% share.

2.5.11 Employment Distribution



The Municipality has a relatively high unemployment rate. A higher unemployment rate relates to fewer rates and taxes received by the Municipality, therefore the Municipality will have fewer resources available.

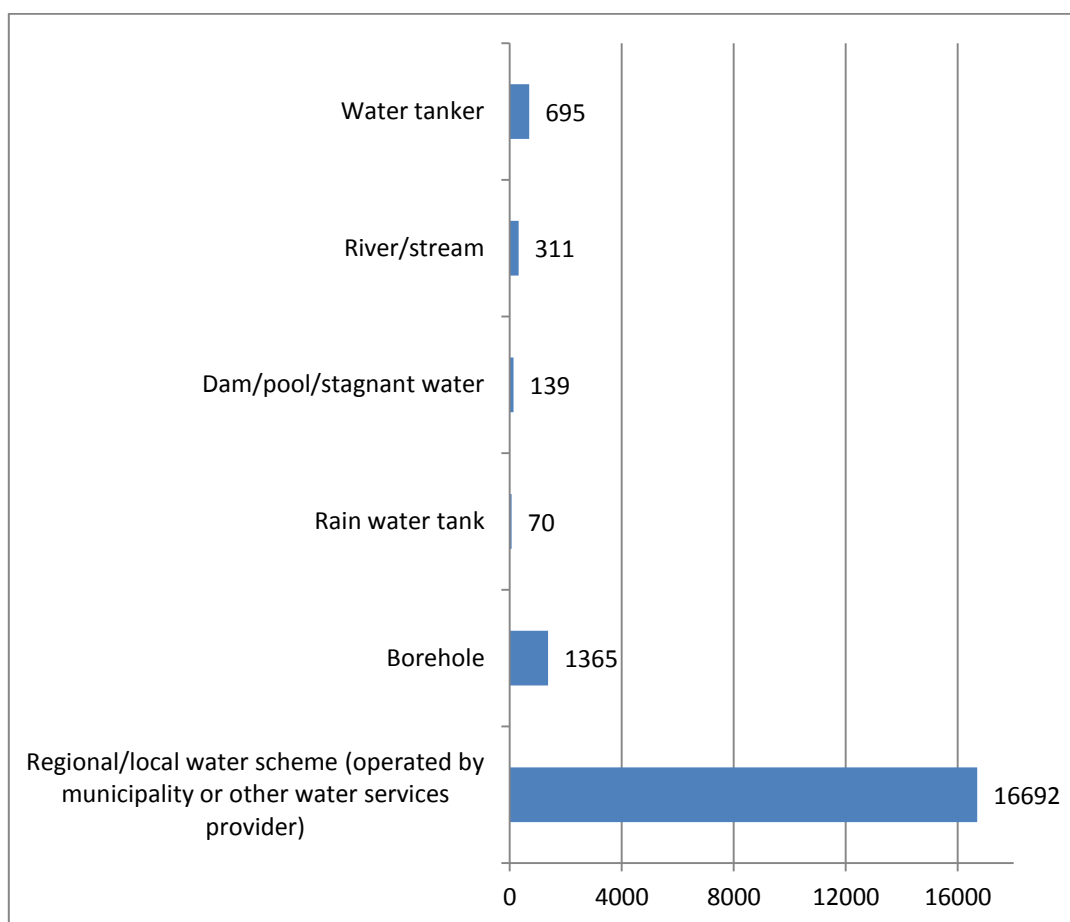
2.6 Basic Service Delivery

2.6.1 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 consistently 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.

The chart and Table 14 below demonstrates the source of water that is used by each household.

**Table 14: Source of Water**

Ward	Regional/local water scheme (operated by municipality or other water services provider)	Borehole	Rain water tank	Dam/pool/stagnant water	River/stream	Water tanker
Ward 1	1873	16	1	1	3	13
Ward 2	832	1	-	-	-	2
Ward 3	2086	10	2	-	-	2
Ward 4	1532	160	4	2	2	41
Ward 5	1515	29	4	1	6	17
Ward 6	1364	351	20	48	43	154
Ward 7	1957	29	3	1	5	5
Ward 8	1507	132	-	10	19	177
Ward 9	1079	56	5	-	-	19
Ward 10	1320	371	20	75	233	170
Ward 11	1627	210	11	1	-	95

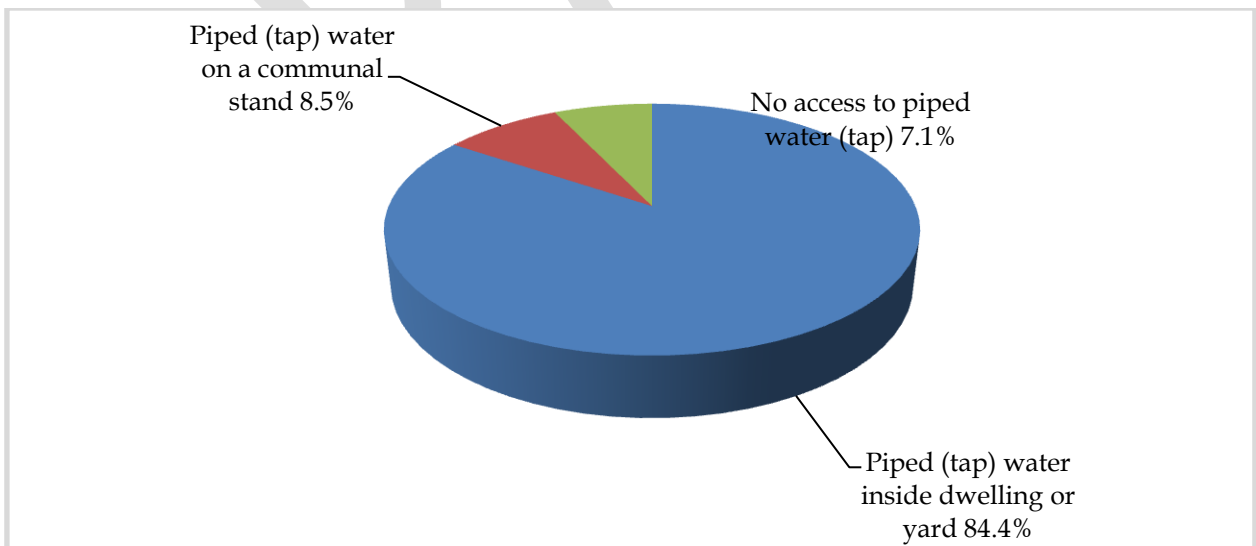
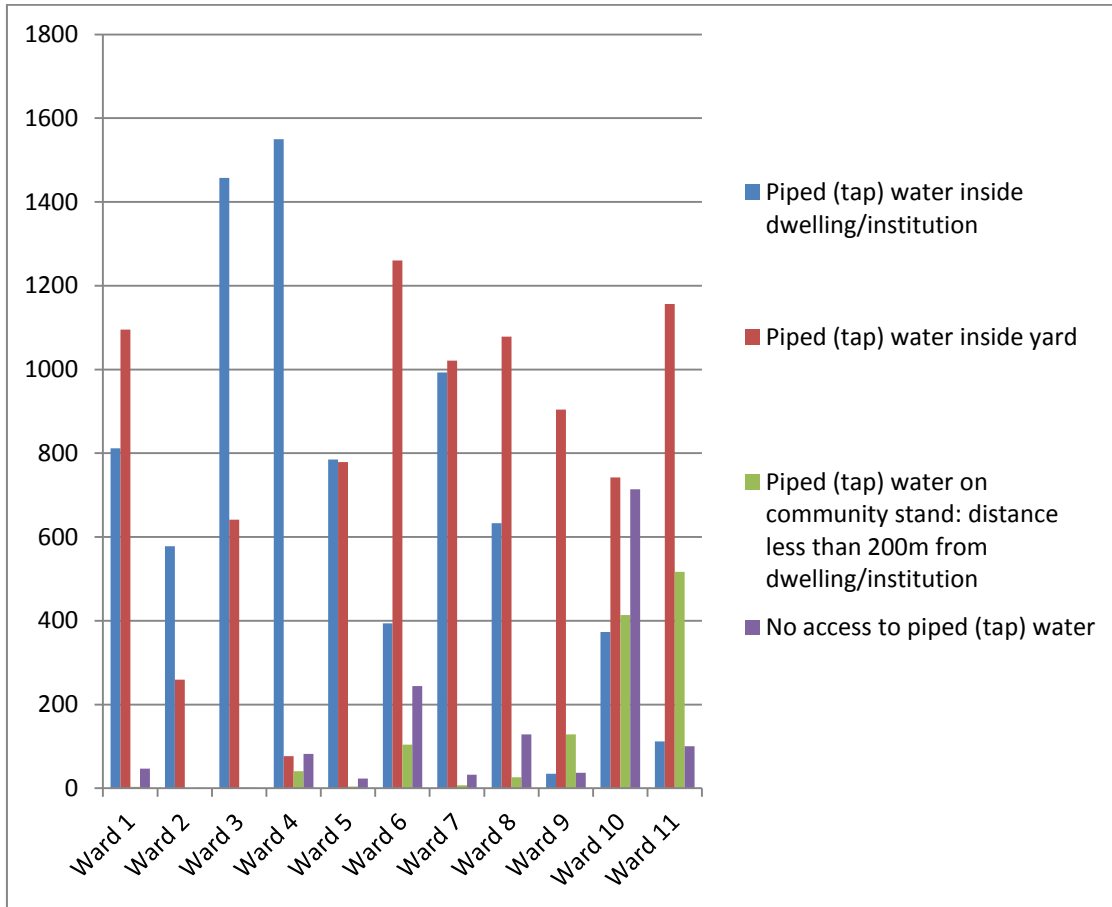
Source: Supercross November 2013

BASIC SERVICE INFRASTRUCTURE INDICATORS	Trend 2001	Latest figure 2011	Better (+) or worse (-) than Gert Sibande	Better (+) or worse (-) than province	Ranking: best (1) - worst (18)
% of households in informal dwellings	11.7%	7.3%	(+) (16.8%)	(+) (10.9%)	6
% of households with no toilets or with bucket system	16.3%	5.1%	(+) (5.8%)	(+) (7.2%)	7
% of households with connection to piped (tap) water: on site & off site	82.5%	92.9%	(+) (91.2%)	(+) (87.4%)	10
% of households with electricity for lighting	66.9%	85.2%	(+) (83.4%)	(-) (86.4%)	9
% of households with weekly municipal refuse removal	52.3%	62.0%	(-) (63.6%)	(+) (42.4%)	10

All indicators improved between 2001 and 2011 & in general higher/better than district except for refuse removal. All indicators fall in the top 10 and better than provincial figure, except for electricity. Dr. Pixley Ka Isaka Seme ranked 9th in Blue Drop Report which means that the Blue Drop needs attention and ranked 10th in Green Drop Report in 2012 this means that there is a high risk in waste water service.

2.6.2 Piped Water

The bar chart below gives a breakdown on the level of service in terms of tap water in each ward.



Source: Department of Finance

- Piped water in a dwelling or yard 84.4% -16 737 households.
- Piped water on a communal stand 8.5% – 1 691 households.
- No access to piped water 7.1% - 1 410 households.

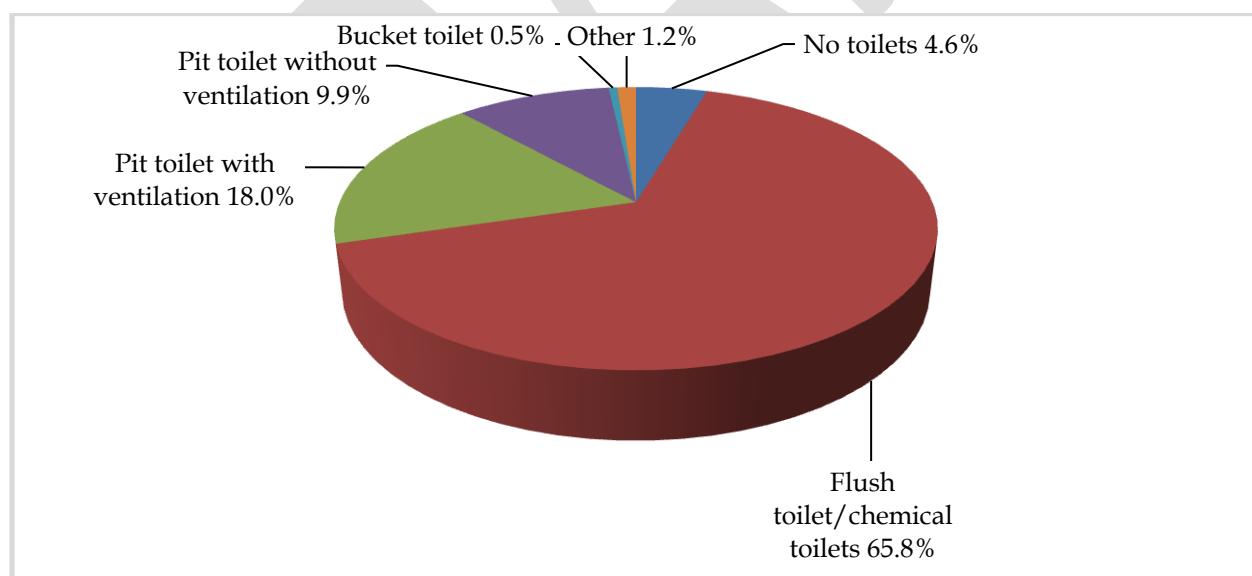
2.6.3 Sanitation

The table below gives a breakdown of level of sanitation that is accessed by each household

Table 15 – Access to Sanitation

Ward	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Chemical toilet	Pit toilet with ventilation (VIP)	Pit toilet without ventilation	Bucket toilet	None
Ward 1	1886	6	-	7	6	-	49
Ward 2	834	-	-	-	1	-	1
Ward 3	1985	101	2	6	4	-	8
Ward 4	1555	15	6	24	112	3	34
Ward 5	1414	103	12	11	22	3	19
Ward 6	943	220	7	121	490	69	160
Ward 7	1846	30	2	19	12	2	113
Ward 8	1596	17	8	93	64	8	96
Ward 9	53	7	5	1076	26	-	12
Ward 10	207	44	48	780	868	24	347
Ward 11	71	3	21	1427	365	1	69

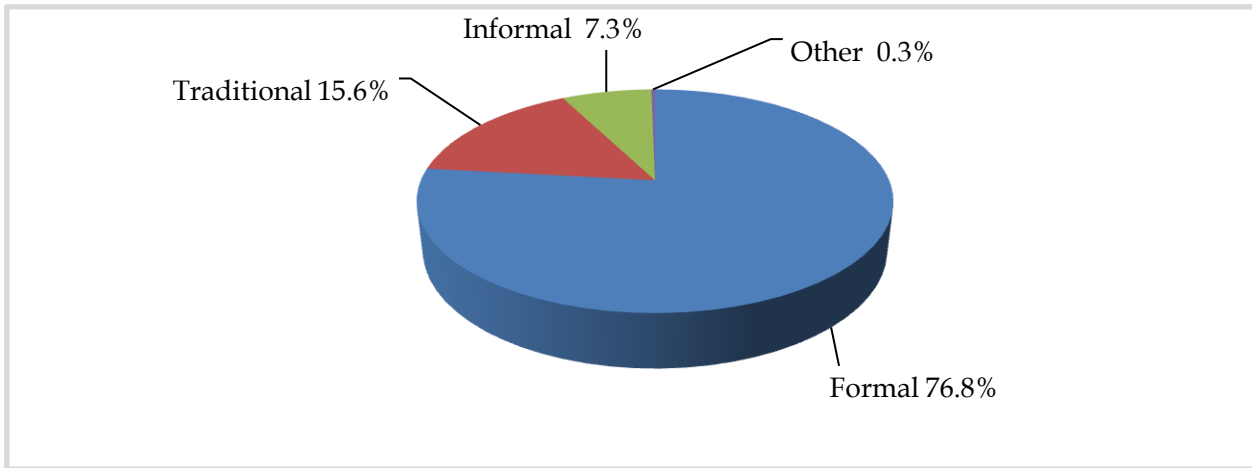
Source: Supercross November 2013



Source: Department of Finance June 2013

There are 13 048 households (65.8%) with Flush/chemical toilets, 5533 households (27.9%) with Pit latrines; 1970 households (9.9%) with Pit latrines without ventilation and 907 households (4.6%) with no toilets.

2.6.4 Housing



Source: Department of Finance June 2013

There are 15 277 households (76.8%) that has Formal housing, 3103 households (15.6%) has Traditional housing and 1448 households (7.3%).

2.6.5 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. As part of intervention, the Department of Environmental Affairs together with the Gert Sibande District Municipality have appointed Worley Parson to compile the IWMP for Dr. Pixley Ka Isaka Seme Local Municipality.

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.

2.6.6 Waste Removal

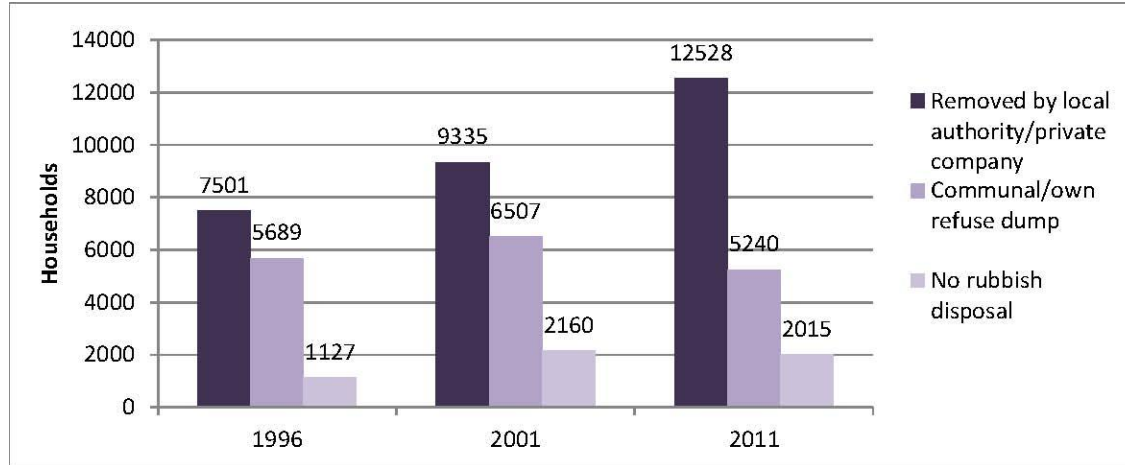
As part of waste management, the municipality also has a refuse collection system that operates in all administrative units, with exception for Daggakraal. Refuse removal is conducted on 23 399 sites and also of those sites 20 999 are households that are serviced.



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 5: Distribution of households by refuse removal in 1996, 2001 and 2011



Source: Statssa 2011

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

Table 16: Waste Quantities per category

ADMINISTRATIVE UNIT							
	Volksrust	Vukuzakhe	Amersfoort	Ezamokuhle	Wakkerstroom	Esizameleni	Perdekop
No of Sites	13 712	3371	831	2231	1570	323	1361
No of Households	12806	3295	242	2228	1111	323	994
Refuse Collection	Twice a Week	Once a week	Twice a Week	Once a week	Once a week	Once a week	Once a week

In reference to the differentiation provided above the table below shows the 2013 waste quantities per category.

2.6.7 Waste Disposal

The Municipality has four waste disposal sites in their jurisdiction Volksrust, Amersfoort, Perdekop and Wakkerstroom waste disposal sites. Only Volksrust waste disposal site are licenced 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). A copy of the permit is attached in **Appendix 1**.

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

Perdekop Waste disposal site

The Perdekop waste disposal site is not 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 not 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.

Conclusion - Waste Disposal Sites

The Municipality is currently receiving support from MISA for the following landfill sites:

- ✓ Wakkerstroom – Closure and rehabilitation of the current landfill site and the licensing of a new landfill site to operate as BUY BACK CENTRE.

- ✓ Amersfoort – Licensing for operation as the current landfill site is not licensed.
- ✓ Perdekop – Licensing for closure.

2.6.8 Electricity & Energy

Electricity Provision

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

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

VOLKSRUST

Volksrust is supplied by Eskom with an 88/11KV through 2x10MVA Transformers while Daggakraal is supplied through 22/11KV line. The electricity distribution is mostly on underground cables with current notified maximum demand of 12,5MVA and spare capacity of 3,5MVA. There is a need to upgrade and increase our supply capacity from 9MVA to 20MVA application will be submitted to Department of Energy.

VUKUZAKHE

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

2.6.9 Roads & Transport

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.

2.6.10 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. Much more planning still needs to be done with regards to storm-water drainage and MISA is assisting with the compilation of a Roads Master Plan.

2.7 Social & Community Development

2.7.1 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 17 – Social Facilities

Health Facilities	
Private Hospital	None
Private Doctors	10
Primary Health Clinic	7
Mobile Clinics	2
Government Hospital	2
Dentist	2
Social Facilities	
Grant Pay Points	5
Victim Support Centre	1
Social Workers	13

Old Aged Homes	1
Children's Home	1
Day Care Centres	21
Multi-Purpose Community Centre	1
Community Hall	10
Police Station	5
Post Office	5
Service Centre (Elderly People)	3
Stimulation Centres (Children living with Disability)	2
Drop in Centres(Vulnerable children & Orphans)	3
Education Institutions	
Independent Schools	1
Public Primary Schools	46
Public Secondary Schools	14
Combined Schools	3
FET	1

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.

2.7.2 Sports Development

The Municipality has a challenge in facilitating the support for Youth to be able to safely and effectively participate in Sports, Arts and cultural activities. The major challenge faced by the 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

2.7.3 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.

ADMINISTRATIVE UNIT	NUMBER OF CEMETERIES	FENCED WITH CONCRATE WALL	FENCED WITH WIRE	MAITAINANCE
VOLKSRUST	04	03	01	All cemeteries have a team that clean and maintain cemeteries at all times.
AMERSFOORT	04	02	02	All cemeteries have a team that clean and maintain cemeteries at all times.
WAKKERSTROOM	03	02	01	All cemeteries have a team that clean and maintain cemeteries at all times.
PERDEKOP	01	01	00	All cemeteries have a team that clean and maintain cemeteries at all times.
DAGGAKRAAL	03	00	03	All cemeteries have a team that clean and maintain cemeteries at all times.

2.7.4 Public Safety (Crime, Road Safety, Fire & Rescue and Disaster management)

2.7.4.1 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. During last financial year the statistic of crime was 1019 and this financial year crime statistic is 1146, which means that the crime statistics increased due to shortage of personnel and vehicles.

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

2.7.4.2 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.

During the year 2013/2014 scores of traffic offences were dealt with. The largest number of offences was parking, followed by exceeding speed limits in our areas, unlicensed motor vehicles and cell phones. The main aim of this section is not only to prosecute but also to educate.

2.7.4.3 Vehicle registration and licensing

About 120 000 cars are registered within Dr Pixley Ka Isaka Seme Local Municipality area. Our Licensing and Registration section boasts five tellers who deal directly with members of the community. As part of our achievements in this section we have dealt extensively with the backlogs of long queues in our bookings section.

Currently bookings are running very smooth and efficiently. ‘We have prioritised local people for bookings as part of the strategic plan towards the bookings impasse we have experienced previously.

2.7.4.4 Fire and Rescue

The fire services department is now in a position to extend their professional services to cover the whole of Dr Pixley Ka Isaka Seme area.

The municipality has attended lots of incidents and we are very responsive considering that we have inadequate equipment, besides those challenges we are able to go beyond our call of duty in assisting our communities.

In striving towards one of the goals of the municipality, the fire department was again able to provide much needed training to people within the community. Informal settlements are seen as a special risk. This is why the municipality constantly strives to bring about a change in the attitude of people living in informal settlements with regard to the dangers posed by fires as well as issues around fire safety.

There are currently eight personnel employed by the municipality under the fire and rescue unit. The municipality has two fire vehicles currently and is need of a Fire Engine. Disaster management also falls under the fire and rescue section.

2.7.4.5 Disaster Management

Dr Pixley Ka Isaka Seme Local Municipality have its disaster management plan and policy, in terms Of the Disaster Management Act, 2002, the municipality experiencing shortage of human resources to render efficient and effective services to our communities.

The Gert Sibande District Municipality has approved establishment of the Sub-Disaster Management Centre for Dr Pixley Ka Isaka Seme Local Municipality.

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

The District municipality is currently approved to build the new sub- fire and Disaster Management centre which would cater for the challenges of the day. With the number of officials the department able to reduced accidents with 8% although there is a shortage of equipment.

2.7.5 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.

2.8 Community Development

2.8.1 HIV/ AIDS, Home Based Care and Orphans

HIV/AIDS

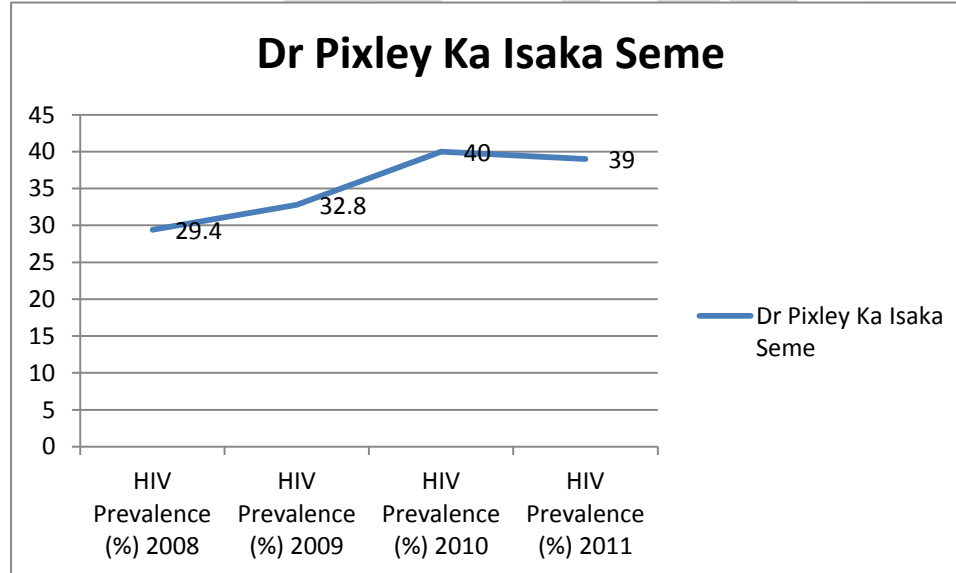
Mpumalanga is one of the three Provinces with the highest infection rates of HIV/AIDS. According to the latest Statistics for the municipality it shows that there has been a slight decrease of 1% in the infection rate (2010 & 2011). A lot still needs to be done by the Province, District and the Municipality in fighting this epidemic.

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) was launched on the 6th February 2014. 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 2008 to 2011.

Figure 6: HIV Prevalence 2008-2011



Source: Statssa 2011

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.

2.8.2 Youth Development

Youth Development in DPKISLM is in the Office of the Executive Mayor, the unit was established in 2007. It is responsible for mainstreaming the Special Programme in to the main business 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:

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

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

- Social Development has funded the municipality to develop Youth Centres; in line with the development of these centres is also beneficiary identification. The Centres that are operating currently are in, Daggakraal including Amersfoort, Wakkerstroom and the centre in Volksrust will commence operating during the month of May.
- The municipality has also embarked on a project to fund 80 young individuals towards obtaining licences.
- The municipality in partnership with NYDA initiated a programme on Job Preparedness for all the youth in all Admin Units

The municipality plans on other programmes that will be aimed at enriching the youth such as the upgrading of Sports facilities with the assistance of the community (youth) and the local sports association.

2.8.3 Job creation

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

2.8.3.1 Phezukomkhono

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

2.8.3.2 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.

2.8.3.3 Expanded Public Works Programme (EPWP)

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

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

The Dr. Pixley Ka Isaka Seme Local Municipality through the EPWP Programme has employed 291 people in the 2013/14 financial year. Even though people are hired on a six months contract and not on a permanent basis it has a positive contribution in fighting Poverty Alleviation.

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

Programme Name	number of employees
waste management	88
landfill site management	10
road furniture	22
security services	22
parks and cemetery	33
librarian assistants	11
mechanical workshop assistants	6
road maintenance	33
environmental corps	22
water and sanitation	11
working with fire	33

2.8.4 Gender Development

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

Most of the everyday issues with which Local Politics is concerned are of primary concerns to women. Women are rooted in local areas, frequently unable to leave these, often because they lack the means to do so. Women are thus inclined to get involved in local politics because of their concern for "home" issues, as well as their commitment to their families and emancipation of other women. Access to water

and sanitation, or lack of access, impacts heavily on women since they fetch water if it is not available at their homes, this often requires long erratic hours of hard labour. They also need to ensure the well-being of their families-poor quality water and lack of sanitation can cause illness and strain their already depleted resources.

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

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

Key Issues pertaining to Gender includes among others the following:

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

2.8.5 Children's Rights

Concerns have been raised both nationally and locally on the extent to which the rights of children have been violated amongst our communities. Out of many awareness programmes initiated by government there has been an improvement in some quarters of our society, yet more work still remains so as improve our neighbourhood and better the plight of children with our Municipality. In responding to some of these challenges our Municipality is committed to mobilize all the relevant stakeholders within our communities to support all initiatives intended to ensure upbringing of children in a safer and healthy neighbourhoods, as they are being prepared to lead and inform decisions of future generations.

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

- Lack of support and coordination for the emancipation, protection and support for children in need and distress;
- Development of policy guidelines;
- Facilitation and establishing partnership that is focused on availing resources to assist children in need;
- Coordination and support of child headed households;

- Consultation and strengthening of partnership with stakeholders including NGO's and CBO's to comprehensively address children issues.

The anticipated projects are intended to be implemented with the provision that the budget:

- Early Childhood Development Centers for all Admin Units
- Recreational Facilities for All Admin Units
- Children's Forum (Launching 12 April 2013)
- Allocation of Child Friendly Houses(Facilities)
- Child Friendly Municipality(A building that will serve as a Child Friendly Facility)
- Children's Rights Advocacy Plan or Programme

2.8.6 Disability

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

Social Grant beneficiaries (Sep 2012)		
Grant type	GSDM	DRPKISLM
Old Age	50184	3236
War Veteran	5	1
Disability	22617	1236
Foster Care	7371	600
Care Dependency	1930	76
Child Support	121401	5636
Grant in aid	501	13

People with disability struggle to get employment because of, among other factors, inadequate skills, and at times they are hindered by the attitude of employers and their reluctance to provide reasonable accommodation for their disability. In the face of this challenge, people with disabilities frequently opt to pursue self –employment as a way of reducing poverty and unemployment.

Specialized workshops, networking opportunities, individual support and guidance for aspiring business owners and also those with existing business should be facilitated in order to empower the disabled. Such session can promote sharing of best practices and discussion on business issues, and can also serve as a forum to encourage mutual support between up and coming and more established entrepreneurs. Procurement policies should be facilitated to accommodate people with disabilities. Preferential procurement methods could afford entrepreneurs with disabilities the opportunity to municipalities should include a clause on employment of a percentage of people with disabilities. A database of disabled entrepreneurs should be developed for easy access and speedy delivery. There should also be a facilitation of Small, Micro and Medium Enterprises (SMMEs) to be mentored by bigger companies.

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

- Lack of appropriate facilities
- Lack of access to economic , training /development and employment opportunities
- Lack of access to housing and public facilities
- Discrimination
- Lack of access to social and health services
- Finalization of the District Disability Strategy.

Mobility impairment:

- Provision of enough space to manoeuvre a wheelchair in houses
- Widening and clear marking of disability parking

Visual impairment:

- Dropped curbs to footpaths as cues
- Bright handrails on stairs and ramps
- Trimming of hedges and trees to prevent their encroaching on footpaths
- Making buttons in lift with raised numbers and Braille
- Installation voice synthesizers in lift to indicate the floor and when the door and when the door is opening and closing

Hearing impairment:

- Provision of emergency call buttons in lift with an acknowledgement light adjoining them.
- Provision of flashing light for the evacuation signal and alarm system
- Provision of good lighting for lip-reading
- Awareness and skills training on disability issues should be conducted in all municipalities, with the objective of establishing disability- confident and disability- competent municipalities.

Table 18 – Number of disabled persons per category

Nature of Disability	Level of difficulty	Gert Sibande District Municipality	Dr. Pixley Ka Isaka Seme Local Municipality
Seeing	Some Difficulty	97 375	7 570
	A lot of Difficulty	19 823	1 270
	Cannot do at all	2 210	176
Communication	Some Difficulty	14 312	1 329
	A lot of Difficulty	4 539	480
	Cannot do at all	5 075	484
Walking or Climbing stairs	Some Difficulty	26 474	2 209
	A lot of Difficulty	8 439	662
	Cannot do at all	5 839	480
Remembering/ Concentrating	Some Difficulty	37 624	3 759
	A lot of Difficulty	11 707	1 193
	Cannot do at all	6 985	683
TOTAL		240 402	20 295

Source: Census 2011

2.8.7 Traditional Leaders & Healers

Section 211 of the 1996 Constitution makes provision for the recognition of the institution, role and status of traditional leadership according to customary law subject to the Constitution.

Apart from the Constitution, various pieces of legislation that deal with the institution of Traditional Leadership have been passed since 1994 that provide for an enhanced role for the institution. This includes:

- Traditional Leadership and Governance Framework Act No. 41 of 2003.
- National House of Traditional Leaders Act No. 10 of 1997.
- Municipal Structures Act No. 117 of 1998 (section 81).
- Remuneration of Public Office-bearers Act No. 20 of 1998 (sections 5, 8 and 9).
- Municipal Systems Act No. 32 of 2000 (sections 4, 16, 17, 18, 29 and 42).
- Disaster Management Act No. 57 of 2002 (sections 5 and 7)
- Communal Land Rights Act No. 11 of 2004 (sections 1, 2 and 5, and Chapters 7 and 8).
- Intergovernmental Relations Framework Act No. 13 of 2005 (sections 6(3), 10(3), 17(3) and 25(3)).
- Other legislation administered by other government departments impacting on traditional leadership

An organisation known as “Traditional Health Practitioners” is fully functional and meets once a month at local level. Much work still needs to be done to strengthen the working relationship between the Municipality and the Traditional Leadership.

2.8.8 Ward Committees

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

In Dr. Pixley Ka Isaka Seme the ward committees are fully functional and their status quo is as follows:

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

2.9 Local Economic Development

2.9.1 LED

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 five 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.

The following are some key strategies that Dr Pixley Ka Isaka Seme municipality can put in place to meet its goals

- Developing the infrastructure of the municipality to make it easier for businesses to operate (i.e. Houses, transport, roads, water and electricity etc.). This is mainly addressed in the IDP of the municipality. Whilst it contributes to providing better living conditions it also creates an environment that promotes economic growth.
- Promoting tourism, which currently is one of the biggest growth industries in South Africa. This includes developing local tourist sites and facilities, improving security and ensuring that all residents are welcoming of tourists.
- The municipalities tender and procurement policies must favour small contractors and emerging businesses. Where these companies cannot provide the required services, steps must be taken to get larger companies to enter into joint ventures with smaller partners.

The Department of Provincial and Local Government has identified the following as key principles underlying LED:

- Poverty and unemployment are the main challenges facing South Africa. LED strategies must prioritise job creation and poverty alleviation
- LED must target previously disadvantaged people, marginalised communities and geographical regions, black economic empowerment enterprises and SMMEs to allow them to participate fully in the economic life of the country
- There is no single approach to LED. Each locality may develop an approach that is best suited to its local context
- LED promotes local ownership, community involvement, local leadership and joint decision making
- LED involves local, national, and international partnerships between communities, businesses and government to solve problems, create joint business ventures and build local areas
- LED uses local resources and skills and maximizes opportunities for development
- LED involves the integration of diverse economic initiatives in an all-inclusive approach to local development
- LED relies on flexible approaches to respond to changing circumstances at local, national and international level
- local, national and international level

In the light of the above key set of principles LED should work very closely with all the relevant stakeholders in an attempt to meet all these objectives. It is worth mentioning at this juncture that the municipality has an outdated LED strategy 2005, however a service provider has been recently appointed to develop a new strategy that will assist to address most of the economic gaps that emanated from this challenge. The launch of the LED forum on the 10 October 2013 was a positive step that will pave a better way for the envisaged LED strategy. Therefore, it is vitally important for the LED unit that the established LEDF is operational and further ensure that it become actively involved in the formulation of the imminent LED strategy. In the absence of up to date LEDS the outdated LEDS emerge as the only document that can provide the economic highlights of the municipality.

Listed below are issues encapsulated in the said LEDS that should be contemplated while the process of developing a new strategy is underway.

- Make sure that Government sectors and Government related services grow positively
- Ensure a high standard of municipal service delivery
- Quality of services and products must be a priority of business establishments
- Ensure that more effort is put into attracting private sector investment into Manufacturing, business, tourism and construction
- Build strong industrial sectors around the comparative advantages of agricultural Products (maize, grain, sorghum, wheat, etc. also meat, milk and wool) and wood.
- Make municipal land available for the development of community based agricultural projects
- Use the relatively low crime rate and stable business environment as incentives to Attract investors
- The municipality should draw up an industrial investment incentive scheme that would be beneficial to both outside and local firms. This scheme should be marketed through the municipal website, radio and newspapers and must be provided to all potential investors
- Establish an industrial park and technical training centre within the municipal jurisdiction area
- Establish planned industrial areas on the periphery of the towns near the most needy areas
- Appoint an industrial marketing officer on a partnership basis who will be responsible for attracting industrial investment and providing information to potential investors
- All central and provincial government projects in the municipal area should make use of local labour
- Local firms and individuals should receive priority in the allocation of local government contracts
- Establish an accessible one stop support centre for businesses, particularly in:

a) Providing advice and support to SMME's

- b) Obtaining incentive and funding from other sources for business competitiveness
 - c) Skills training
 - d) Providing entrepreneurship and
 - e) Providing a quality control system to improve local quality of service
-
- Strive to enhance the attractiveness of the CBD's by keeping them clean and safe, by well thought out upgrading of buildings by the business sector (the inputs of an Aesthetics Committee is crucial) by keeping the facades of historical buildings intact and properly maintaining them, by establishing trees, shrubs and flowers, by improving signboards and windows displays
 - Build a strong tourism sector by establishing a large grassland and wetlands reserve on the legacy of the Anglo-Boer War, early European settlement, the San, Zulu and Swazi cultures, the wealth of historical buildings and artefacts, the museum in the area and a possible tourist railway between Wakkerstroom and Volksrust.
 - Ensure that there are sufficient accommodation establishments of quality. The tourists must get what is promised to them and more not less.
 - A tourist "climate" can be established in the CBD's during the peak tourism season by keeping businesses open until late, establishing a flea market, street musicians and other happenings and attractive Christmas decorations along the main street.
 - Local tour operators should develop and put tourist packages together for the area.
 - The surrounding farms with all their attractions – remnants of European and San Cultures, bird watching, game farms, attractive landscapes and guest houses should form an integral part of the tourism packages
 - Create a Strategic Economic Development Task Team comprising of the Industrial Development Officer, Councillors, Municipal Officials and representatives of the private sector that can focus on dragging business firms to the towns making local business people aware of investment opportunities whilst reducing the most critical obstacles that investors face.
 - The Council, business sector and the community as a whole must market the area and their individual towns relentlessly.
 - The business incentive scheme should in future strive to include a "relocation grant" and allow the Council to attract dynamic firms and distributors from other areas.
 - All entrepreneurs in the area need to be made aware of the many incentive schemes worth several billion rand annually that is ministered by the Department of Trade and Industry.
 - The Council must work closely with the District Municipality and the Province in acquiring funding for development
 - The Council needs to continue to address poverty and social security issues through its welfare programmes, its job creation programmes and projects and its support for local business.
 - Finally a "dispersed city approach" should be followed in the placement of government institutions and certain new developments hereby the towns will receive a more or less equal share of new development and employment opportunities.

IDENTIFIED 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. Additionally, a thorough socio-economic analysis should be conducted to investigate the salient demographic features that influence economic development.

1. Farm Paardekraal

Farm Paardekraal is an initiative by the municipality, DEDET and COGTA, aimed at curbing poverty and unemployment and create a proper linkage of the Masibuyele Emasimini Project. It is intended to create Poultry, vegetable and fruit packaging hub for the municipality and stimulate job creation and entrepreneurship.

2. 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.

PROPOSED NEW PROJECTS

The proposed expansion project involves an underground mine at the Kusipongo Resource. The proposed mine is estimated to have a lifespan of approximately 30 years. It is located to the west of the existing mine, near the Kransbank Heritage Site.

The scope of the proposed project involves the development and construction of:

- An underground mine
- Three ventilation Audits
- An aboveground conveyor for the transport of coal
- Upgrade of existing roads
- Electricity distribution infrastructure (power lines)

In accordance with the relevant environmental regulations, the proposed expansion requires the following authorisations/licenses prior to commencement:

- **Environmental Authorisation** from Mpumalanga Department of Economic Development, Tourism and Environment
- **Water Use License** from the Department of Water Affairs
- **Mining Right Application** from the Department of Mineral Resources
- **Waste Management License** from the Department of Environmental Affairs

Environmental Resources Management Southern Africa (Pty) Ltd. (ERM) is the independent environmental consultant coordinating the environmental authorisation process and associated licensing processes mentioned above.

3. 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.

4. Fly Ash

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

5. Meerkat Truck Stop

Volkstrust 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 Volkstrust on the R23 towards Standerton. Phase I of the development will be a truck stop and parking with security fence, lighting, 24 hour surveillance, ablution facilities, truck pit and 24 hour convenience shop, including two diesel bowser outlets for trucks. Phase II of the development will be a retail fuel outlets for diesel and petrol with a café, office complex and fuel storage facility. Phase II will only commence once traffic volume counts on the R23 at the site reached 6000 vehicles per day.

6. 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.

7. 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

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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.

PROJECT PRIORITIZATION

NAME OF THE PROJECT	PROJECT DESCRIPTION	LOCATION	ANTICIPATED JOBS	IMPLEMENTERS
Majuba Rail	Construction of 68KM railway line to transport coal to Amajuba Power Station	Between Ermelo and Amersfoort	2000 to 4500	Eskom
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	700 to 1000	Kangra Mine
Meerkat Truck Stop	Development of a Truck Stop	2Km outside Volksrust on the R23	250 to 300	TOWB Trading CC
Fly Ash	Incubator programme using fly ash to manufacture bricks, paving and fertilizers	Majuba Power Station	112 Cooperatives	Eskom, Municipality and Seda
Farm Paardekraal	Establishment of an agro-processing hub	Perdekop, 25 km from Volksrust	<ul style="list-style-type: none"> • 120 permanent employment opportunities ; • Develop and support at least 10 primary , 5 secondary and 1 tertiary 	DEDET

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			co-operatives <ul style="list-style-type: none"> • Create 200 upstream jobs in the area on fruit and vegetable farms • Provide a supply chain support of 20 local SMMEs 	
Perdekop/Amersfoort Glencore Underground Mine	Underground Coal Mine	Perdekop and Amersfoort	266	Glencore
Yzermyn Underground Mine	Coal Mine	17Km South West of Wakkerstroom, 40Km South West of Wakkerstroom	576	Atha-Africa Ventures (Pty) Ltd.

2.9.2 Tourism

Tourism development is about people and in the context of PKISLM, especially Wakkerstroom and its surrounding area, will entail an emphasis on access to a quality tourism experience for both international and domestic tourists, and for current as well as future generations. Tourism development in the area should, therefore aim to improve the quality of human life by targeting the following three broad goals:

- Economic growth through tourism development;
- Equitable access to the benefits of tourism development;
- Sustainable use and protection of resources for tourism development.

Tourism in Wakkerstroom is largely based on ornithological eco-tourism and outdoor nature based activities. The area has the potential to become a major destination for domestic as well as foreign tourists. This is due to the uniqueness of the area in terms of varied habitats that include wetlands, grasslands and forests and especially the large variety abundance of bird species associated with those habitats. The Wakkerstroom Wetland Reserve is the main center for bird watching in South Africa.

The growing demand for ecotourism inevitably put pressure on all resources within Wakkerstroom and it is imperative to prepare an integrated precinct plan for this area which will ensure:

- The responsible development of the tourism sector;
- The responsible management of natural resources;
- The sustainable socio-economic development of the area;
- The sustainable economic development of the area;
- Applicable land use planning and management to support all activities.

Key Issues

The following pressures with regard to development are already evident:

- The municipality owns vast portions of land within Wakkerstroom and has in the past been approached by developers to do developments on its land;
- The local community has certain needs pertaining to local economic development and the utilization of resources such as the grazing of cattle, sand mining, etc.

Objectives

The following objectives were determined:

- The development of Wakkerstroom and surrounding areas as Eco-tourism node as catalyst for future development of tourism within the municipal jurisdiction and the region;
- The provision of a spatial development plan for development for development for Wakkerstroom and the surrounding areas which will feed in to a future Responsible Tourism Plan for the municipality;
- To ensure the long-term quality of the natural and heritage environment as resource for eco-tourism development;
- To provide an environment management framework and environmental management guidelines which will guide all developments within the Wakkerstroom area in future;
- The establishment of a sustainable local community in terms of social, economic, engineering and social infrastructure, urban and rural development and natural and heritage environmental development;
- The establishment of a spatial development framework which will ensure the integration of all aspects of development and accommodate balanced tourism, urban and rural development in terms of scale and quality, and;
- The establishment of a spatial development plan and projects which will ensure the responsible development of tourism and other economic activities,

An integrated systems approach is necessary to ensure the long-term sustainability of the development of the area. It is positively anticipated that the implementation of the various projects of the LED initiatives will lead to an improved economic environment that will enhance the job creation and offer better job opportunities for the people of DPIKSM.

A critical consideration relating to the allocation of the budgets relates to the fact that at the

current moment (2013/14 financial year) the municipality does not have budgets available to fund LED activities. Subsequently the LED unit relies solely on the sector departments and private sector to establish and fund LED projects.

The Uthaka, Game, Bird and Nature Reserve is situated in Wakkerstroom previously known as Martins Dam. An application for the project was submitted to the amount of R28 500 000.00.

The Project started in **2007** Funding for the project was provided by DEA to the tune of R10 million for the first phase of the project. The project was constructed in an area that was previously developed and used for recreational activities. DEA appointed Dzunde Development Planners to implement the project.

The first phase of the project was the amount of R10 000 000.00 which was approved from DEA which only managed to construct a Lapa, braai points, fencing gate, guardhouse and ablution block including water and sewer connection and electrification.

The successful implementation of this project required huge funding and the initial proposal was to R28 500 000.00. Funding is now required for the second phase of the project to the amount of more than R28 500 000.00 which includes:

A comprehensive business will be developed to determine the precise amount that will be required to complete the second phase of the project, which will include the following facilities:

- Admin block with a reception area, curio shop and the managers office;
- 15 X Double cabin chalets with concrete roof tiles, consisting of bathroom and kitchenette;
- 1 large swimming pool and 1 small swimming pool
- Installation of a jungle gym, swing and slide in the play area
- Construction of a staff block
- Construction of a restaurant with concrete roof tile

2.10 Spatial Development Framework (SDF)

2.10.1 Spatial Analysis

2.10.1.1 Introduction

Based on the regional and local context of the study area, the spatial analysis provides a brief overview of the settlement dynamics (urban and rural) and the overall land use patterns within the municipal area.

2.10.1.2 Climate

The area can be characterized as being a summer rainfall area with the warmer months being October to April. The rainfall increases from 760 mm per annum in the north-western part of the study area to approximately 1000 mm per annum along the escarpment east of Wakkerstroom. The climate of this

area varies from very cold with severe frost and some snow during winter, to fairly hot during the summer in the parts below the escarpment. The area falls within the mist belt.

2.10.1.3 Topography

The larger region is known for its rolling grass landscapes and the Dr Pixley Ka Isaka Seme Municipal area is a typical example thereof. The area is situated within the Highveld Region, consisting of undulating hill landscapes of an elevation of about 1550m above sea level. To the south and south-east is an escarpment and related mountains, which provide an attractive variety to the landscape.

The town of Wakkerstroom is situated in the latter area, and is malaria free due to its altitude. The area drains into streams of mainly the Mahawane Stream, which in turn falls in the perennial catchment area of the perennial Buffalo river catchment area. The area consists of predominantly Highveld grassland with the added attraction of an escarpment and related mountains, which provide an attractive variety of landscapes.

2.10.1.4 Conservation / Sensitive areas

The areas surrounding particularly Wakkerstroom is characterised by mostly wetlands, which is currently a tourist attraction, especially as far as ornithology is concerned. These areas are usually very sensitive to pollutants and should be treated as such. The Sterkspruit through the town of Amersfoort is one of the tributaries of the Vaal River water system. It is prone to polluting due to the proximity of development along to the stream. Further development along the stream is a major concern as it could increase the pollution possibility in the Vaal River System.

Wakkerstroom Wetlands



Wakkerstroom Wetland (Unchannelled valley bottom wetland)

2.10.1.5 Mining and Quarrying

There is some mining within the jurisdiction of the municipality. Mines in operation are scattered around the municipality and include sand, dolerite and coal mining. Small scale open cast coal mining is being undertaken to the east of Wakkerstroom and there is a coal mine adjoining the Majuba Power Station south west of Amersfoort. There has been evidence that the municipalities jurisdiction is underlain by coal, which could be a solution to the growing poverty should it be explored.

2.10.1.6 Spatial

The local settlement pattern of the various towns in the area differs substantially. The urban form of a number of towns are characterised by former separate development policies. An important spatial imperative of this urban form was the Group Areas Act, which required the provision of separate residential areas for the different population groups. This separate development is witnessed in many of the Dr Pixley Ka Isaka Seme Municipal area towns such as Volksrust and Vukuzakhe. This form of segregated planning created spatially separate entities and has resulted in the lack of social integration as well as costly infrastructure and service provision and maintenance.

Volksrust together with Vukuzakhe form the largest urban settlement areas within the Dr Pixley Ka Isaka Seme municipal area. These two areas are located in the southern portion of the municipal area of jurisdiction with other urban areas such as Amersfoort located to the north, Wakkerstroom to the east. Other urban areas include Perdekop, Daggakraal & Sinqobile.

2.10.2 Economic Sectors

The economic performance of a region can be measured by Gross Value Added (GVA). GVA is the difference between the value of goods and services produced and the cost of the raw materials and other inputs which are used in production.

From the table below we can emanate that Agriculture standing at 12.9% is the most contributing industry in the Municipality followed by Construction contributing 11.8% and Utilities contributing 10.9%.

Table 19: Contributing Economic Sectors

INDUSTRY	Dr Pixley Ka Isaka Seme	Gert Sibande
Agriculture	12.9%	100.0%
Mining	0.3%	100.0%
Manufacturing	0.2%	100.0%
Utilities	10.9%	100.0%
Construction	11.8%	100.0%
Trade	6.4%	100.0%
Transport	7.0%	100.0%

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Finance	4.6%	100.0%
Community services	6.3%	100.0%
Total	3.7%	100.0%

Source: Department of Finance

2.10.3 Strategic Spatial Framework

The Spatial Development Framework forms a legally binding component of the Dr. Pixley Ka Isaka Seme Integrated Development Plan.

In terms of the IDP a two layered approach should be followed namely:

- Regional Spatial Development Framework dealing with the rural areas
- Local detailed Spatial Development Framework for the various functional areas/service centres (towns/villages).

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



2.10.4 Open Space System

According to the SRK Report there is very little State Owned Land within the Pixley Ka Isaka Seme Local Municipality's boundaries which suggest that the majority of the land outside the urban areas is privately owned. This further suggests that the state is going to need to work in partnership with private land owners to ensure the protection of the important wetland and grassland biospheres in the municipal area.

The Wakkerstroom wetland is a very important ecological wetland as a vital catchment for the Vaal and Pongola River and its rich diversity of plant and animal life. The wetland systems are home to all three the crane species occurring in South Africa namely the Blue, Crowned and Wattled Cranes, as well as

other protected bird, frog and plant species. There are also a number of Natural Heritage sites within the municipality which are located around Wakkerstroom (Tafelkop, Boskop, Wakkerstroom and Kombewaira) as well as a large area near Warburton called Theespruit. Large portions of grassland near the Wakkerstroom region remain in near-pristine condition because this region has not been considered well-suited for the cultivation of timber, crops or grazing. The areas important for bird conservation are located primarily in a broad north south axis from Wakkerstroom to Carolina. In addition the central portions of the municipality have also been identified as a bird conservation hotspot.

The Wakkerstroom Wetlands is host to one of the largest international wetland- and water bird conservations initiatives in the African-Eurasian region (Wings over Wetland) and is listed as an important bird area. It is also home the National Grassland Programme's agricultural demonstration project and its grasslands have been assessed as "critical important" in terms of MBCP which falls under the auspices of the SANBI.

2.10.5 Desired Spatial Form

The Spatial Development Framework Process should adopt a strategic approach towards land use management and in particular the future desired spatial form. This strategic approach relates directly to the management of spatial development, which forms an integral part of the Municipality's Integrated Development Planning process.

The spatial form, strategic approach and objectives that give effect to the desired spatial form are guided by a number of policy directions and national legislative initiatives. The most important with respect to the desired spatial form are the Gert Sibande District Municipality Spatial Development Plan and the General principles as contained in Chapter 1 of the Development Facilitation Act.

The general policy direction for the study area should include the principles of:

- Sustainable land use
- Improved environmental management
- Integrated development
- Efficient land development

Towards this end, the desired spatial form for the study area is based on the following principles:

- The need to conceptualise the hierarchy, importance and sustainability of settlements in the region.
- The need to focus on what is achievable in development terms and how this relates to spatial development proposals.
- The need to direct investment towards areas of highest impact and return and to distinguish between different levels of investment.
- To accept the need for cost effective investment on all levels.
- To accommodate urban development and population growth in the most cost effective and sustainable way possible.

- To adequately prioritise investment of scarce resources.
- Stimulate and focus on developing nodes and corridors where economic opportunities and resources exist.
- Link, integrate and co-ordinate investment to maximise benefit and achieve a co-ordinate effort.
- Link spatial expenditure (basic infrastructure) with spin-offs from economic development wherever possible.

2.10.6 Development Nodes

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.

2.11 Rural Development, Agriculture and Land Reform

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

These land uses are normally associated with demands in the rural area for non-agricultural or service related industries. The high rural population and shift towards tourism and eco-related activities, further necessitates clear policy guidelines with respect to non-agricultural uses in the rural area.

Rural non-agricultural land uses specifically, but not exclusively refer to the following activities.

- ➔ Farm Schools

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

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

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

Land Reform

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

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

2.12 Human Settlement and Land Administration

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

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

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

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.

2.12.1 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.

2.12.2 CURRENT STATUS

The current housing backlog for the entire Pixley Ka Isaka Seme Area as from 2009 until current is as follows:

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- 2010 – 3,100 erven
- 2011 – 1,840 erven
- 2012 - 1,295 erven
- 2013 – 2,370 erven

The project currently undertaken by Sisonke Development Planners only provides for 3,100 erven and therefore there is a shortfall of 3,135 to meet the year 2012 backlog, so this establishes a need to identify more land and approximately 291 hectares of land is required in the four (4) administrative areas to alleviate the housing backlog.

The very 1st meeting of the Project Steering Committee Meeting held on 16 April 2012, at Volksrust, the ward councillors expressed the desire to investigate land for future housing taking into account the need for sites for integrated development i.e. health services, schools and crèches, religious, commercial, social, parks and open spaces, municipal works and communal facilities.

The town planning proposals for each of the layouts have therefore been refined in accordance with the inputs obtained on the 16th of April 2012 and the land use table contains sites for schools, clinics, crèches, business, recreational and communal facilities:

TOWN	RESIDENTIAL	PARKS AND OPEN SPACES	COMMUNITY FACILITIES					INSTITUTIONAL			BUSINESS
			CLINIC	CEMETARY	CHURCH	COMMUNITY HALL	UNDETERMINED	CRECHE	PRIMARY SCHOOL	SECONDARY SCHOOL	
VUKUZAKHE (637)	624	2	1	1	2		1	2	1		3
SIYAZENZELA (600)	588	11									1
ESIZAMELENI (1,200)	989	5	1		2	1		1	1		2
EZAMOKUHLE (1,008)	987	6	1		3	1		4	2	1	3
TOTAL	3,197	24	3	1	7	2	1	7	4	1	9

Based on the demographic profile of the Dr. Pixley Ka Isaka Seme Local Municipality, as well as the current housing backlog, it is estimated that the following additional housing units will be required till 2015:

- Vukuzakhe – 2,405 housing units;
- Siyazenzela – 1,000 housing units;
- Esizameleni – 955 housing units; and

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- Ezamokuhle – 2,300 housing units.

2.12.3 NEED FOR ADDITIONAL LAND FOR FUTURE HOUSING DEVELOPMENT

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

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

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

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

2.12.4 HOUSING CHAPTERS

The Department of Human Settlements is currently assisting the Municipality with the development of the Housing Chapter and is envisaged to be completed by the end of the 2014/15 financial year.

2.12.5 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

2.12.6 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.

2.13 Environmental Management

2.13.1 Introduction

2.13.2 Environmental Education and Awareness

The main objective of these campaigns, programs and awareness takes us to The Bill of rights Section 24 and Section 27 of the Constitution, concerning:

“The environment rights where everyone has the right to an environment that is not harmful to the health and well-being; and the right to have access to sufficient water; ... through reasonable legislative and other measures that- prevent pollution and ecological degradation; promote conservation; and secure ecologically sustainable development.”

Water Awareness campaigns implemented:

Implementing and supporting the promotion of clean drinking water in rural communities was targeted at “Kaalbank” a beautifully rural area rich in natural water resource. The farm is located North eastern rural area of Dr Pixley Ka Isaka Seme Local Municipality. With a population estimated at 45 people including elderly and children below 5 up to school going ages. The community lives in 7 to 8 separate settlements on the banks of a large river forming part of the Small Vaal up to the North.

Programs implemented relating to Pollution control:

Winning the fight against waste polluters and litterers, with the main theme “Think again Pollution is not a solution” focus was mainly on the central business areas and illegal dumping and littering hot spots in Volksrust and Vukuzakhe administration units in Dr Pixley Ka Isaka Seme Local Municipality.

Waste avoidance programs & initiatives implemented:

Promoting the implementation of the national waste management strategy in terms of the National Waste management, Act 2008 (Act No. 59 of 2008) on the adopted internationally recognised waste management hierarchy to avoid the creating of waste, to promote reducing, Re-use and Recycling,

brought the attention and focus right to the point of sources and disposal at municipal waste disposal sites in Dr Pixley Ka Isaka Seme Local Municipal units.

2.13.3 Air Quality Management

Department of Community and Social Services of Gert Sibande District municipality Air Quality Officers (EHP's) initiated the parade to promote awareness of the Face of climate change and importance of greening to the urban and rural community in and arrowed Dr. Pixley Ka Isaka Seme Local Municipality. Small communities can 'not sit back any more thinking that climate change is a global issue and only focus arrowed large industries and cities. It is a serious and local issue, which we as small and rural communities must contribute to, does not matter how small.

2.13.4 SWOT Analysis

<p><u>STRENGTHS</u></p> <ol style="list-style-type: none"> 1. Human Resource which is experience and capable 2. Ability to meet basic service delivery needs /Stable community/ Good stakeholder relations 3. Training opportunities 4. Sound financial management 5. Sound Labour relation 6. Basic compliance with legislation 7. Strong leadership (Political and Administrative) 	<p><u>WEAKNESSES</u></p> <ol style="list-style-type: none"> 1. Lack of respect by some of politicians and Officials 2. Lack of assert management 3. Lack of long term planning 4. Lack of skills of some staff 5. Lack of operation and maintenance plans and insufficient funds 6. Failure to review and approve by laws and policies 7. Low revenue base/low capacity 8. poor communication (internal and external) 9. Lack of sufficient resources (Human –capital-, financial resources) 10. Turn- around time for filling of critical vacant position 11. Lack of retention strategy 12. Rumours – orientated attitude (e.g. dissatisfaction about position) 13. Failure by the staff to distinguish between political and administrative responsibilities 14. Lack of cohesion 15. Lack of comprehensive LED strategy (tourism, Investment strategy) 16. Poor internal controls and support system 17. Time management
<p><u>OPPORTUNITIES</u></p>	<p><u>THREATS</u></p>

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1. Geographical allocation	1. HIV and Aids
2. Agricultural development	2. High unemployment/high rate of school drop-outs
3. Tourism development	3. Natural disasters
4. Mining opportunities	4. Poverty
5. CRDP Municipality	5. Lack of skills/illiteracy rate
6. Job creation through EPWP,CRDP, CWP and Internal project	6. Instability (political and administrative)
7. R23 and N 11 corridor	7. Crime/drugs/rape
8. Availability of land and agricultural development	8. Corruption
9. Weather and topography	9. Brain drain by affluent parastatals and municipalities
10. Interaction/relations between council and business	10. Land issue (e.g. shortage of Land to meet the demand for human settlement, uncontrollable land invasion, lack of mixed land use
11. Sources of revenue (e.g. advertising)	11. Sensitive natural eco-system
12. Capable political and administrative leadership	12. Lack of confidentiality
13. Training opportunities	13. High dependency rate / Bankruptcy
	14. Public expectations
	15. Ageing infrastructure and backlogs
	16. Illegal connections
	17. Cyber-threat
	18. High level of Teenage pregnancy
	19. Declining of Agricultural sector
	20. Non-payment of services
	21. Vandalism of infrastructure
	22. Lack of implementation of By-laws
	23. Theft of municipal assets
	24. Illiteracy level of community

CHAPTER THREE

DEVELOPMENTAL STRATEGIES FOR DR. PIXLEY KA ISAKA SEME LOCAL MUNICIPALITY

3.1 Introduction

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

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

3.2 Vision

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

The vision of Dr Pixley Ka Isaka Seme Local Municipality is:

“To be a Credible, Affordable, and Well Developed Municipality”.

3.3 Mission

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

The Mission of Dr. Pixley Ka Isaka Seme Local Municipality is:

“We will deliver affordable and quality services, in accordance with our Integrated Development Plan. This will be achieved through community participation, trained and motivated staff, rapid economic development and a tourism friendly environment”.

3.4 Core Values

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

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

- ✓Honesty
- ✓Openness
- ✓Responsiveness
- ✓Nurturing

3.5 Development Priorities

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

1. Access to land
 - make municipal land available
 - providing municipal land that is furnished with all basic services
 - proper roads
2. Provision of basic services
 - Eradication of existing backlogs in access to sanitation, water and electricity
 - infrastructure development
 - infrastructure maintenance
3. Economic Empowerment and Development
 - LED strategy and plan
 - Promotion of tourism in the Dr Pixley Ka Isaka Seme jurisdiction
 - Women empowerment and gender equity
 - EPWP
 - People living with disabilities and youth to be catered in all projects initiated
4. Integrated Human settlements
 - Facilitation of Application forms for Department of Human Settlement
5. Health

- HIV/Aids awareness
- 6. Education
 - Create workplace learning opportunities (in-service training and Learnership)
 - Work closely with the GSDM FET College.
- 7. Clean Audit by 2014
 - Implementation of AG action Plan
 - Municipal financial viability and management
- 8. Good Governance
 - Public Participation
 - Traditional leader involvement
 - Functional Ward Committees
 - Establishment and implementation of WBP model

3.6 Strategic Development Objectives

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

- To provide access to Basic Service Delivery to the community.
- To provide effective, efficient and transformed Human Resource.
- 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.

3.7 Key Performance Areas

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

- KPA 1: Municipal Transformation and Organizational Development
- KPA 2: Basic Service Delivery and Infrastructure Development
- KPA 3: Local Economic Development

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- KPA 4: Municipal Financial Viability and Management
- KPA 5: Good Governance and Public Participation
- KPA 6: Spatial Planning

3.8 Alignment of Strategic Development Objectives and Council Priorities

The table below demonstrates the alignment of Strategic Development Objectives with the priorities set by Council.

STRATEGIC OBJECTIVE	IDP DEVELOPMENT PRIORITY	KPA
To provide access to Basic Service Delivery to the community.	Eradication of existing backlogs in access to sanitation, water and electricity.	KPA 1
To provide effective, efficient and transformed Human Resource.	Create workplace learning opportunities (in-service training and Learnership) Work closely with the GSDM FET College.	KPA 2
To create & promote a conducive environment for socio- economic development.	Development of LED strategy and plan.	KPA 3
To provide sound Financial Management & compliance with legislation	Implementation of AG action Plan Municipal financial viability and management.	KPA 4
To deepen democracy through public participation and promote good governance.	Public Participation Traditional leader involvement Functional Ward Committees Establishment and implementation of WBP model.	KPA 5
To ensure Integrated rural and urban planning.	Make municipal land available providing municipal land that is furnished with all basic services. proper roads	KPA 6

CHAPTER FOUR

MEC'S COMMENTS AND THE FINDINGS OF THE AUDITOR GENERAL (AG)

4.1 Introduction

Chapter 4 of this IDP document deals with the comments from the MEC for Cooperative Governance and Traditional Affairs as well as the findings from the Auditor General (AG).

4.2 Report of the Auditor General

The Dr. Pixley Ka Isaka Seme Local Municipality has received an Unqualified Report for the 2012/2013 financial year. The Auditor General raised a few issues in his findings and the table below represents the Audit Action Plan that the Municipality is going to implement to correct the issues raised in the 2012/13 Audit.

AG ACTION PLAN - 2013/14								
	KEY FINDINGS AS PER THE MANAGEMENT REPORT	CAUSES OF AUDIT FINDING	ACTIVITIES TO BE UNDERTAKEN TO REMEDY THE KEY FINDINGS AND ADDRESS CAUSES	RESPONSIBILITY	DUE DATE FOR EACH ACTIVITY	PROGRESS REPORT		
						ACTUAL PROGRESS	CHALLENGES	INTERVENTION / SUPPORT REQUIRED
1	Investment Properties: Properties with nil values in the Investment property register	Asset register was not complete and valuations were not performed.	Service provider is appointed to perform the valuations and compile the GRAP compliant asset register.	Manager Budget and Assets and Assets clerk	30-Jun-14	All municipal owned investment properties have been identified, measured and located.	Municipal properties not yet re-evaluated.	Fast track the Revaluation process of all municipal owned properties and compile a Grap compliant asset register.
2	Investment Properties: Investment Property not fair valued at year end	Asset register was not complete and valuations were not performed.	Service provider is appointed to perform the valuations and compile the GRAP	Manager Budget and Assets and Assets clerk	30-Jun-14	All municipal owned investment properties have been identified, measured	Municipal properties not yet re-evaluated.	Fast track the Revaluation process of all municipal owned properties and compile a

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			compliant asset register.			and located.		Grap compliant asset register.
3	Investment Property: Properties not included in the Investment Property register	Asset register was not complete and valuations were not performed.	Service provider is appointed to perform the valuations and compile the GRAP compliant asset register.	Manager Budget and Assets and Assets clerk	30-Jun-14	All municipal owned investment properties have been identified, measured and located.	Municipal properties not yet re-evaluated.	Fast track the Revaluation process of all municipal owned properties and compile a Grap compliant asset register.
4	PPE: Infrastructure assets not linked to a location	Lack of detailed Grap 17 compliant Infrastructure Asset Register with co-ordinates, location, and linkage of all infrastructure assets of the Asset Management System	To compile a detailed Grap 17 compliant Infrastructure Register with co-ordinates, ward numbers, street and GIS reference.	Manager Budget and Assets and Assets clerk	30-Jun-14	All municipal owned investment properties have been identified, measured and located.	Asset register not yet linked to the asset management system	Fast track the Revaluation process of all municipal owned properties and compile a Grap compliant asset register

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								with linkage to Asset Management System.
5	PPE: Infrastructure Assets could not be physically verified	Lack of detailed Grap 17 compliant Infrastructure Asset Register with co-ordinates, location, and linkage of all infrastructure assets of the Asset Management System	To compile a detailed Grap 17 compliant Infrastructure Register with co-ordinates, ward numbers, street and GIS reference.	Manager Budget and Assets and Assets clerk	30-Jun-14	All municipal owned investment properties have been identified, measured and located.	Asset register not yet linked to the asset management system	Fast track the Revaluation process of all municipal owned properties and compile a Grap compliant asset register with linkage to Asset Management System.
6	PPE: Depreciation on Infrastructure Assets	Asset register was not complete and valuations were not performed.	Service provider is appointed to perform the valuations and	Manager Budget and Assets and Assets clerk	30-Jun-14	All municipal owned investment properties have been	Municipal properties not yet re-evaluated.	Fast track the Revaluation process of all municipal owned

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			compile the GRAP compliant asset register.			identified, measured and located.		properties and compile a Grap compliant asset register with linkage to Asset Management System.
NO.	KEY AUDIT FINDINGS AS PER THE MANAGEMENT REPORT	CAUSES OF AUDIT FINDING	ACTIVITIES TO BE UNDERTAKEN TO REMEDY THE KEY FINDINGS AND ADDRESS CAUSES	RESPONSIBILITY	DUE DATE FOR EACH ACTIVITY	PROGRESS REPORT		
						ACTUAL PROGRESS	CHALLENGES	INTERVENTION / SUPPORT REQUIRED
7	PPE: Weaknesses in the Infrastructure asset register	Asset register was not complete and valuations were not performed.	Service provider is appointed to perform the valuations and compile the GRAP	Manager Budget and Assets and Assets clerk	30-Jun-14	All municipal owned investment properties have been identified, measured	Municipal properties not yet re-evaluated.	Fast track the Revaluation process of all municipal owned properties and compile a

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			compliant asset register.			and located.		Grap compliant asset register with linkage to Asset Management System.
8	SCM: Bid awarded contract while not qualifying in terms of Preferential Procurement Regulation	The position of the SCM Manager was vacant during the 2012/2013 financial year - non-compliance with relevant Regulations was as a results and training of Bid Committee was not done	Ensure that the SCM Manager position is filled and Bid Committees are trained on the SCM Regulations	SCM Manager	30-Jun-14	SCM Manager has been appointed and Bid Committees were trained in September 2013. All bids awarded during the 2013/2014 were awarded in terms of the Preferential Procurement	None	None

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						Regulation		
9	SCM: Bid not complying with 90/10 rules	The position of the SCM Manager was vacant during the 2012/2013 financial year - non-compliance with relevant Regulations was as a results and training of Bid Committee was not done	Ensure that the SCM Manager position is filled and Bid Committees are trained on the SCM Regulations	SCM Manager	30-Jun-14	SCM Manager has been appointed and Bid Committees were trained in September 2013. All bids awarded during the 2013/2014 were awarded in terms of the Preferential Procurement Regulation	None	None

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10	SCM: No policies and procedures with regards to extension/modification of contracts	The Contracts for all service providers had no termination period	Ensure that contracts are in place with correct termination period and reviewed	SCM Manager and Legal Manager.	30-Jun-14	All service providers having contracts that are old with the Municipality have been served with notices for the termination of service	None	None
11	SCM: bid documents not stipulated the termination of the contract	The position of the SCM Manager was vacant during the 2012/2013 financial year and lack of service level agreements for the contractors.	Sign Service level agreements with the all Service Providers that the Municipality enters into a contract with	SCM Manager and Legal Manager.	30-Jun-14	The process of reviewing all contracts is still progress	None	Training is needed for Contract Management

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12	SCM: The list of prospective suppliers is not compiled per the supply chain management policy	No Integrated Financial System in place	Compile a list of service providers per category as per the SCM Policy	SCM Clerk and Intern (Mxolisi Hadebe and Zama Mthethwa)	30-Jun-14	Munsoft system has been procured and the list of suppliers per category is available on the system and is being updated quarterly.	None	More training is still required on the SCM Module in the Munsoft System
	KEY AUDIT FINDINGS AS PER THE MANAGEMENT REPORT	CAUSES OF AUDIT FINDING	ACTIVITIES TO BE UNDERTAKEN TO REMEDY THE KEY FINDINGS	RESPONSIBILITY	DUE DATE FOR EACH ACTIVITY	PROGRESS REPORT		
						ACTUAL PROGRESS	CHALLENGES	INTERVENTION / SUPPORT REQUIRED

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			AND ADDRESS CAUSES					
13	SCM: The supply chain policy is not updated with the relevant legislature.	The position of the SCM Manager was vacant during the 2012/2013 financial year	Ensure that the SCM Policy is updated with relevant legislature	SCM Manager	30-Jun-14	Amendments and additions to the SCM Policy was sent to Council on the 25th October 2013 then it was referred to the Policy and By- Laws Committee.	None	None
14	SCM: The municipality has not implemented a code of conduct for SCM officials and all SCM officials have not formally signed the code	The position of the SCM Manager was vacant during the 2012/2013 financial year	Ensure that All SCM officials and Bid Committees sign a code of conduct	SCM Manager and HR Manager	30-Jun-14	All Officials in the SCM Unit signed the code of conduct, and Bid Committees is still in	None	None

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						progress the forms are also in the personal files in the HR department		
15	SCM: The SCM officials did not submit their declaration of interest and there is no register kept for the declaration of interests.	The position of the SCM Manager was vacant during the 2012/2013 financial year	Ensure that the SCM Officials sign declaration of Interest and keep a register	SCM Manager and HR Manager	30-Jun-14	All Officials in the SCM Unit signed the declaration of interest and the forms are also in the personal files in the HR department	None	None
16	SCM: There was neither a service level agreement/contracts nor was the SCM procurement process followed to procure from	The position of the SCM Manager was vacant during the 2012/2013 financial year	Ensure that SLA's are in place for all services providers that are appointed	SCM Manager and Legal Manager.	30-Jun-14	All service providers having contracts that are old with the Municipality have been	None	Training is needed for Contract Management

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	service provider					served with notices for the termination of service		
17	SCM: Unauthorised, Irregular and Fruitless & Wasteful Expenditure	The position of the SCM Manager was vacant during the 2012/2013 financial year	Reduce the number of deviations.	SCM Manager, CFO, All Directors & All Managers	30-Jun-14	Service providers have been appointed on an as when required basis for the procurement of items in the Technical Services Department	None	None
18	SCM: Quotation for R2 000 to R10 000 were procured without obtaining 3 quotations	SCM Policy not adhering to Relevant legislations, and The position of the SCM Manager was vacant during the	Ensure that quotations for R2 000 to R10 000 are procured by obtaining 3 quotations	SCM Manager	30-Jun-14	Amendments and additions to the SCM Policy was sent to Council on the 25th	None	None

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		2012/2013 financial year				October 2013 then it was referred to the Policy and By- Laws Committee. However SCM Regulations have been applicable.		
NO.	KEY AUDIT FINDINGS AS PER THE MANAGEMENT REPORT	CAUSES OF AUDIT FINDING	ACTIVITIES TO BE UNDERTAKEN TO REMEDY THE KEY FINDINGS AND ADDRESS CAUSES	RESPONSIBILITY	DUE DATE FOR EACH ACTIVITY	PROGRESS REPORT		
						ACTUAL PROGRESS	CHALLENGES	INTERVENTION / SUPPORT REQUIRED
19	Cash and cash equivalent, Cheques, deposits, disclosure	Recons not prepared timeously and not reviewed.	CFO to ensure that monthly recons are prepared and reviewed	Clement Letsoalo	30-Jun-14		Incapacity	CFO to practically and technically assist the

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								staff
20	No Bank reconciliation	Recons not prepared timeously and not reviewed.	CFO to ensure that monthly recons are prepared and reviewed	Clement Letsoalo	30-Jun-14		Incapacity	CFO to practically and technically assist the staff
21	Bank Charges and bank Balances do not agree to Bank reconciliation	Recons not prepared timeously and not reviewed.	CFO to ensure that monthly recons are prepared and reviewed	Clement Letsoalo	30-Jun-14		Incapacity	CFO to practically and technically assist the staff
22	Non Compliance with MFMA –Bank accounts	Recons not prepared timeously and not reviewed.	CFO to ensure that monthly recons are prepared and reviewed	Clement Letsoalo	30-Jun-14		Incapacity	CFO to practically and technically assist the staff

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23	Trade and other receivables: Notice for discontinuance of service was not issued and service not subsequently disconnected	Back log Legal department	Finance to work effectively with legal	Clement Letsoalo	30-Jun-14		Incapacity	CFO to practically and technically assist the staff
24	Trade and other receivables: Long outstanding debts are not handed over for action legal	Back log Legal department	Finance to work effectively with legal	Clement Letsoalo	30-Jun-14		Incapacity	CFO to practically and technically assist the staff
25	Trade and other receivables: The municipality does not charge collection fees.	Back log Legal department	Finance to work effectively with legal	Clement Letsoalo	30-Jun-14		Incapacity	CFO to practically and technically assist the staff
26	Trade and other receivables: Indigent application forms were not	Indigent policy not reviewed.	Implementation plan to be facilitated by CFO	Clement Letsoalo	30-Jun-14		Incapacity	CFO to practically and technically assist the

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	approved.							staff
27	Trade and other receivables: Credit balances on Trade receivable not properly accounted for	Credit policy not implemented properly	Implementation plan to be facilitated by CFO	Clement Letsoalo	30-Jun-14		Incapacity	CFO to practically and technically assist the staff
NO.	KEY FINDINGS AS PER THE MANAGEMENT REPORT	CAUSES OF AUDIT FINDING	ACTIVITIES TO BE UNDERTAKEN TO REMEDY THE KEY FINDINGS AND ADDRESS CAUSES	RESPONSIBILITY	DUE DATE FOR EACH ACTIVITY	PROGRESS REPORT		
						ACTUAL PROGRESS	CHALLENGES	INTERVENTION / SUPPORT REQUIRED
28	WIP: Completed projects not capitalised as assets	No GRAP 17 compliant system in place for recording new infrastructure assets / capitalised assets is in place	To compile a detailed Grap 17 compliant Infrastructure Register with co-ordinates, ward	Manager Budget and Assets and Assets clerk	30-Jun-14	Linkage of completed projects to the Asset register.	None	None

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			numbers, street and GIS reference.					
29	WIP: Work in progress with credit values	Asset register was not complete and valuations were not performed.	Service provider is appointed to perform the valuations and compile the GRAP compliant asset register.	CFO	30-Jun-14	Service provider appointed and progress is at an advanced state.	Funding to complete the project	Financial support
30	Investment Property: Municipal Property incorrectly disclosed as Investment Property	Asset register was not complete and valuations were not performed.	To compile a detailed Grap 17 compliant Infrastructure Register with classifications and descriptions.	Manager Budget and Assets and Assets clerk	30-Jun-14	All municipal owned properties have been identified, measured, located and classified.	None	None

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31	PPE: Assets with credit value in the asset register	Asset register was not complete and valuations were not performed.	Service provider is appointed to perform the valuations and compile the GRAP compliant asset register.	CFO	30-Jun-14	Service provider appointed and progress is at an advanced state.	Funding to complete the project	Financial support
32	PPE: Assets duplicated in the asset register	Asset register was not complete and valuations were not performed.	To compile a detailed Grap 17 compliant Infrastructure Register with classifications and descriptions.	Manager Budget and Assets and Assets clerk	30-Jun-14	Data capturing of Grap compliant asset register has been done.	Capturing of data on the Munsoft system with additions.	Performance of asset verification.
33	PPE: Asset register not GRAP compliant	Asset register was not complete and valuations were not performed.	To compile a detailed Grap 17 compliant Infrastructure Register with co-ordinates, ward	Manager Budget and Assets and Assets clerk	30-Jun-14	All municipal owned properties have been identified, measured, located and	None	Performance of asset verification.

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			numbers, street and GIS reference.			classified.		
34	PPE: Incorrect useful lives used in calculation of depreciation (disclose change in accounting estimate)	Asset register was not complete and valuations were not performed.	Service provider is appointed to perform the valuations and compile the GRAP compliant asset register.	Manager Budget and Assets and Assets clerk	30-Jun-14	All municipal owned properties have been identified, measured and located.	Municipal properties not yet re-evaluated.	Fast track the Revaluation process of all municipal owned properties and compile a Grap compliant asset register with linkage to Asset Management System.
35	Trade payable: Creditors reconciliation not reviewed	Creditors reconciliation never fully completed.	Manager to assist the creditors clerk to update all reconciliations	Manager and Creditors clerk	30-Jun-14	Manager currently assisting creditors clerk to do the creditors reconciliation	The position of accountant has been vacant for a long time and the	Need to fill the position of accountant

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						s. July 2013 - March 2014 has been completed	reconciliation forms part of the accountants duties	
36	Accrual: Attorney cost not disclosed as accrual in AFS	Attorney cost not received from legal section	In future to get legal costs from the legal department	Creditors clerk and accountant	30-Jun-14	None	None	None
NO.	KEY AUDIT FINDINGS AS PER THE MANAGEMENT REPORT	CAUSES OF AUDIT FINDING	ACTIVITIES TO BE UNDERTAKEN TO REMEDY THE KEY FINDINGS AND ADDRESS CAUSES	RESPONSIBILITY	DUE DATE FOR EACH ACTIVITY	PROGRESS REPORT		
						ACTUAL PROGRESS	CHALLENGES	INTERVENTION / SUPPORT REQUIRED
37	Trade Payables: various issues	Not all creditors are balancing	Prepare full creditors reconciliations on a monthly basis	Accountant & creditors clerk	30-Jun-14	Manager currently assisting creditors clerk to do the reconciliation	The position of accountant has been vacant for a long time and the	Need to fill the position of accountant

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						s. Actual work done. July 2013 - March 2014 has been completed	reconciliation form part of the accountants duties	
38	Revenue: Prepaid electricity income	Not reconciled on monthly basis						
39	HR: Section 57 long outstanding vacant posts.	Delayed filling of Section 56 vacant positions.	Immediate report to be submitted to Council sooner the vacancy arises. Where Council could not sit, recruitment processes shall assume and later condonation be requested from Council.	PB Malebye; SB Shabalala.	As and when there's a vacancy within section 56 positions	All section 56 managers' positions were filled in May 2013	None	None

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			Turnaround time for the filling of section 56 posts shall comply with the New Regulation on the appointment of Senior Managers					
40	HR: Provision for bonus was provided to employee who resigned	Lack of internal controls.	Performance bonus is only applicable to Section 56 Managers and it can only be paid based on the assessment and with Council Resolution.	Tanja Van Der Linde; Sandra Korff; Sipho Mtshali; Godfrey Khumalo; Petro Lourens	As and when resignation of an employee occurs	No employee has been paid bonus whilst terminated.	None	None

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			For other employees, 13th cheque is only payable on his date of appointment. The Pay Day system will be able to process accurate data for employees that are due to receive it.					
41	HR: Calculation for provision for leave is incorrect	Misstatement in the financial statement	New Pay Day system has been purchased by the municipality to provide efficiency in the management	Sipho Mtshali; Godfrey Khumalo; Petro Lourens	On going	Pay Day HR system on leave management does calculations	None	None

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			of leave					
42	Expenditure: Credit notes incorrectly recorded in the general ledger	When credit notes were passed, creditors clerk did not ensure that the vat portion is corrected	The new system that was implemented automatically reverse the vat when you pass a credit note on the creditor if vat was claimed	Delia Fuhri & accountant	30-Jun-14	Munsoft system reverse the vat immediately once the credit note is passed.	Need some more training on the system	Training
43	Expenditure: Invoices exclusive of VAT, were incorrectly accounted for (inclusive of VAT) in the general ledger.	Invoices incorrectly processed on the system	Creditors clerk to be informed to ensure that when invoices is posted on the system to make sure whether it is	Delia Fuhri	30-Jun-14	On Munsoft the system gives you options of vatable or not vatable when it is posted on the system.	We need to ensure that vat % on the new system is correct	Need to receive training on vat regulations as to when it is 100% and when 0% vatable.

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			vat included or excluded.					
NO.	KEY AUDIT FINDINGS AS PER THE MANAGEMENT REPORT	CAUSES OF AUDIT FINDING	ACTIVITIES TO BE UNDERTAKEN TO REMEDY THE KEY FINDINGS AND ADDRESS CAUSES	RESPONSIBILITY	DUE DATE FOR EACH ACTIVITY	PROGRESS REPORT		
						ACTUAL PROGRESS	CHALLENGES	INTERVENTION / SUPPORT REQUIRED
44	Expenditure: The municipality does not create a Goods Received Note to ensure that the goods or service received are correct and accurate	The old system could not create goods received notes. A stamp was put on direct invoices which was then signed for approval by the relevant HOD	The new system only creates good receive notes on orders. The creditors clerk was instructed to stamp all direct invoices with a goods received stamp before	Delia Fuhri	30-Jun-14	Goods received stamp to be put onto all direct invoices. Goods received notes is created by the system for orders.	Creditors clerk needs to ensure that the stamp is on all invoices.	none

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			invoices is send out for approval.					
45	SCM: The list of prospective suppliers is not compiled per legislature	Database not updated	Database is constantly updated	SCM manager	30-Jun-14	Complete	none	none
46	AoPO: Supporting documents were not made available for audit inspection	Lack of record keeping of activities that relates to Operation and Maintenance	Record keeping to be improved	Z Siwundla	30-Jun-14	All POE files received for Quarter 1 and Quarter 2 for 2013/14, except	Late compilation of POE Files.	POE Files to be submitted before year-end (June 2014)
47	AoPO: Dam Levels report not complete & Dam levels measurement not conducted at the Amersfoort dam	Lack of measuring instruments	Report on ALL dam levels to be signed on a monthly basis by DTES. Record keeping to be	Shavion Shikwambana	30-Jun-14	No progress	Lack of equipment	Fast track the procurement process of dam measuring instrument

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			improved. Procurement of dam measuring instrument					
48	AoPO: Capital projects excluded from the annual performance report.	Lack of record keeping.	Ensure that Capital Projects are disclosed in the IDP, SDBIP and APR.	Menzi Nene	30-Jun-14	Capital projects have been included in the 2013/14 SDBIP	none	none
49	AoPO: Key performance indicators of Gert Sibande district municipality projects included in annual performance report	It is not stated in the SDBIP that the GSDM and COGTA/MISA projects are not implemented by the municipality.	KPI's implemented by GSDM, COGTA/MISA should not be included in the APR. KPI's should relate to the Municipality.	Z Siwundla L Jordan	30-Jun-14	Projects implemented by GSDM, COGTA/MISA not included in the 2013/14 SDBIP.	None	None

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50	AoPO: Performance targets are not measurable	Targets not well defined; abbreviations are used; targets not time-bound	Carefully analyse what is to be measured according to the checklist provided by the AG.	All Directors	30-Jun-14	Performance targets for the 2013/14 SDBIP crafted according to the checklist. (SMART principles)	None	None
51	AoPO: Performance report Quarter one report not provided for audit inspection	Lack of record keeping.	To ensure that monthly & quarterly reporting on the SDBIP are done	All Directors	30-Jun-14	Reports on performance are submitted on a monthly & quarterly basis	None	None
52	AoPO: Proof of submission to the National Treasury not provided for audit inspection	Lack of record keeping	Ensure submission of the adjustment budget to National Treasury and Provincial Treasury	C Letsoalo	30-Jun-14	None	None	None

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NO.	KEY FINDINGS AS PER THE MANAGEMENT REPORT	CAUSES OF AUDIT FINDING	ACTIVITIES TO BE UNDERTAKEN TO REMEDY THE KEY FINDINGS AND ADDRESS CAUSES	RESPONSIBILITY	DUE DATE FOR EACH ACTIVITY	PROGRESS REPORT		
						ACTUAL PROGRESS	CHALLENGES	INTERVENTION / SUPPORT REQUIRED
53	AoPO: KPI's not highlighting the indicators set for all the admin units and employees	KPI's not well defined.	The KPI's are deemed to be inclusive of all units and do not specifically deal with each admin unit.	All Directors	30-Jun-14	The KPI's are deemed to be inclusive of all units and do not specifically deal with each admin unit.	None	None
54	AoPO: Measures taken to improve performance were not supported by adequate and reliable corroborating	Lack of record keeping of activities that relates to POE files	Record keeping to be improved. POE files to be submitted each quarter by each	All Directors	30-Jun-14	All POE files received for Quarter 1 and Quarter 2 for 2013/14, except Finance	Late compilation of POE Files.	POE Files to be submitted before year-end (June 2014)

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	evidence		department.			Department.		
55	AoPO: Actual performance targets not disclosed in the Annual Performance Report	Actual performance versus targeted indicators not reported.	Review the SDBIP to include actual versus targeted indicators	All Directors L Jordan	30-Jun-14	2013/14 SDBIP has been reviewed to indicate the actual performance	None	None
56	AoPO: Annual performance report not complete	Prior years' actual or target not included in APR	APR should be inclusive of comparison of performances with targets in the previous year.	All Directors L Jordan	30-Jun-14	Prior year's actual performance to be completed in the APR for 2013/14	None	None
57	AoPO: Performance management system does not provide for policies	No policies and procedures to take steps to improve performance where targets are not met	PMS Framework should cover the steps to improve	L Jordan	30-Jun-14	PMS Framework reviewed to include steps to be taken	None	None

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	& procedures.		performance where targets were not met.			to improve performance (section 17 of PMS Framework).		
58	AoPO: Approved SDBIP and budget was not made public	Lack of proper record keeping	Record keeping to be improved	L Jordan	30-Jun-14	Approved SDBIP for 2013/14 has been made public	None	None
59	AoPO: Performance management systems not fully capacitated	PMS Unit not fully staffed	PMS Unit structure to be reviewed.	Municipal Manager	30-Jun-14	None	Post not filled due to financial constraints	None
60	AoPO: Target incorrectly reported as achieved	Weak internal control	Internal controls to be sharpened. Supporting documentation to be submitted.	Z Siwundla	30-Jun-14	2013/14 SDBIP has been reviewed to indicate the actual performance	None	None

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61	AoPO: Risk assessment relating to performance information was not conducted.	Performance information risks were incorporated in the strategic risk assessment and Risk Register	Performance information risk assessment will be conducted separately	S Khumalo	30-Jun-14	Performance information risk assessment has been conducted for 2013/14 financial year	Performance information risk assessment not yet approved	Performance information risk assessment will be presented to the Risk Management Committee in May 2014
62	AoPO: Internal audit did not evaluate the reliability & usefulness of performance information.	Performance information audit was tested through a sample	Performance information audit will be tested 100%	S Khumalo	30-Jun-14	Performance information audit for 1 & 2 quarter for 2013/14 has been tested 100%	None	None
63	AoPO: The audit committee does not evaluate the audit findings of the external/internal audit on	The Municipality is sharing an Audit Committee with GSDM	To appoint our own Audit Committee	Municipal Manager	30-Jun-14	Own Audit Committee established. First meeting held on 14 March 2014. Audit	None	None

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	performance management					Committee reports have been tabled to Council on 31 March 2014.		
NO.	KEY FINDINGS AS PER THE MANAGEMENT REPORT	CAUSES OF AUDIT FINDING	ACTIVITIES TO BE UNDERTAKEN TO REMEDY THE KEY FINDINGS AND ADDRESS CAUSES	RESPONSIBILITY	DUE DATE FOR EACH ACTIVITY	PROGRESS REPORT		
						ACTUAL PROGRESS	CHALLENGES	INTERVENTION / SUPPORT REQUIRED
64	AoPO: Approved Policy on roads infrastructure not in place	No policy on roads infrastructure	Ensure that there is an approved policy in place for roads infrastructure	Z Siwundla M Nene	30-Jun-14	Draft master plan developed awaiting final documents	Draft master plan not yet approved	Draft master plan will be presented to the Technical Portfolio committee in May 2014

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65	AoPO: No budget allocated to Roads maintenance	Budget not broken-down into priorities	Develop an operation and maintenance plans for roads. Budget to be broken-down into priorities	CFO Johanna Ncobo	30-Jun-14	None	None	None
66	AoPO: The municipality did not achieve target for maintaining roads	Inadequate funding for maintenance and unserviceable plant equipment	Repair, service all plant equipment and hire low-bed to transport the excavator	Johanna Ncobo	30-Jun-14	Actual progress report on road maintenance has been compiled	None	None
67	AoPO: No road asset management systems in place	Lack of funding for implementation of the road asset management system	Procurement of the road asset management system	Z Siwundla	30-Jun-14	No progress	Lack of equipment	Fast track the procurement process of the road asset management system

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68	AoPO: No road maintenance plan maintained by the municipality	Lack of funding	Draw up a maintenance plan	Johanna Ncobo	30-Jun-14	MISA Engineer assisting with drafting of maintenance plan	None	None
69	AoPO: The municipality has not achieved its targets for the provisioning of access of basic water to households for the 2012/13	A change of scope resulted in the project being delayed.	Funds will be allocated for water projects	Z Siwundla M Nene	30-Jun-14	Capital projects for 2013/14 are at 90% to be completed (Provision of water)	Mushrooming of informal settlements	None
70	AoPO: Sanitation projects excluded from the Annual performance report.	Lack of proper recording.	Record keeping to be improved	Z Siwundla M Nene	30-Jun-14	Sanitation projects are included in the 2013/14 SDBIP	None	None
71	AoPO: The municipality has not set its target for the 2013-14	Re-prioritisation of projects	Backlog to be eradicated in the 2014/15 Financial Year	Z Siwundla M Nene	30-Jun-14	Planning stage for 2015/14 sanitation	None	None

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	financial years to eradicate all basic sanitation backlogs in line					projects has been completed		
72	AFS: Differences between the General ledger and the financial statements and Trial balance							
73	Internal Audit unit not fully capacitated Audit finding	Internal audit unit is not fully staffed	Internal audit unit structure will be reviewed by year-end	Municipal Manager	30-Jun-14	None	Post not filled due to financial constraints	None
NO.	KEY AUDIT FINDINGS AS PER THE MANAGEMENT REPORT	CAUSES OF AUDIT FINDING	ACTIVITIES TO BE UNDERTAKEN TO REMEDY THE KEY FINDINGS AND ADDRESS CAUSES	RESPONSIBILITY	DUE DATE FOR EACH ACTIVITY	PROGRESS REPORT		
						ACTUAL PROGRESS	CHALLENGES	INTERVENTION / SUPPORT REQUIRED

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74	Prior year AG findings not assessed	The Municipality is sharing an Audit Committee with GSDM	To appoint our own Audit Committee	Municipal Manager	30-Jun-14	None	None	None
75	Acknowledgement of annual financial statements and issues noted on annual financial statements							
76	Audit Committee: No evaluation of internal/ external audit findings on financial management by Audit Committee	The Municipality is sharing an Audit Committee with GSDM	To appoint our own Audit Committee	MM	30-Jun-14	Own Audit Committee established. First meeting held on 14 March 2014. Audit Committee reports have been tabled to Council on 31 March 2014.	None	None

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77	Bank account incorrectly disclosed							
78	PPE: Assets without identifiable descriptions	Asset register was not complete and valuations were not performed.	Service provider is appointed to perform the valuations and compile the GRAP compliant asset register.	CFO	30-Jun-14	Service provider appointed and progress is at an advanced state.	Funding to complete the project	Financial support
79	PPE: Items less than the threshold capitalized as Property Plant and Equipment	Asset register was not complete and valuations were not performed.	Service provider is appointed to perform the valuations and compile the GRAP compliant asset register.	CFO	30-Jun-14	Service provider appointed and progress is at an advanced state.	Funding to complete the project	Financial support

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80	HR: Variance between the financial statements and reconciliation provided by the management for councillors' remuneration.	The full reconciliation was given to the consultants doing the financials. The difference was even pointed out to them	Continue doing the reconciliation on a monthly basis	Manager Expenditure	30-Jun-14	Reconciliation done on excel	None up to now	None
81	HR: Unauthorised overtime	Internal control deficiency	Overtime to be approved by the AO	SB Shabalala; PB Malebye; ZZ Siwundla; D Banda;	As and when overtime is initiated	Overtime request Form amended with the MM included as approver of overtimes	None	none
82	HR: Missing documents in the employee files	Internal control deficiency	Access to personnel restricted to the personnel staff. Files to be taken out of the store room either	Petro Lourens; Godfrey Khumalo; Sipho Mtshali	As and when a personal file is requested	Register in place to monitor the movement of personal files from the store room	None	none

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			by AG or the owner of the file shall be signed for. Any other document to be removed must be signed for.					
NO.	KEY AUDIT FINDINGS AS PER THE MANAGEMENT REPORT	CAUSES OF AUDIT FINDING	ACTIVITIES TO BE UNDERTAKEN TO REMEDY THE KEY FINDINGS AND ADDRESS CAUSES	RESPONSIBILITY	DUE DATE FOR EACH ACTIVITY	PROGRESS REPORT		
						ACTUAL PROGRESS	CHALLENGES	INTERVENTION / SUPPORT REQUIRED

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83	HR: Recruiting processes were not followed	Internal control deficiency	Adherence to the HR recruitment processes. Where the Recruitment Form is not returned to HR, no advert shall be issued. In case where two funded vacancies exist and we have only advertised for one position. The normal recruitment shall start to fill the other post rather than just	Petro Lourens; Godfrey Khumalo; Sipho Mtshali	As and when vacant position arises	Appointments are done in accordance to the advertisement	None	none
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			appointing the second candidate during the initial selection which was meant for only one appointment.					
84	LEGAL: No contract between municipality and employee who renting council houses	Expired contracts	To review / renew contracts of employees who are renting council houses	Manager Legal	30-Jun-14	None	None	None
85	The software license agreement entered into with Sebata Municipal Solutions (SEBATA) is not properly and completely signed	Service level agreement was not signed	Legal Unit to review all service level agreements	Manager Legal	30-Jun-14	New financial management system (MUNSOFT) has been procured and the service	None	None

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	by the management of the municipality.					level agreement is signed		
86	A formally approved information technology (IT) security policy had not been established by management	Information Technology security policy was a draft	IT security policy will be presented to Council for approval	Director Cooperate Services	30-Jun-14	IT Policy has been referred to Policy and By-laws committee by Council	Meetings for Policy and By-laws committee meeting not arranged	Arrange meetings and draft Agenda for the Policy and by laws committee
87	Although a draft user account management process document exists, it was not approved by management.	Information Technology security policy was a draft	IT security policy will be presented to Council for approval	Director Cooperate Services	30-Jun-14	IT Policy has been referred to Policy and By-laws committee by Council and a user account form has been developed and	Meetings for Policy and By-laws committee meeting not arranged	Arrange meetings and draft Agenda for the Policy and by laws committee

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						completed by all financial management system users		
88	System upgrades were not approved by management.	Service provider was not monitored	System upgrades will be monitored by IT unit	Director Cooperate Services	30-Jun-14	System upgrade form for the new financial management system (MUNSOFT) has been signed	None	None
89	A backup and retention strategy that determines the types of information to be backed-up, backup cycles and methods for backing up data and systems,	Backup and retention strategy was a draft.	Backup and retention strategy will be presented to Council for approval	Director Cooperate Services	30-Jun-14	Backup and retention strategy has been referred to Policy and By-laws committee by Council	Meetings for Policy and By-laws committee meeting not arranged	Arrange meetings and draft Agenda for the Policy and by laws committee

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	together with the period it should be retained, has not been implemented							
NO.	KEY AUDIT FINDINGS AS PER THE MANAGEMENT REPORT	CAUSES OF AUDIT FINDING	ACTIVITIES TO BE UNDERTAKEN TO REMEDY THE KEY FINDINGS AND ADDRESS CAUSES	RESPONSIBILITY	DUE DATE FOR EACH ACTIVITY	PROGRESS REPORT		
						ACTUAL PROGRESS	CHALLENGES	INTERVENTION / SUPPORT REQUIRED
90	The software license agreement entered into with Sabatha Municipal Solutions (SEBATA) is not properly and completely signed by the management of	Service level agreement was not signed	Legal Unit to review all service level agreements	Manager Legal	30-Jun-14	New financial management system (MUNSOFT) has been procured and the service level agreement is	None	None

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	the municipality.					signed		
91	Electricity Losses	Electricity theft and illegal connections, electricity loss .	Electricity loss reduction plan	Johanna Ncobo and Revenue Officials	30-Jun-14	Random inspections	Up to so far inspection were not recorded in standard templates	Developing standard templates and filling

4.3 Comments of the MEC for COGTA

The following comments were raised by the Honorable MEC for COGTA during the Assessment of the 2013/2014 IDP. The table below outlines the issues raised by the MEC together with the responses from the Municipality.

COMMENT	RESPONSE
The water and sanitation budget makes up 121% of the total MIG budget and thus exceeds the Provincial priority of 75%. The IDP information is not in line with the committed projects on actual MIG allocations of 81%	Due to the directive from the Premier that everyone must have Water by the end on January 2014 hence the Municipality had to exceed the Provincial priority of 75%.
62% of households with weekly municipal refuse removal – No projects budgeted.	There are no refuse removal services in Daggakraal. This would therefore justify the reason that there are only 62% of households with weekly municipal refuse removal.
The current situations on good governance issues are not reflected. The district information is captured in the document in page 107 and 110	Current situations on good governance for the Dr. Pixley Ka Isaka Seme Local Municipality are reflected in the 2014/2015 IDP.
Measures must be put in place to ensure compliance to the municipal process plan in managing the review process since it was not properly coordinated the municipality	Measures have been put in place to ensure that the Process Plan is fully implemented as Approved by Council; however there were still challenges that forced the Municipality to deviate slightly from the approved Process plan.
The table of content does not correspond with page numbers within the document.	The Municipality agrees with the comment and will correct it in the next IDP.
The municipality reflected Gert Sibande District Information on Institutional arrangement Local Economic Development and Good Governance.	The Municipality will ensure that the correct information is reflected in the 2014/2015 IDP.

4.4 Conclusion

As part of working towards achieving a Clean Audit by 2014, Council has approved the Audit Action Plan in order to address the findings of the Auditor General for the 2012/2013 Financial year.

CHAPTER FIVE

FINANCIAL VIABILITY AND MANAGEMENT

5.1 Introduction

The Dr Pixley Ka Isaka Seme Local Municipality has committed itself that 2014/15 financial year budgeting process is aligned to the IDP, which includes a multi-year budget forecasting model developed using financial modelling which allows for informed decision making in budgeting, borrowing and long term sustainability. Furthermore, it was recognised that without the financial plan, the IDP would be incomplete. The Municipal Finance Management Act No. 56 of 2003 (MFMA) requires the municipality take into account the IDP during the budget preparation process. It further requires the municipality to take all reasonable steps to ensure the municipality revises the IDP in terms of Section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years.

Consequently the IDP process has been extended to include the financial plan in this section of the IDP. The financial plan is set out as follows:

- ✓ Financial strategies for the 3 year period
- ✓ Financial issues
- ✓ Detailed 3 year financial strategy action plan

5.2 Financial Strategies

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

5.2.1 Financial related Policies

The following policies are in place and are reviewed annually.

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

5.2.2 General

5.2.1.1 Social responsibility

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

5.2.1.2 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.

5.2.1.3 Financial Resources

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

Capital expenditure:

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

Operational expenditure:

- ✓ Normal revenue streams
- ✓ Short term borrowings:
 - External

5.2.1.4 Revenue raising

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

5.2.1.5 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.

5.2.1.6 Financial Management

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

- ✓ 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 finance staff achieve efficiencies, their daily tasks a performance review incorporating time and motion studies will be conducted on all functions. It is expected that this review will promote efficiencies in the finance department. Council has adopted a zero tolerance approach in respect of both internal and external audit reports and measures will be implemented to ensure that any material or fundamental issues are addressed immediately. It is expected that the internal audit function will raise any material or fundamental issues before external audit. Other issues arising will be prioritised and addressed accordingly. Council recognises the need to maintain a positive cash flow at all times and will be investigating various avenues to improve cash flow. Positive cash flow will result in additional revenue in the form of interest earned.

5.2.1.7 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

5.2.1.8 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.

5.2.1.9 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.

5.3 Financial Matters

5.3.1 Financial Management System

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

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

In terms of the original offering by Sebata there were a number of things which were supposed to have been provided but to date to no avail, an example of such was the connection of outlying offices to the main building so that they are also online. The connection of these offices would have improved the level of services we are offering to all the inhabitants of Dr Pixley ka Isaka Semen as a whole.

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

5.3.2 Non- payment of services

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

The table below represents the collection rate from July 2013 until May 2014.

PAYMENT RATE PERCENTAGES

JULY	44.77
AUGUST	48.68
SEPTEMBER	56.67
OCTOBER	48.18
NOVEMBER	62.53
DECEMBER	73.00
JANUARY	59.28
FEBRUARY	58.95
MARCH	50.24
APRIL	32.07
MAY	39.40

MONTH	BILLING	PAYMENTS
JULY	11,293,969.31	3,867,625.00
AUGUST	9,099,945.41	5,498,282.00
SEPTEMBER	9,511,156.56	5,157,127.00
OCTOBER	9,377,282.34	4,582,216.00
NOVEMBER	8,246,206.66	5,863,612.00
DECEMBER	9,104,488.95	6,020,131.00
JANUARY	8,286,466.34	5,397,493.00
FEBRUARY	11,222,588.89	4,884,612.85
MARCH	8,150,310.75	4,094,701.59
APRIL	8,873,021.87	2,845,673.21
MAY	8,919,997.15	3,514,509.80
TOTAL	102,085,434.23	51,725,983.45

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

Debtors

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

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

Therefore as part of an attempt to improve the collection rate, the municipality will implement the following steps during the 2014/15 financial year.

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

5.4 Supply Chain Management

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

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

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.

5.5 Detailed Financial Strategy Action Plan

5.5.1 Revenue Enhancement Strategy

Own revenue is made of income from property rates, electricity, water, refuse and sewerage and they contribute little as these services are running at loss. The current budget funding structure needs to be drastically improved

if council is to sustain operations for the foreseeable future. When the Municipal Rates Property Act was enacted it was envisaged by the National Government that at least 25% of the revenue generated by municipalities will be from property rates, unfortunately our municipality has been generating within the region of 5 & 7% of its income from this source. Over the short to medium term, we will increase revenue from this source. The service we are offering as a municipality will have to improve in order to counter the tax burden effect on consumers.

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

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

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

5.5.2 Cost Reduction Strategy

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

5.5.3 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.

5.6 Budget Summary

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

Description	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousands										
<u>Financial Performance</u>										
Property rates	14 622	13 769	16 004	17 889	21 680	21 680	21 680	33 000	34 947	36 869
Service charges	64 072	61 520	77 064	70 683	75 295	75 295	75 295	83 030	87 929	92 765
Investment revenue	1 922	1 129	1 886	2 375	1 500	1 500	1 500	1 605	1 700	1 793
Transfers recognised - operational	110 466	110 866	100 265	91 143	91 899	91 899	91 899	95 305	95 073	93 263
Other own revenue	30 475	14 061	17 442	15 748	25 778	25 778	25 778	22 747	22 696	23 944
Total Revenue (excluding capital transfers and contributions)	221 557	201 344	212 660	197 838	216 152	216 152	216 152	235 687	242 345	248 635
Employee costs	61 871	58 900	58 049	69 514	71 939	71 939	71 939	79 317	84 299	89 589
Remuneration of councillors	5 408	5 536	6 086	7 850	6 437	6 437	6 437	6 950	7 360	7 765
Depreciation & asset impairment	218 626	127 000	104 813	15 506	103 892	103 892	103 892	106 920	113 228	119 456
Finance charges	35	8	–	657	726	726	726	828	877	925
Materials and bulk purchases	22 666	35 319	41 973	45 829	49 768	49 768	49 768	48 349	51 202	54 018
Transfers and grants	15 363	4 413	5 239	16 888	19 960	19 960	19 960	3 331	5 749	6 032
Other expenditure	67 560	60 406	65 712	82 705	91 812	91 812	91 812	89 365	103 702	109 452
Total Expenditure	391 529	291 582	281 870	238 949	344 534	344 534	344 534	335 061	366 417	387 236
Surplus/(Deficit)	(169 971)	(90 238)	(69 210)	(41 111)	(128 382)	(128 382)	(128 382)	(99 374)	(124 072)	(138 602)
Transfers recognised - capital	23 706	27 688	–	29 331	36 186	36 186	36 186	28 220	33 859	38 865
Contributions recognised - capital & contributed assets	–	–	–	–	3 355	3 355	3 355	500	–	–
Surplus/(Deficit) after capital transfers & contributions	(146 265)	(62 550)	(69 210)	(11 780)	(88 841)	(88 841)	(88 841)	(70 654)	(90 213)	(99 737)
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	(146 265)	(62 550)	(69 210)	(11 780)	(88 841)	(88 841)	(88 841)	(70 654)	(90 213)	(99 737)
<u>Capital expenditure & funds sources</u>										
Capital expenditure	23 706	27 689	–	29 331	39 541	39 541	39 541	28 720	–	–
Transfers recognised - capital	23 706	27 689	–	29 331	36 186	36 186	36 186	28 220	33 859	38 865
Public contributions & donations	–	–	–	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	–	–	–	–	3 355	3 355	3 355	500	–	–
Total sources of capital funds	23 706	27 689	–	29 331	39 541	39 541	39 541	28 720	33 859	38 865
<u>Financial position</u>										

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Total current assets	116 984	106 655	144 505	252 403	227 955	227 955	227 955	282 409	299 044	315 487
Total non current assets	721 192	804 221	746 873	852 877	834 066	834 066	834 066	770 111	788 369	807 663
Total current liabilities	40 911	42 308	89 694	82 374	82 374	82 374	82 374	44 620	47 252	49 851
Total non current liabilities	14	2 460	2 679	2 446	–	2 679	2 679	2 866	3 035	3 202
Community wealth/Equity	797 250	855 156	799 005	1 036 854	996 042	993 363	993 363	1 081 619	1 115 262	1 152 723
<u>Cash flows</u>										
Net cash from (used) operating	7 872	20 288	52 482	(9 529)	(10 404)	(10 404)	(10 404)	13 571	(18 850)	(27 942)
Net cash from (used) investing	(24 081)	(22 549)	(34 252)	(27 864)	(27 864)	(27 864)	(27 864)	(27 459)	(24 566)	(25 522)
Net cash from (used) financing	(348)	(200)	(14)	–	–	–	–	–	–	–
Cash/cash equivalents at the year end	28 601	26 140	44 357	6 964	6 089	6 089	6 089	16 859	(26 557)	(80 021)
<u>Cash backing/surplus reconciliation</u>										
Cash and investments available	28 602	26 149	44 848	57 507	57 507	57 507	57 507	48 927	51 790	54 634
Application of cash and investments	(24 580)	(19 285)	15 680	(60 574)	(30 219)	(30 219)	(30 219)	(9 073)	(45 614)	(49 773)
Balance - surplus (shortfall)	53 183	45 434	29 168	118 081	87 726	87 726	87 726	58 000	97 404	104 407
<u>Asset management</u>										
Asset register summary (WDV)	721 192	786 041	22 246	868 383	834 066	834 066	770 111	770 111	788 369	807 663
Depreciation & asset impairment	218 626	127 000	104 813	15 506	103 892	103 892	106 920	106 920	113 228	119 456
Renewal of Existing Assets	–	–	–	–	–	–	–	500	–	–
Repairs and Maintenance	–	–	–	23	23	23	9 937	9 937	10 524	11 103
<u>Free services</u>										
Cost of Free Basic Services provided	–	–	–	–	–	–	3 331	3 331	5 749	6 032
Revenue cost of free services provided	–	–	–	–	–	–	–	–	–	–
<u>Households below minimum service level</u>										
Water:	–	1	–	–	–	–	–	–	–	–
Sanitation/sewerage:	–	1	–	–	–	–	–	–	–	–
Energy:	–	7	7	7	7	7	7	7	8	8
Refuse:	–	–	–	–	–	–	–	–	–	–

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

Standard Classification Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand	1									
Revenue - Standard										
<i>Governance and administration</i>		114 453	136 380	134 722	119 845	128 726	128 726	83 540	83 829	82 033
Executive and council		85 385	110 866	112 781	88 703	88 717	88 717	29 324	26 901	22 256
Budget and treasury office		28 939	24 926	21 941	30 705	39 572	39 572	53 763	56 451	59 274
Corporate services		129	589	–	437	437	437	453	477	503
<i>Community and public safety</i>		1 122	3 443	102	3 344	10 266	10 266	6 705	7 067	7 449
Community and social services		428	83	102	76	89	89	98	103	109
Sport and recreation		–	10	–	10	10	10	11	11	12
Public safety		694	3 349	–	3 258	10 167	10 167	6 596	6 953	7 328
Housing		–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–
<i>Economic and environmental services</i>		5 926	–	772	2 656	1 455	1 455	1 390	1 465	1 544
Planning and development		1 196	–	–	–	–	–	–	–	–
Road transport		4 730	–	772	2 656	1 455	1 455	1 390	1 465	1 544
Environmental protection		–	–	–	–	–	–	–	–	–
<i>Trading services</i>		100 056	61 521	77 064	71 993	75 705	75 705	144 052	151 344	159 025
Electricity		75 666	34 676	39 786	42 052	44 533	44 533	88 502	92 946	97 634
Water		9 940	11 310	9 757	12 698	12 698	12 698	23 277	24 441	25 663
Waste water management		8 870	9 675	17 138	10 974	10 974	10 974	14 689	15 424	16 195
Waste management		5 580	5 861	10 383	6 269	7 500	7 500	17 583	18 533	19 534
<i>Other</i>	4	–	–	–	–	–	–	–	–	–
Total Revenue - Standard	2	221 557	201 344	212 660	197 838	216 152	216 152	235 687	243 705	250 051
Expenditure - Standard	-									
<i>Governance and administration</i>		193 930	70 137	167 340	95 355	104 040	104 040	80 524	84 872	89 455
Executive and council		98 031	27 764	19 043	28 097	35 611	35 611	21 867	23 047	24 292
Budget and treasury office		87 014	32 474	148 296	55 244	55 315	55 315	42 283	44 567	46 973
Corporate services		8 885	9 899	–	12 013	13 114	13 114	16 374	17 258	18 190
<i>Community and public safety</i>		15 480	30 432	19 647	24 491	30 985	30 985	24 075	25 375	26 746
Community and social services		8 351	4 301	19 647	4 986	4 686	4 686	5 177	5 457	5 752
Sport and recreation		–	13 839	–	4 473	4 227	4 227	6 606	6 963	7 339
Public safety		7 129	12 292	–	15 032	22 072	22 072	12 292	12 956	13 655
Housing		–	–	–	–	–	–	–	–	–

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Health		–	–	–	–	–	–	–	–	–
Economic and environmental services		76 107	53 833	22 220	28 398	27 947	27 947	48 281	49 848	51 540
Planning and development		4 821	14 969	3 705	5 234	5 869	5 869	3 889	4 099	4 320
Road transport		71 286	38 864	18 515	23 164	22 078	22 078	44 392	45 749	47 220
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		106 012	137 179	72 664	90 705	181 562	181 562	182 181	206 321	219 495
Electricity		81 764	56 183	47 674	57 920	83 512	83 512	89 743	111 034	120 909
Water		8 160	29 497	6 478	16 419	38 470	38 470	46 509	46 977	48 514
Waste water management		6 321	24 459	13 157	8 346	29 613	29 613	27 114	28 479	29 917
Waste management		9 767	27 040	5 355	8 020	29 967	29 967	18 815	19 831	20 156
Other	4	–	–	–	–	–	–	–	–	–
Total Expenditure - Standard	3	391 529	291 582	281 870	238 949	344 534	344 534	335 061	366 417	387 236
Surplus/(Deficit) for the year		(169 972)	(90 237)	(69 211)	(41 112)	(128 382)	(128 382)	(99 374)	(122 712)	(137 185)

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

Vote Description R thousand	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue by Vote	1									
Vote 1 - EXECUTIVE COUNCIL		85 385	110 866	112 781	88 703	88 717	88 717	29 324	26 901	22 256
Vote 2 - BUDGET & TREASURY		28 939	24 926	21 941	30 705	39 572	39 572	53 763	56 451	59 274
Vote 3 - CORPORATE SERVICES		129	589	–	437	437	437	453	477	503
Vote 4 - PLANNING AND DEVELOPMENT		1 196	–	–	–	–	–	–	–	–
Vote 5 - COMMUNITY & SOCIAL SERVICES		428	83	101	76	89	89	98	103	109
Vote 6 - PUBLIC SAFETY		694	3 349	–	3 258	10 167	10 167	6 596	6 953	7 328
Vote 7 - SPORTS & RECREATION		–	10	–	10	10	10	11	11	12
Vote 8 - TECHNICAL SERVICES		4 730	–	772	2 656	1 455	1 455	1 390	1 465	1 544
Vote 9 - WASTE MANAGEMENT		5 580	5 861	10 383	6 269	7 500	7 500	17 583	18 533	19 534
Vote 10 - WASTE WATER MANAGEMENT		8 870	9 675	17 138	10 974	10 974	10 974	14 689	15 424	16 195
Vote 11 - WATER		9 940	11 310	9 757	12 698	12 698	12 698	23 277	24 441	25 663
Vote 12 - ELECTRICITY		75 666	34 676	39 786	42 052	44 533	44 533	88 502	92 946	97 634
Vote 13 – 15 [NAME OF VOTE 13, 14, 15]		–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	221 557	201 344	212 660	197 838	216 152	216 152	235 687	243 705	250 051
Expenditure by Vote to be appropriated	1									
Vote 1 - EXECUTIVE COUNCIL		98 031	27 764	19 043	28 097	35 611	35 611	21 867	23 047	24 292
Vote 2 - BUDGET & TREASURY		87 014	32 474	148 296	55 244	55 315	55 315	42 283	44 567	46 973
Vote 3 - CORPORATE SERVICES		8 885	9 899	–	12 013	13 114	13 114	16 374	17 258	18 190
Vote 4 - PLANNING AND DEVELOPMENT		4 821	14 969	3 705	5 234	5 869	5 869	3 889	4 099	4 320
Vote 5 - COMMUNITY & SOCIAL SERVICES		8 351	4 301	19 647	4 986	4 686	4 686	5 177	5 457	5 752
Vote 6 - PUBLIC SAFETY		7 129	12 292	–	15 032	22 072	22 072	12 292	12 956	13 655
Vote 7 - SPORTS & RECREATION		–	13 839	–	4 473	4 227	4 227	6 606	6 963	7 339
Vote 8 - TECHNICAL SERVICES		71 286	38 864	18 515	23 164	22 078	22 078	44 392	45 749	47 220
Vote 9 - WASTE MANAGEMENT		9 767	27 040	5 355	8 020	29 967	29 967	18 815	19 831	20 156
Vote 10 - WASTE WATER MANAGEMENT		6 321	24 459	13 157	8 346	29 613	29 613	27 114	28 479	29 917
Vote 11 - WATER		8 160	29 497	6 478	16 419	38 470	38 470	46 509	46 977	48 514
Vote 12 - ELECTRICITY		81 764	56 183	47 674	57 920	83 512	83 512	89 743	111 034	120 909
Vote 13 – 15 [NAME OF VOTE 13, 14, 15]		–	–	–	–	–	–	–	–	–
Total Expenditure by Vote	2	391 529	291 582	281 870	238 949	344 534	344 534	335 061	366 417	387 236
Surplus/(Deficit) for the year	2	(169 972)	(90 237)	(69 211)	(41 112)	(128 382)	(128 382)	(99 374)	(122 712)	(137 185)

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

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand	1										
Revenue By Source											
Property rates	2	14 622	13 769	16 004	17 889	21 680	21 680	21 680	33 000	34 947	36 869
Property rates - penalties & collection charges		–	–	–	–	–	–	–	–	–	–
Service charges - electricity revenue	2	22 658	34 674	39 786	40 742	44 123	44 123	44 123	48 487	51 348	54 172
Service charges - water revenue	2	23 102	11 310	17 138	12 698	12 698	12 698	12 698	14 776	15 648	16 508
Service charges - sanitation revenue	2	11 566	9 675	10 383	10 974	10 974	10 974	10 974	11 742	12 435	13 119
Service charges - refuse revenue	2	6 745	5 861	9 757	6 269	7 500	7 500	7 500	8 025	8 498	8 966
Service charges - other		–	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment		571	575	596	428	440	440	440	472	500	527
Interest earned - external investments		1 922	1 129	1 886	2 375	1 500	1 500	1 500	1 605	1 700	1 793
Interest earned - outstanding debtors		7 460	10 028	9 417	10 440	12 940	12 940	12 940	13 846	14 663	15 469
Dividends received		–	–	–	–	–	–	–	–	–	–
Fines		421	307	336	206	206	206	206	176	186	197
Licences and permits		–	–	–	1	1	1	1	0	0	0
Agency services		2 970	3 042	3 563	3 006	10 000	10 000	10 000	6 422	6 801	7 175
Transfers recognised - operational		110 466	866	100	91 143	91 899	91 899	91 899	95 305	95 073	93 263
Other revenue	2	19 053	108	3 530	1 656	2 180	2 180	2 180	1 830	546	575
Gains on disposal of PPE		–	–	–	11	11	11	11	–	–	–
Total Revenue (excluding capital transfers and contributions)		221 557	201 344	212 660	197 838	216 152	216 152	216 152	235 687	242 345	248 635
Expenditure By Type											
Employee related costs	2	61 871	58 900	58 049	69 514	71 939	71 939	71 939	79 317	84 299	89 589
Remuneration of councillors		5 408	5 536	6 086	7 850	6 437	6 437	6 437	6 950	7 360	7 765
Debt impairment	3	24 506	8 617	17 151	27 259	27 259	27 259	27 259	44 330	46 945	49 527
Depreciation & asset impairment	2	218 626	127 000	104 813	15 506	103 892	103 892	103 892	106 920	113 228	119 456
Finance charges		35	8	–	657	726	726	726	828	877	925
Bulk purchases	2	22 666	35 319	41 973	45 806	49 744	49 744	49 744	38 412	40 678	42 915
Other materials	8	–	–	–	23	23	23	23	9 937	10 524	11 103
Contracted services		2 598	6 550	6 603	8 451	11 110	11 110	11 110	7 657	8 108	8 554

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Transfers and grants	4,	15 363	4 413	5 239	16 888	19 960	19 960	19 960	3 331	5 749	6 032
Other expenditure	5	40 456	45 239	41 957	46 995	53 443	53 443	53 443	37 379	48 649	51 370
Loss on disposal of PPE		–	–	–	–	–	–	–	–	–	–
Total Expenditure		391 529	291 582	281 870	238 949	344 534	344 534	344 534	335 061	366 417	387 236
Surplus/(Deficit)		(169 971)	(90 238)	(69 210)	(41 111)	(128 382)	(128 382)	(128 382)	(99 374)	(124 072)	(138 602)
Transfers recognised - capital		23 706	27 688	–	29 331	36 186	36 186	36 186	28 220	33 859	38 865
Contributions recognised - capital		–	–	–	–	–	–	–	–	–	–
Contributed assets						3 355	3 355	3 355	500		
Surplus/(Deficit) after capital transfers & contributions		(146 265)	(62 550)	(69 210)	(11 780)	(88 841)	(88 841)	(88 841)	(70 654)	(90 213)	(99 737)
Taxation											
Surplus/(Deficit) after taxation		(146 265)	(62 550)	(69 210)	(11 780)	(88 841)	(88 841)	(88 841)	(70 654)	(90 213)	(99 737)
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		(146 265)	(62 550)	(69 210)	(11 780)	(88 841)	(88 841)	(88 841)	(70 654)	(90 213)	(99 737)
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		(146 265)	(62 550)	(69 210)	(11 780)	(88 841)	(88 841)	(88 841)	(70 654)	(90 213)	(99 737)

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

Vote Description R thousand	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 1 - EXECUTIVE COUNCIL		–	229	–	–	–	–	–	500	–	–
Vote 2 - BUDGET & TREASURY		243	162	–	–	–	–	–	–	–	–
Vote 3 - CORPORATE SERVICES		686	–	–	–	655	655	655	–	–	–
Vote 4 - PLANNING AND DEVELOPMENT		–	43	–	–	–	–	–	–	–	–
Vote 5 - COMMUNITY & SOCIAL SERVICES		–	129	–	–	–	–	–	2 700	–	–
Vote 6 - PUBLIC SAFETY		3 887	851	–	–	–	–	–	–	–	–
Vote 7 - SPORTS & RECREATION		–	–	–	–	–	–	–	1 500	–	–
Vote 8 - TECHNICAL SERVICES		8 688	14 965	–	–	2 140	2 140	2 140	4 495	–	–
Vote 9 - WASTE MANAGEMENT		14	2 713	–	–	–	–	–	–	–	–
Vote 10 - WASTE WATER MANAGEMENT		6 355	1 772	–	14 217	16 464	16 464	16 464	9 475	–	–
Vote 11 - WATER		48	6 600	–	10 617	15 414	15 414	15 414	5 750	–	–
Vote 12 - ELECTRICITY		3 785	226	–	4 497	4 868	4 868	4 868	4 300	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	7	23 706	27 688	–	29 331	39 541	39 541	39 541	28 720	–	–
Single-year expenditure to be appropriated	2										
Vote 1 - EXECUTIVE COUNCIL		–	–	–	–	–	–	–	–	–	–
Vote 2 - BUDGET & TREASURY		–	–	–	–	–	–	–	–	–	–
Vote 3 - CORPORATE SERVICES		–	–	–	–	–	–	–	–	–	–
Vote 4 - PLANNING AND DEVELOPMENT		–	–	–	–	–	–	–	–	–	–
Vote 5 - COMMUNITY & SOCIAL SERVICES		–	–	–	–	–	–	–	–	–	–
Vote 6 - PUBLIC SAFETY		–	–	–	–	–	–	–	–	–	–
Vote 7 - SPORTS & RECREATION		–	–	–	–	–	–	–	–	–	–
Vote 8 - TECHNICAL SERVICES		–	–	–	–	–	–	–	–	–	–
Vote 9 - WASTE MANAGEMENT		–	–	–	–	–	–	–	–	–	–
Vote 10 - WASTE WATER MANAGEMENT		–	–	–	–	–	–	–	–	–	–
Vote 11 - WATER		–	–	–	–	–	–	–	–	–	–
Vote 12 - ELECTRICITY		–	–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–	–

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Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Vote		23 706	27 688	-	29 331	39 541	39 541	39 541	28 720	-	-
Capital Expenditure - Standard											
Governance and administration		929	391	-	-	655	655	655	500	-	-
Executive and council			229						500		
Budget and treasury office		243	162								
Corporate services		686				655	655	655			
Community and public safety		3 887	980	-	-	-	-	-	4 200	-	-
Community and social services			129						2 700		
Sport and recreation									1 500		
Public safety		3 887	851								
Housing											
Health											
Economic and environmental services		8 688	15 008	-	-	2 140	2 140	2 140	4 495	-	-
Planning and development			43								
Road transport		8 688	14 965			2 140	2 140	2 140	4 495		
Environmental protection											
Trading services		10 202	11 310	-	29 331	36 746	36 746	36 746	19 525	-	-
Electricity		3 785	226		4 497	4 868	4 868	4 868	4 300		
Water		48	6 600		10 617	15 414	15 414	15 414	5 750		
Waste water management		6 355	1 772		14 217	16 464	16 464	16 464	9 475		
Waste management		14	2 712								
Other											
Total Capital Expenditure - Standard	3	23 706	27 689	-	29 331	39 541	39 541	39 541	28 720	-	-
Funded by:											
National Government		23 706	27 689		29 331	36 186	36 186	36 186	28 220	33 859	38 865
Provincial Government											
District Municipality											
Other transfers and grants											
Transfers recognised - capital	4	23 706	27 689	-	29 331	36 186	36 186	36 186	28 220	33 859	38 865
Public contributions & donations	5										
Borrowing	6										
Internally generated funds						3 355	3 355	3 355	500		
Total Capital Funding	7	23 706	27 689	-	29 331	39 541	39 541	39 541	28 720	33 859	38 865

CHAPTER SIX

PERFORMANCE MANAGEMENT SYSTEM

6.1 Introduction

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

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

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

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

6.2 Legislative Framework for Performance Management

The following statutes are duly applicable:

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

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

6.3 Role Players in the management of Performance Management

6.3.1 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.

6.3.2 Auditor General

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

6.3.3 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.

6.3.4 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.

6.3.5 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.

6.3.6 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.

6.3.7 Councillors

The Councillors play 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 examine, scrutinize and critically analyse the measures, targets, outputs and outcomes.

6.3.8 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.

6.3.9 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.

6.3.10 Community

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

6.4 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
Monthly reports	Section 71 of the MFMA requires that reports be prepared. A financial report is prepared based on municipal programmes and projects.
Quarterly IDP and SDBIP reporting	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

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	<p>through the annual report process.</p> <p>The SDBIP information on revenue will be monitored and reported monthly by the Municipal Manager in terms of Section 71(1) (a) and (e). For example, if there is lower than anticipated revenue and an overall cash shortage in a particular month the municipality may have to revise its spending downwards to ensure that it does not borrow more than anticipated. More importantly, such information requires the municipality to take urgent remedial steps to ensure it improves on its revenue collection capacity if the municipality wants to maintain its levels of service delivery and expenditure.</p> <p>Section 1 of the MFMA states that the SDBIPs a detailed plan approved by the Mayor of a municipality in terms of service delivery should make projections for each month of the revenue to be collected, by source, as well as the operational and capital expenditure, by vote. The service delivery targets and performance indicators need to be reported on quarterly (MFMA, 2003).</p>
Mid-year budget and COGTA report	<p>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.</p>
Annual Performance report (Section 46)	<p>Section 46 of the MSA states that a municipality must prepare for each financial year, a performance report that reflects the following:</p> <ul style="list-style-type: none"> ☐ The performance of the municipality and of each external service provided during that financial year; ☐ A comparison of the performances referred to in the above paragraph with targets set for and performances in the previous financial year; and ☐ Measures to be taken to improve on the performance. <p>The performance report must be submitted at the end of the financial year and will be made public as part of the annual report in terms of Chapter 12 of the MFMA.</p> <p>The publication thereof will also afford the public the opportunity to judge the performance of the municipality against the targets set in the various planning instruments.</p>
Annual report	<p>Every municipality is required by Section 121 to prepare an annual report for each financial year, which must include:</p> <ul style="list-style-type: none"> ☐ the annual financial statements of the municipality as

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

	<p>In terms of Section 132, the following documents must be submitted by the Accounting Officer to the provincial legislature within seven days after the municipal council has adopted the relevant oversight report:</p> <p>a) the annual report (or any components thereof) of each municipality and each municipal entity in the province; and</p> <p>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.</p>
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6.5 Status of the Performance Management System in the Municipality

According to Section 41 of the Systems Act Municipalities are required to review and measure performance at least once a year. The municipality developed a 5 year Corporate Scorecard which is annually informed by the Integrated Development.

The Corporate scorecard forms the basis of the scorecard of the senior level management (section 57). The senior level's scorecard further considers their core competencies and managerial responsibilities. Evaluation of each senior manager's performance takes place quarterly and the appraisals are conducted annually.

KPA 1: Municipal Transformation and Organizational Development

DEPARTMENT CORPORATE SERVICES						
KPA 1: Municipal Transformation & Institutional Development						
STRATEGIC OBJECTIVE: To provide effective, efficient and transformed human resources						
Weighing	Key Performance Indicator	Baseline	Budget	2014/2015 Target	2015/2016 Target	2016/2017 Target
MUNICIPAL ADMINISTRATION & SECRETARIAT						
	Number of agendas and minutes prepared for Portfolio, Mayoral Committee and Council	44 x Portfolio Committee agendas and minutes.	N/A	44 x Portfolio Committee agendas and minutes.	44 x Portfolio Committee agendas and minutes.	44 x Portfolio Committee agendas and minutes.
		11 x Mayoral Committee agendas and minutes	N/A	11 x Mayoral Committee agendas and minutes	11 x Mayoral Committee agendas and minutes	11 x Mayoral Committee agendas and minutes
		4 Ordinary Council Agendas and minutes	N/A	4 Ordinary Council Agendas and minutes	4 Ordinary Council Agendas and minutes	4 Ordinary Council Agendas and minutes
	Percentage of Council resolutions recorded and published	100% resolutions recorded	N/A	100%	100%	100%
	100% of all queries from the Customer Service System registered and distributed	100% of all queries from the Customer Service System registered and distributed	N/A	100%	100%	100%
ICT & IT						
	Number of ICT and IT policies	Draft ICT and IT Policies	N/A	2 x policies	2 x policies	2 x policies
	Percentage of functionality of website	Website not active	N/A	100%	100%	100%
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14		4 x POE files	4 x POE files	4 x POE files
Weighing	Key Performance Indicator	Baseline	Budget	2014/2015 Target	2015/2016 Target	2016/2017 Target
ADMINISTRATIVE SUPPORT						
	Number of Performance Management (SDBIP) reports to the Accounting Officer	12 x SDBIP reports	N/A	12	12	12
	Number of Quarterly Performance Management (SDBIP) reports submitted to the Accounting Officer	4 x SDBIP reports	N/A	4	4	4
	Number of Portfolio of Evidence files	POE files for 2013/14		4 x POE files	4 x POE files	4 x POE files

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	submitted to Accounting Officer					
Weighing	Key Performance Indicator	Baseline	Budget	2014/2015 Target	2015/2016 Target	2016/2017 Target
LEGAL SERVICES						
	Number of activities performed to update legal instruments	Standing orders and delegation register approved by Council in 2009.	R303 798 (Legal fees)	2 activities	2 activities	2 activities
	Number of reviewed by-laws and policies	Draft by-laws for street trading and revenue generating have been created.		3 by-laws and 4 policies	3 by-laws and 4 policies	3 by-laws and 4 policies
	Percentage of litigation cases attended to	Litigation cases' status is reported to Council quarterly.		100%	100%	100%
	Percentage of functionality of the electronic contract register	An electronic contract register		100%	100%	100%
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14		4	4	4
HUMAN RESOURCES						
	Number of municipal employees benefited from the WSP of Council.	WSP 2013/14 Financial Year	R760 000 (1% of the annual payroll meant for staff skills development);	200 permanent employees	200 permanent employees	200 permanent employees
	Number of Councillors accessing and completing training during 2014/15 financial year	7 Councillors are currently attending Public Management Certificate	R 200 000.00	8 Councillors	8 Councillors	8 Councillors

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	Number of community members capacitated through grants funded by LGSETA, FMG and MISA	Approved Discretionary grants from LGSETA	R2 430 000 (LGSETA Learnerships); R276 000 (LGSETA funded internships); R70 000 (Council Student Assistance Programme); R180 000 (MISA funded Internship programme)	108 beneficiaries	108 beneficiaries	108 beneficiaries
	Number of activities to improve relations with labour	LLF in place as per collective agreement	N/A	4 LLF sittings & 4 employee wellness events.	4 LLF sittings & 4 employee wellness events.	4 LLF sittings & 4 employee wellness events.
	Number of days taken to resolve grievances	15 days	N/A	15 days	15 days	15 days
	Number of HRD Committee consultation processes	HRD Committee in place as per collective agreement	N/A	4 HRD Committee meetings	4 HRD Committee meetings	4 HRD Committee meetings
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14		4	4	4

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KPA 2: Basic Service Delivery and Infrastructure Development

DEPARTMENT COMMUNITY SERVICES						
KPA 2: Basic Service Delivery						
STRATEGIC OBJECTIVE: To provide access to basic service to the households						
Weighing	Key Performance Indicator	Baseline	Budget	2014/2015 Target	2015/2016 Target	2016/2017 Target
SOCIAL DEVELOPMENT SERVICES						
	Frequency of refuse removal services rendered	Unsigned schedules. Once per week for residential areas and daily for business areas	OPEX	Once per week for residential areas and daily for business areas	Once per week for residential areas and daily for business areas	Once per week for residential areas and daily for business areas
	Number of days for Street cleaning and sweeping in all admin units	0 (zero) street cleaning schedules	OPEX	7 days a week	7 days a week	7 days a week
	Number of Illegal dump stations to be reduced and number of clean-up campaigns to be conducted in all admin units	100 illegal dump stations	OPEX	Reduce 20 illegal dump stations by conducting 4 clean-up campaigns per annum	Reduce 20 illegal dump stations by conducting 4 clean-up campaigns per annum	Reduce 20 illegal dump stations by conducting 4 clean-up campaigns per annum
	Number of bulk refuse containers to be discharged to the landfill site per month	10 loads transported to the landfill site per month	OPEX	15 x loads	15 x loads	15 x loads
	Number of new members to be recruited to increase the membership	50 new members recruited during 2013/14	OPEX	80 new members	80 new members	80 new members
	Number of EPWP work opportunities as per EPWP incentive agreement	297 EPWP employed in 2013/2014 financial year	R3.5 million	277	277	277
AMENITIES / FACILITIES / FLEET MANAGEMENT AND MECHANICAL WORKSHOP						
	Time taken for the repair of mechanical breakdowns in municipal fleet	Average of three weeks for the repair of municipal fleet	OPEX	14 days	14 days	14 days
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14		4 x POE files	4 x POE files	4 x POE files

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Weighing	Key Performance Indicator	Baseline	Budget	2014/ 2015 Target	2015/ 2016 Target	2016/ 2017 Target
PUBLIC SAFETY / FIRE & RESCUE AND DISASTER MANAGEMENT						
	Number of Roadblocks in order to improve traffic law enforcement and visibility	12 x Roadblock traffic law enforcement programmes	Operation and maintenance Budget	12 x roadblocks	12 x roadblocks	12 x roadblocks
	Number of traffic signs replaced and maintained. Distance of road markings done. Number of parking bays painted. Number of intersections painted.	15 x Traffic signs replaced or maintained. 3km road markings done.	Operation and maintenance Budget	60 x traffic signs 8km road markings 40 parkings bays 8 intersections	60 x traffic signs 8km road markings 40 parkings bays 8 intersections	60 x traffic signs 8km road markings 40 parkings bays 8 intersections
	Time taken for Fire Department to respond to Fire, Rescue and Disaster Services in Volksrust and other Administrative Units	45min response time to all call-outs for Volksrust. 90min. response time to all call-outs for other admin. Units	Operation and maintenance Budget	30 minutes for Volksrust 60 minutes for other Administrative units	30 minutes for Volksrust 60 minutes for other Administrative units	30 minutes for Volksrust 60 minutes for other Administrative units
	Number of awareness campaigns conducted on Fire & Safety	1 x Awareness campaign per quarter	Operation and maintenance Budget	4 x Awareness campaigns	4 x Awareness campaigns	4 x Awareness campaigns
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14		4 x POE files	4 x POE files	4 x POE files
Weighing	Key Performance Indicator	Baseline	Budget	2014/ 2015 Target	2015/ 2016 Target	2016/ 2017 Target
ADMINISTRATIVE SUPPORT						
	Number of Performance Management (SDBIP) reports to the Accounting Officer	12 x SDBIP reports	N/A	12	12	12
	Number of Quarterly Performance Management (SDBIP) reports submitted to the Accounting Officer	4 x SDBIP reports	N/A	4	4	4
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14		4 x POE files	4 x POE files	4 x POE files

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DEPARTMENT TECHNICAL AND ENGINEERING SERVICES						
KPA 2: Basic Service Delivery						
STRATEGIC OBJECTIVE: To provide access to basic service to the households						
Weighing	Key Performance Indicator	Baseline	Budget	2014/2015 Target	2015/2016 Target	2016/2017 Target
ACCESS TO BASIC SERVICES: WATER AND SANITATION						
	% rating for potable water quality (BD)	41%	OPEX	65%	65%	65%
	% rating for effluent water quality (GD)	30%		50%	50%	50%
	Water Demand & Conservation Management: Number of water meters maintained in all admin units	None		320 meters maintained	320 meters maintained	320 meters maintained
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14	N/A	4	4	4
ELECTRICAL SERVICES						
	Length of underground Electrical networks upgraded from 50sqm insulated to 70sqm XLPE	Dilapidated 50sqm paper insulated MV cables	OPEX	1000m	1000m	1000m
	Length of fault finding and repair of overhead Electrical networks in Volksrust and Vukuzakhe	Recurring reports of faults on electrical main lines		2000m	2000m	2000m
	Number of High Mast lights maintained in all admin units	Routine maintenance of globes & components		30 High Mast Lights	30 High Mast Lights	30 High Mast Lights
	Number of streetlights inspected and maintained in all admin units	Routine maintenance of globes & components		300 Streetlights	300 Streetlights	300 Streetlights
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14		4	4	4
Weighing	Key Performance Indicator	Baseline	Budget	2014/2015 Target	2015/2016 Target	2016/2017 Target
PUBLIC WORKS, ROADS AND STORMWATER						
	Distance of gravel roads gravelled and bladed in all admin units	194km Gravel Road	OPEX	50km of roads in all admin units	50km of roads in all admin units	50km of roads in all admin units
PROJECT MANAGEMENT UNIT						

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	Number of boreholes to be refurbished (Windmill and Hand Pumps) in farms (Ward 4,5,6,9,10&11)	20 boreholes in rural areas and 105 new boreholes	R 1 200 000.00	15 boreholes	15 boreholes	15 boreholes
	Distance of water pipe for the construction of internal water reticulation network with number of house connections / stand pipes in Daggakraal, Sinqobile and Hlanganani Trust (ward 9, 10 & 11)	300 households in Daggakraal, Sinqobile and Hlanganani Trust areas are without water in dwelling stands	R 850 000.00	1.2 km of water pipe and 150 house connections	1.2 km of water pipe and 150 house connections	1.2 km of water pipe and 150 house connections
	Distance of main water supply pipeline to be constructed at Bethamoya (ward 10)	300 households in Daggakraal, Sinqobile and Hlanganani Trust areas are without water in dwelling stands	R 1 000 000.00	1.5 km of water supply pipeline	1.5 km of water supply pipeline	1.5 km of water supply pipeline
	Number of toilets top structures to be installed in Daggakraal, Sinqobile and Hlanganani Trust	175 Households in Daggakraal, Sinqobile and Hlanganani Trust areas are using own Pit Latrine Toilets	R 850 000.00	70 toilets	70 toilets	70 toilets
	Distance of sewer reticulation networks to be constructed with number of toilets in Perdekop / Siyazenela	501 households in Perdekop do not have access to water-borne toilets	R 3 458 350.00	4.5km of sewer network and 100 toilets structures	4.5km of sewer network and 100 toilets structures	4.5km of sewer network and 100 toilets structures
	Distance of sewer reticulation network to be constructed in Wakkerstroom	350 households in Wakkerstroom do not have access to water-borne toilets	R 5 200 000.00	8km of sewer pipeline	8km of sewer pipeline	8km of sewer pipeline
	Number of High Mast Lights to be installed in Ezamokuhle, ward 7	A total of 40 high mast lights are needed to eradicate the existing streetlighting backlogs	R 1 300 000.00	4 high mast lights	4 high mast lights	4 high mast lights
Weighing	Key Performance Indicator	Baseline	Budget	2014/2015 Target	2015/2016 Target	2016/2017 Target
	Distance of Roads and Stormwater Drainage System to be constructed in Vukuzakhe, Ward 1, 2 & 3	194km of gravelled roads	R 5 900 000.00	4.5km of interlock paved roads	4.5km of interlock paved roads	4.5km of interlock paved roads
	Number of Cemeteries to be fenced with Concrete Palisade (Ezamokuhle, Sinqobile and	The cemeteries are fenced with wire of which now is rusted	R 1 700 000.00	3 x cemeteries	3 x cemeteries	3 x cemeteries

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	Daggakraal - ward 8 and 9)					
	Number of Sport Facilities to be upgraded in Daggakraal and eZamokuhle by planting of grass (ward8 and 11)	Sport facilities (soccer fields have natural gravel surface)	R 1 500 000.00	2 x upgrading of soccer fields	2 x upgrading of soccer fields	2 x upgrading of soccer fields
	Number of community halls to be constructed in Singobile (ward 10 and 11)	No community halls available in the wards	R 500 000.00	2 X community halls	2 X community halls	2 X community halls
	Number of houses to be electrified in Vukuzakhe, ward 1	590 Households are without electricity in Vukuzakhe, Ward 1	R 3 000 000.00	250 houses	250 houses	250 houses
	Number of monthly project expenditure reports to be submitted to COGTA	None	None	12 reports	12 reports	12 reports
	Number of Community Halls to be constructed in Daggakraal, Singobile Ward 11	There is no Community Hall in the area of Daggakraal, Ward 11	R 500 000.00	1 x community hall	1 x community hall	1 x community hall
	Number of Community Halls to be constructed in Daggakraal, Ward 10	There is no Community Hall in the area of Daggakraal, Ward 10	R 500 000.00	1 x community hall	1 x community hall	1 x community hall
	Number of Households to be electrified in Vukuzakhe, Ward 1	590 Households are without electricity in Vukuzakhe, Ward 1	R 3 000 000.00	250 Households	250 Households	250 Households
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14		4	4	4
Weighing	Key Performance Indicator	Baseline	Budget	2014/2015 Target	2015/2016 Target	2016/2017 Target
ADMINISTRATIVE SUPPORT						
	Number of Performance Management (SDBIP) reports to the Accounting Officer	12 x SDBIP reports	N/A	12	12	12
	Number of Quarterly Performance Management (SDBIP) reports submitted to the Accounting Officer	4 x SDBIP reports	N/A	4	4	4
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14		4 x POE files	4 x POE files	4 x POE files

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KPA 3: Local Economic Development

DEPARTMENT OF THE MUNICIPAL MANAGER						
2014/2015 SDBIP						
KPA 3: LOCAL ECONOMIC DEVELOPMENT (LED)						
STRATEGIC OBJECTIVE: To create and promote a conducive environment for socio economic development						
Weighing	Key Performance Indicator	Baseline	Budget	2014/2015 Target	2015/2016 Target	2016/2017 Target
SOCIAL DEVELOPMENT SERVICES						
	Number of approved LED Strategies	None	R400 000	1	1	1
	Number of LED forums established	2013/14 LED Forum	OPEX	1	1	1
	Number of LED Projects revitalised	5 x inactive projects	R 1 200 000	5	5	5
	Number of Co-operatives and SMME's trained	____ x Co-operatives and ____ x SMME's trained	R 120 000	40 x Co-operatives 20 x SMME's	40 x Co-operatives 20 x SMME's	40 x Co-operatives 20 x SMME's
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14	N/A	4	4	4

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KPA 4: Municipal Financial Viability and Management

FINANCIAL SERVICES DEPARTMENT						
KPA 4: Municipal Financial Viability and Management						
STRATEGIC OBJECTIVE: TO PROVIDE SOUND FINANCIAL MANAGEMENT AND COMPLIANCE TO LEGISLATION						
Weighing	Key Performance Indicator	Baseline	Budget	2014/2015 Target	2015/2016 Target	2016/2017 Target
REVENUE						
	Percentage of subsidy provided to indigent Households	100% Subsidy provided to indigent HH	Equitable share-Operational Budget	100% of HH	100% of HH	100% of HH
	Percentage of improvement on revenue collection	55% Revenue collection	N/A	60% collection rate	60% collection rate	60% collection rate
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14		4	4	4
EXPENDITURE						
	Number of accurate payroll payments done at a specific date	12 x salary pay-outs paid on the 25th of every month	Operational budget	12 x salary pay-outs Salaries paid on 25th of each month	12 x salary pay-outs Salaries paid on 25th of each month	12 x salary pay-outs Salaries paid on 25th of each month
	Percentage of creditors paid within a certain number of days	Currently most creditors are paid within 30 days but there is a still delay with some creditors.	Operational Budget	90 % of creditors paid within 30 days	90 % of creditors paid within 30 days	90 % of creditors paid within 30 days
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14		4	4	4
Weighing	Key Performance Indicator	Baseline	Budget	2014/2015 Target	2015/2016 Target	2016/2017 Target
SUPPLY CHAIN MANAGEMENT						
	Number of quartely reports submitted to Council on the Supply Chain Management Activities	Quartely Reports are submitted to Council Quartely	OPEX	4	4	4
	Number of quartely reports submitted to Council on the Deviations to the Supply Chain Management Policy	Quartely Reports on the Deviations to the SCM Policy are submitted to Council Quartely	OPEX	4	4	4
	Number of a procurement plan developed	Procurement plan only for Technical	OPEX	1	1	1

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		Projects that is in place				
	Number of Stock taking conducted	Stock taking is conducted twice during the financial year	OPEX	2	2	2
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14		4	4	4
BUDGET / ASSETS AND TREASURY						
	Number of Section 71 reports submitted to Portfolio, Provincial- and National Treasury	12 x Section 71 reports submitted	N/A	12	12	12
Weighing	Key Performance Indicator	Baseline	Budget	2014/2015 Target	2015/2016 Target	2016/2017 Target
	Number of GRAP-compliant Asset registers for Infrastructure assets	2012/2013 audit opinion on infrastructure assets	N/A	1	1	1
	Number of Adjustment Budgets approved for 2014/15	2013/14 Adjustment budget	N/A	1	1	1
	Number of Annual Budgets for 2015/16 to be approved.	Council approved of 2014/15 Budget process Plan	N/A	1	1	1
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14		4	4	4
ADMINISTRATIVE SUPPORT						
	Date of Submission of annual financial statements to Auditor General	2012/13 AFS submitted to the AG by 31 Aug 2014	Operational budget	31-Aug-15		
	Number of Departmental meetings held	2013/14 Monthly departmental meeting held	N/A	12	12	12
	Number of Performance Management (SDBIP) reports to the Accounting Officer	12 x SDBIP reports	N/A	12	12	12
	Number of Quarterly Performance Management (SDBIP) reports submitted	4 x SDBIP reports	N/A	4	4	4

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	to the Accounting Officer					
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14		4 x POE files	4 x POE files	4 x POE files

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KPA 5: Intergovernmental Relations, Good Governance and Public Participation

DEPARTMENT OF THE MUNICIPAL MANAGER						
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
STRATEGIC OBJECTIVE: TO DEEPEN DEMOCRACY THROUGH PUBLIC PARTICIPATION AND PROMOTE GOOD GOVERNANCE.						
Weighing	Key Performance Indicator	Baseline	Budget	2014/2015 Target	2015/2016 Target	2016/2017 Target
INTEGRATED DEVELOPMENT PLAN (IDP)						
	Number of Adopted IDP/Budget Process Plan by Council	1 x process plan per annum	OPEX	1 x process plan per annum	1 x process plan per annum	1 x process plan per annum
	No of Ward Meetings held endorsing the IDP.	22 ward meetings per annum	OPEX	22 ward meetings per annum	22 ward meetings per annum	22 ward meetings per annum
	Inclusion of all relevant Sectoral Plans (i.e. Spatial Development Plan) to the IDP	Sectoral Plans included in IDP	N/A	Sectoral Plans included in IDP	Sectoral Plans included in IDP	Sectoral Plans included in IDP
	Number of IDP completed /reviewed and adopted	1 per Annum	OPEX	1 per Annum	1 per Annum	1 per Annum
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14	N/A	4	4	4
INTERNAL AUDIT /RISK MANAGEMENT						
	Number of Internal Audit plans approved	2013/14 Internal Audit Plan		1	1	1
	Number of Risk Registers	2013/14 Risk Register	N/A	1	1	1
	Number of Audit action plans developed and implemented	2012/13 Audit action plan has been developed	N/A	1	1	1
	Percentage of addressing both internal and external audit findings	2012/13 audit action plan		100%	100%	100%
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14		4	4	4
Weighing	Key Performance Indicator	Baseline	Budget	2014/2015 Target	2015/2016 Target	2016/2017 Target
PERFORMANCE MANAGEMENT						
	Number of Performance Management (SDBIP) reports to the Mayoral Committee	12 x monthly PMS reports submitted to Mayoral Committee	N/A	12	12	12

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	Number of Performance Management (SDBIP) reports to the Council	4 x quarterly PMS reports submitted to Council	N/A	4	4	4
	Number of SDBIP's approved by the Executive Mayor and submitted to Council	2013/14 reviewed SDBIP	N/A	1	1	1
	Number of Section 72 reports tabled to Council	2013/14 Section 72 report	N/A	1	1	1
	Number of Annual Reports approved by Council	2012/13 Annual Report approved by Council	N/A	1	1	1
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14		4	4	4
Weighing	Key Performance Indicator	Baseline	Budget	2014/2015 Target	2015/2016 Target	2016/2017 Target
FUNCTIONALITY OF WARD COMMITTEES						
	Number of established and functional Ward Committees	11 functional ward committees	N/A	11	11	11
	Number of IDP/Budget Public Participation meetings	22 Public Participation meetings	N/A	22	22	22
	Number of Section 79 Committee meetings to be held	1 x Policy and By-laws meeting 3 x LGNC Meetings 1 x MPAC meeting	N/A	12	12	12
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14		4	4	4
COMMUNICATIONS						
	No. of Communication Strategies approved by Council	Approved Communication Strategy, C/R A113/2012		1	1	1
	No. of quarterly newsletters	None	R 87 980	4	4	4
	% of Presidential Hotline issues attended to	100% response		100%	100%	100%
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14		4	4	4
Weighing	Key Performance Indicator	Baseline	Budget	2014/2015 Target	2015/2016 Target	2016/2017 Target
TRANSVERSAL ISSUES/ HIV & SPORT						

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	Number of Mayoral Imbizo's held	9 x imbizo's		4	4	4
	Number of approved HIV/AIDS strategies	None		1	1	1
	Number of approved HIV/AIDS policies	None		1	1	1
	Number of approved Sport Policies	None		1	1	1
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14		4	4	4

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KPA 6: Spatial Rationale and Municipal Planning Alignment

DEPARTMENT TECHNICAL AND ENGINEERING SERVICES						
KPA 6: SPATIAL PLANNING						
STRATEGIC OBJECTIVE: To ensure integrated rural and urban planning.						
Weighing	Key Performance Indicator	Baseline	Budget	2014/2015 Target	2015/2016 Target	2016/2017 Target
TOWN PLANNING / HUMAN SETTLEMENT & BUILDINGS						
	Number of new cemeteries and extended cemeteries	The cemeteries are almost fully occupied in all Admin Units	R 1 342 290.00	3 x proclaimed new cemeteries 2x extended cemeteries	3 x proclaimed new cemeteries 2x extended cemeteries	3 x proclaimed new cemeteries 2x extended cemeteries
	Formalise township extensions	Township Establishment project in Esizameleni is expected to be finished in December 2014	R 202 470.00	Subdivision of infill sites in Ward 5, Wakkerstroom	Subdivision of infill sites in Ward 5, Wakkerstroom	Subdivision of infill sites in Ward 5, Wakkerstroom
	Number of days taken to approve building plans	45 days turn-around time	None	30 days	30 days	30 days
	Number of Portfolio of Evidence files submitted to Accounting Officer	POE files for 2013/14		4	4	4

6.6 Conclusion

The performance management system links both the organizational and individual performance management to ensure that there is seamless integration with the performance of the municipality and performance of section 57 Managers. The implementation of a performance management system will be seen as a learning process, where the Dr. Pixley Ka Seme Municipality will continuously improve the way the system works to fulfil the objectives of the system and address the emerging challenges arising from a constantly changing environment.

CHAPTER SEVEN

MUNICIPAL PROJECTS AND PROGRAMMES

7.1 Introduction

This Chapter deals with programmes and projects that will be implemented within the jurisdictional area of Dr. Pixley Ka Isaka Local Municipality for the 2014/2015 financial year.

7.2 Flagship Projects/ Programmes

Portfolio: Office of the Executive Mayor						
IDP Ref no.	PROGRAMME	PROJECT DESCRIPTION	OUTCOME	BUDGET		
				2014/2015	2015/16	2016/17
IDP/EM/HA	HIV/AIDS CO-ORDINATION	Awareness, campaign, dialogue, workshop, candlelight, Training, commemoration	2	R50 000	R52 950	R55 862
IDP/EM/SP	SPORTS DEVELOPMENT	Sports Coaching Clinic, D.P.K.I.S.L.M Mayoral Cup, Gert Sibande District Mayoral Cup.	2 and 12	R50 000	R52 950	R55 862

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Portfolio: Corporate Services						
IDP Ref no.	PROGRAMME	PROJECT DESCRIPTION	OUTCOME	BUDGET		
				2014/15	2015/16	2016/17
IDP/CS/01	Signing of the MOU between the municipality and GS College Perdekop campus.	<ul style="list-style-type: none"> • Learnership Training • Skills programmes Training • Artisan Training • Trade Test • RPL • Workplace Experience 	5	R0	R0	R0
IDP/CS/02	Bursaries	Implementation of Bursary Policy of Council <ul style="list-style-type: none"> • Electrical Engineering Studies(3 students) • Civil Engineering Studies(1 student) Chemical Engineering (1 student) 	5	R120 000	R127 080	R134 069

Portfolio: Local Economic Development						
IDP Ref no.	PROGRAMME	PROJECT DESCRIPTION	OUTCOME	BUDGET		
				2014/15	2015/16	2016/17
IDP/LED/01	Imisebeyelanga	Improve the chicken houses. Increase the number of chickens to maximise their production.	4	R100 000	R105 900	R111 725

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IDP/LED/02	Siyazenzela	Procurement of equipment, production inputs (Fertilizer and LAN) .This will attempt to increase the production and increase the capacity of the project.	4	R100 000	R105 900	R111 725
IDP/LED/03	Asivuke Siyonqoba	The project is the brainchild of unemployed youth that is dedicated to combat poverty .Priority will be to fence the 2hectare ,provide agricultural equipment and support and equipped the youth with required farming skills.	4	R100 000	R105 900	R111 725
IDP/LED/04	Wakkerstroom Broiler	Intend to refurbish the structure and replace the muddy structure with a concrete one.	4	R100 000	R105 900	R111 725
IDP/LED/05	Isidingo	To ensure the supply of required farming tools and inputs to strengthened the project.	4	R100 000	R105 900	R111 725

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Portfolio: Local Economic Development - Training						
IDP Ref no.	PROGRAMME	TARGET AUDIENCE	OUTCOME	BUDGET		
				2014/15	2015/16	2016/17
IDP/LED/TR1	Basic Business Skills	Start-up cooperative and SMME's in Perdekop	4 and 5	R25 000	R26 475	R27 931
IDP/LED/TR2	Tendering and Compliance	Co-operatives and SMME's Daggakraal	4 and 5	R25 000	R26 475	R27 931
IDP/LED/TR3	Co-operative Management	Co-operatives in	4 and 5	R25 000	R26 475	R27 931
IDP/LED/TR4	Special training Quality Health Admin and Record Keeping	Catering Companies from all the wards	4 and 5	R25 000	R26 475	R27 931

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Portfolio: Technical and Engineering Services - Electricity							
IDP Ref no.	PROGRAMME	PROJECT DESCRIPTION	OUTCOME	BUDGET			
				2014/15	2015/06	2016/17	
IDP/TES/E01	Underground Networks	Upgrade MV cables to ring fence the network	6	R500 000	R529 500	R558 623	
IDP/TES/E02	Substations	Refurbishment of Hostel and Nestle sub-stations	6	R1 100 000	R1 164 900	R1 228 970	
IDP/TES/E03	Overhead Networks	Maintenance of overhead networks in Volksrust	6	R600 000	R635 400	R670 347	
IDP/TES/E04	Streetlights & High Mast lights	Maintenance Streetlights & High Mast lights in all admin units	6	R150 000	R158 850	R167 587	
IDP/TES/E05	Electricity Meters	Purchase electricity meter boxes	6	R100 000	R105 900	R111 725	
IDP/TES/E06	Upgrading of Transformer	Upgrading of Transformer in Vukuzakhe WTW from 50KVA to 315 KVa	6	R430 268	R455 654	R480 715	
Portfolio: Technical and Engineering Services – Water							
IDP Ref no.	PROGRAMME	PROJECT DESCRIPTION	OUTCOME	BUDGET			
				2014/15	2015/06	2016/17	
IDP/TES/WP01	Water Purification (4 x WTW)	Buy Chemicals	6	R2 100 000	R 2 223 900	R2 346 215	
IDP/TES/WP02	Risk Assessment	Risk Assessment	6	R500,000	R529 500	R558 623	

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Portfolio: Technical and Engineering Services – Town Planning						
IDP Ref no.	PROGRAMME	PROJECT DESCRIPTION	OUTCOME	BUDGET		
				2014/15	2015/16	2016/17
IDP/TES/TP1	Cemetery establishment	Planning and proclamation of land for cemeteries		R400 000	R423 600	R446 898

7.3 Capital Projects

MUNICIPAL INFRASTRUCTURE GRANT		
PROJECT NAME	WARD	BUDGET 2014/2015
Provision of water to private farms: Boreholes (windmills and hand pumps) Refurbishment	4,5,6,7, 8 ,9 &10	1200 000.00
Water house connections in Daggakraal	9, 10 & 11	850 000.00
Toilets in Daggakraal ,Hlanganani Trust areas and Sinqobile	9, 10 & 11	850 000.00
Sewer reticulation in Perdekop / Siyazenzela	6	3 458 350.00
Sewer reticulation in Wakkerstroom	5	5 200 000.00
Toilet Top structures in Vukuzakhe	1	1 967 000.00
Construction of roads and storm water in Vukuzakhe	2	1 967 000.00
Construction of Roads	3	1 266 000.00
Fencing of the sewer treatment plant in Vukuzakhe	3	700 000.00
High Mast Lights	7	1 300 000.00
Palisade fencing of old eZamokuhle cemetery	8	500 000.00
Upgrading of eZamokuhle Sports facility	8	650 000.00
Fencing of Daggakraal cemetery	9	500 000.00
Palisade fencing of old Sinqobile cemetery	9	700 000.00
Upgrading of Sport facility	11	850 000.00
Construction of Sinqobile Community Hall	11	500 000.00
Construction of Community Hall	10	500 000.00
Reticulation of Bethamoya	10	1 000 000.00
TOTAL ON PROJECTS		23 958 350.00
PMU ADMIN COSTS		1261 650.00
TOTAL ALLOCATION		25 220 000.00

OPEX CAPITAL PROJECTS			
Project Description	2014/15	2015/16	2016/17
Procurement of a Council (Mayoral) vehicle	R500 000	-	-

7.4 District Funded Projects

ANNEXURE A - 7: DR PIXLEY KA ISAKA SEME - DRAFT BUDGET

GSDM No.	LOCALITY	Project Description	Phase no:	2014/15	Comments
	MUNICIPALITY: DR PIXLEY KA ISAKA SEME				
124/2013	Amersfoort	Amersfoort Waste Water Treatment Plant and Sewer Reticulation		11 000 000	Draft Budget - Continuation project
23/2011	Amersfoort	Upgrade of Bulk Supply line from Amersfoort WTW to Amersfoort Reservoir		2 000 000	Draft Budget - Continuation project
	All	Water Quality Testing - Blue & Green Drop		400 000	Draft Budget - Water Co-operation Agreement
	GRAND TOTAL:			13 400 000	

Entire Municipality	Job Creation- Phezukomkhono	875 000
Disaster centre		5 000 000

	GRAND TOTAL:		19 275 000	
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ANNEXURE A - 7: DR PIXLEY KA ISAKA SEME

GSDM No.	LOCALITY	Project Description	Phase no:	2013/14 Projects in Implementation phase	2014/15	Comments
	MUNICIPALITY: DR PIXLEY KA ISAKA SEME					
		CONTINUATION / TRANSFER PROJECTS TO 2014/15 FINANCIAL YEAR				
23/2011	Amersfoort	Upgrade of Bulk Supply line from Amersfoort WTW to Amersfoort Reservoir		4 000 000	1 600 000	New Project
124/2013	Amersfoort	Amersfoort Waste Water Treatment Plant and Sewer Reticulation		3 000 000	1 250 000	Continuation project
	GRAND TOTAL				2 850 000	

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7.5 Projects from Sector Departments & CRDP Business Plan

LOCAL GOVERNMENT SETA				
Project	Project Description	Beneficiaries	Municipality	Budget (R)
Skills development for the unemployed	Implementation of LEARNER-SHIP programmes in support of the unemployed youth <ul style="list-style-type: none"> • Fire & Rescue – NQF 4 • Electrical Engineering – NQF 3 • Horticulture – NQF 3 • Building and Civil Construction – NQF 4 • Welding – NQF 3 • Environmental Management 	12 unemployed youth 10 unemployed youth 11 unemployed youth 9 unemployed youth 8 unemployed youth 10 unemployed youth	Dr. Pixley Ka Isaka Seme Local Municipality	1 800 000
Skills Development for the unemployed	Implementation of INTERNSHIP programmes for the unemployed graduates: <ul style="list-style-type: none"> ✓ Urban and Regional Planner ✓ Human Resources 	2 unemployed graduates 2 unemployed	Dr. Pixley Ka Isaka Seme Local Municipality	

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	✓ Building Inspectorate	graduates 2 unemployed graduates		
NATIONAL TREASURY				
Project	Project Description	Beneficiaries	Municipality	Budget (R)
Skills Development for the unemployed	Implementation of FMG in support of unemployed finance graduates:- <ul style="list-style-type: none"> ✓ Assets management ✓ IT Management 	2 Finance Graduates 1 IT Graduate	Dr. Pixley Ka Isaka Seme Local Municipality	300 000
DEPARTMENT OF ENERGY				
Project	Project Description	Beneficiaries	Municipality	Budget (R)
Electrification of Households	Electrification of 590 households in Vukuzakhe (590)	Vukuzakhe	Dr. Pixley Ka Isaka Seme Local Municipality	3 000 000

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DEPARTMENT OF HEALTH					
Project Name	Project Beneficiary	Project Objective	Key Performance	Period	Budget allocation (Annual)R'000
SINQOBILE CHC: Construction of new CHC and 2x2 accommodation units	Community	Construction of new CHC and 2x2 accommodation units	CHC and 2x2 accommodation units constructed	24 Sep 13 to 1 Jul 14	9,364
WAKKERSTROOM CHC: Construction of a new CHC and accommodation units	Community	WAKKERSTROOM CHC: Construction	CHC constructed	1 Nov 11 to 30 June 14	4,174
DEPARTMENT OF HUMAN SETTLEMENTS					
Project Name	Project Beneficiary	Project Objective	Key Performance	Period	Budget allocation (Annual)R'000
Integrated Residential Development Programme: Phase 2 Top structure	Siyazenzela Community	Integrated Residential Development; Top structure Construction	New allocation = 60	Between April 2014 to March 2015	6, 180
People housing process	Daggakraal community	People housing	New allocation = 60	Between April 2014 to March 2015	6, 180
Informal Settlement	Vukuzakhe	Upgrading of informal	New allocation = 60	Between	6, 180

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Upgrading	community	Settlement		April 2014 to March 2015	
Informal Settlement upgrading	Msholozzi Park (CT)	Upgrading of informal settlement	100 carry throu	Between April 2014 to March 2015	10,300
Military Veterans			10 new allocation	Between April 2014 to March 2015	1, 030
DEPARTMENT OF EDUCATION					
Project Name	Project Beneficiary	Project Objective	Key Performance	Period	Budget allocation (Annual)R'000
Amersfoort Primary	Volksrust Circuit	Construction of grade R center, Admin, Library, kitchen, 3 sports ground and car park	Phase 2		30.700
Daggakraal Primary	Wakkerstroom Circuit	Construction of Grade R center and toilets and fence (R 2.6 m)			2.600
Sizenzele Primary	Wakkerstroom	Construction of Grade R center and toilets and fence (2.6 m)			2.600

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DEPARTMENT OF SOCIAL DEVELOPMENT					
Project Name	Ward	Area located in	Number of Beneficiaries	Period	Budget allocation
Buhlebuyeza Day care	5	Wakkerstroom	124	2014/15	R491,040
Hopewell Day care	6	Perdekop	55	2014/15	R217,800
Junior Day care	9	Daggakraal	31	2014/15	R122,760
Khayaletu Day care	9	Daggakraal	116	2014/15	R459,360
Khulakahle Day care	8	eZamokuhle	133	2014/15	R526,680
Lindokuhle Day care	9	Daggakraal	78	2014/15	R308,880
Qalimfundo Day care	8	eZamokuhle	45	2014/15	R178,200
Simtholie Day care	9	Daggakraal	54	2014/15	R213,840
Siyabonga Day care	2	Volksrust	200	2014/15	R792,000
Siyaphumelela Day care	10	Daggakraal	100	2014/15	R396,000
Sizakancane Day care	10	Daggakraal	51	2014/15	R201,960
Uthandolwethu day care	5	Wakkerstroom	50	2014/15	R198,000
Thembelihle Day care	9	Daggakraal	47	2014/15	R186,120
Vulamehlo Day care	8	eZamokuhle	130	2014/15	R514,800
PERSONS WITH DISABILITIES					
Project Name	Ward	Area located in	Number of Beneficiaries	Period	Budget allocation
Sibathanda-benje stimulation centre	3	Volksrust	20	2014/15	R120,000
Skhethokuhle stimulation centre	8	eZamokuhle	12	2014/15	R72,000

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OLDER PERSONS					
Project Name	Ward	Area located in	Number of Beneficiaries	Period	Budget allocation
Vukuzithathe old age club	3	Volkstrust	50	2014/15	R158,400
Masisizane old age club	9	Daggakraal	20	2014/15	R50,400
Siphumelele service centre	6	Perdekop	30	2014/15	R75,600
Rusoord Old age home	4	Volkstrust	30	2014/15	R648,000
DROP IN CENTRES					
Project Name	Ward	Area located in	Number of Beneficiaries	Period	Budget allocation
Khulumani orphan care	3	Vukuzakhe	45	2014/15	R432,000
Sizabantu Drop in centre	9	Daggakraal	60	2014/15	R471,680
Siyanakekela Multi-purpose	9	Daggakraal	60	2014/15	R471,680
FAMILIES					
Project Name	Ward	Area located in	Number of Beneficiaries	Period	Budget allocation
Vukuzuthathe women's club	4	Volkstrust	20	2014.15	R43,000
VICTIM EMPOWERMENT					
Project Name	Ward	Area located in	Number of Beneficiaries	Period	Budget allocation
Khayalokuthula victim support centre	4	Volkstrust	20	2014/15	R467,033
CHILD PROTECTION ORGANISATION					

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CMR	4	Volksrust	Town community	2014/15	R272,247.44
SAVF	4	Volksrust	Town community	2014/15	R178,219.44
CHILD AND YOUTH CARE CENTRE					
Project Name	Ward	Area located in	Number of Beneficiaries	Period	Budget allocation
Louis Hildebrandt children's home	4	Volksrust	90	2014/15	R2,7000
DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT					
Project Name	Project Beneficiary	Project Objective	Key Performance	Period	Budget allocation (Annual)R'000
Upgrading of a Rural Access Road D281 between Volksrust and Daggakraal (12.42km)	Wards: 4 & 11	Upgrading of Rural Access Roads	Project completed within agreed time period and budget	2014/15	5 253
Road maintenance projects through special labour intensive methods, (EPWP) - Gert Sibande	All	Road Maintenance	Projects completed within agreed time period and budget	2014/15	15 000
Daggakraal 2 Culvert bridge	Ward 9	Construction of Culvert bridge	Project completed within agreed time period and budget.	2014/15	6 000

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DEPARTMENT OF CULTURE, SPORT AND RECREATION					
Project Name	Project Beneficiary	Project Objective	Key Performance	Period	Budget allocation (Annual)R'000
Libraries	Daggakraal	To increase access to libraries for all communities through construction of new library facilities	Planning and scoping initiated and construction to resume 2015/16	2014/15	1 181
Sport and Recreation Combo Courts	To be confirmed	These are facilities established in communities to give access to sport and recreation activities, to promote and encourage communities participation	Number of Sport and Recreation combo courts established	2014/15	1 866

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COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME (CRDP) - DR PIXLEY KA ISAKA BUSINESS PLAN 2014/15							
Key Activity	Activities	Ward/ Village	Responsible Institutions	Jobs		Beneficiaries	
				Temp	Perm		Available
Output 1 : Sustainable agrarian reform with small and large scale farming							
Project 1.1: Livestock Development Programme (Masibuyele Esibayeni)							
Animal handling facilities construction	Construction of cattle handling and facilities	Ward 10	DARDLA	10	-	30	625 000
Fencing infrastructure	Supply and erection of grazing camps infrastructure	5,6,7,8,9 & 10	DARDLA	10	-	30	
Livestock improvement	Provision and supply of livestock	6,8 & 10	DARDLA	15	-	36	11 800 000
				35	0	89	12 425 000
Project 1.2: Land Reform Farms Revitalisation							
Land Reform farms revitalization	Revitalization of Kwasa apple project	Ward 7	DARDLA	10	-	7	2 700 000
Land Reform Farms	Recapitalization of Nooitgezien 375 IT	Ward 8	DRDLR	-	-	1	2 265 750

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Recapitalization	Recapitalization of portion 4,7,10 of Kromhoek 371 IT & portion 2 & 3 Enon 61HS	Ward 7	DRDLR	-	-	1	1 688 750
				10	0	9	6 654 500
TOTAL OUTPUT 1				45	0	96	19 079 500

COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME (CRDP) - DR PIXLEY KA ISAKA SEME BUSINESS PLAN 2014/15							
Key Activity	Activities	Ward/ Village	Responsible Institutions	Jobs		Beneficiaries	
				Temp	Perm		Available
Output 2 : Improved access to affordable and diverse food							
Project 2.1: Masibuyele Emasimini (Crop Production)							
Plough, planting and harvesting provision	Ploughing and planting of 5000 Ha linked with ME	All wards with more than 1 Ha land and Agrarian farms	DARDLA	20	23	6 900	6 611 263
				67	23	6 900	6 611 263
Project 2.2 : Integrated nutrition programme							
Provision of school nutrition to all learners in all the CRDP schools in the quintile 1-3	28 552 learners will be provided with nutritious food for 196 school days.	All wards	DoE	-	100	28 552	14 563 276

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					100	28 552	14 563 276
TOTAL OUTPUT 2					123	35 452	21 174 539

COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME (CRDP) - DR PIXLEY KA ISAKA SEME BUSINESS PLAN 2014/15							
Key Activity	Activities	Ward/ Village	Responsible Institutions	Jobs		Benefeciaries	Available
				Temp	Perm		
Output 3 : Improved rural services to support livelihoods							
Project 3.1: Primary Health and Home Based Care Services							
CHC Construction	Construction of one(1) CHC and two accommodation units	Ward 9 Singobile CHC	DoH	40	-	1 200	9 364 000
CHC Construction	Construction of 2 accommodation units	5	DOH	20	-	1 100	4 174 000
CHC Construction	Construction of one (1) CHC and accommodation units at Vukuzakhe	9	DOH(National department funding)	50	-	4 300	32 000 000
				110		6 600	45 538 000
Project 3.2: Provision of Infrastructure & Services for early childhood Development and Quality Education							
Schools Construction &	Refurbishment of Amersfoort Primary	7	DOE	15	-	1 483	1 066 000

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renovation	Upgrading and refurbishment of Volksrust primary	4	DOE	20	-	275	1 620 723
14 ECDs supported	Funding of 14 ECDs operations	All	DSD	40	-	1 214	
				75		2 972	2 686 723

COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME (CRDP) - DR PIXLEY KA ISAKA SEME BUSINESS PLAN 2014/15							
Key Activity	Activities	Ward/ Village	Responsible Institutions	Jobs		Beneficiaries	
				Temp	Perm		Available
Output 3 : Improved rural services to support livelihoods							
Project 3.3 : Provision of Community Service Centres for access to basic services							
Youth Development programme	Establishment of 4 youth development centres	4,5,6 & 9	DSD	20	-	60	
Drop in centres	Funding of 2 drop in centres	3 & 9	DSD	24		30	943 360
Construction of Daggakraal library	Scoping and design of library	9	DCSR	10	-	30	800 000
				54	-	120	1 743 360
Project 3.4 : Housing Programme							
PHP construction	Construction of 10 military veteran houses	All	DHS	15	-	30	1 030 000

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	Construction of 60 RIDP phase 2	6	DHS	20	-	180	6 180 000
	Construction of 160 informal settlement upgrading	Vukuzakhe and Msholozzi park	DHS	20	-	480	16 480 000
	Construction of 60 PHP's	9,10 & 11	DHS	20	-	180	6 180 000
				75	-	870	29 870 000

COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME (CRDP) - DR PIXLEY KA ISAKA SEME BUSINESS PLAN 2014/15							
Key Activity	Activities	Ward/ Village	Responsible Institutions	Jobs		Beneficiaries	Available
				Temp	Perm		
Output 3 : Improved rural services to support livelihoods							
Project 3.3 : Provision of Community Service Centres for access to basic services							
Youth Development programme	Establishment of 4 youth development centres	4,5,6 & 9	DSD	20	-	60	
Drop in centres	Funding of 2 drop in centres	3 & 9	DSD	24		30	943 360
Construction of Daggakraal library	Scoping and design of library	9	DCSR	10	-	30	800 000
				54	-	120	1 743 360
Project 3.4 : Housing Programme							

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PHP construction	Construction of 10 military veteran houses	All	DHS	15	-	30	1 030 000
	Construction of 60 RIDP phase 2	6	DHS	20	-	180	6 180 000
	Construction of 160 informal settlement upgrading	Vukuzakhe and Msholozhi park	DHS	20	-	480	16 480 000
	Construction of 60 PHP's	9,10 & 11	DHS	20	-	180	6 180 000
				75	-	870	29 870 000

COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME (CRDP) - DR PIXLEY KA ISAKA SEME BUSINESS PLAN 2014/15

Key Activity	Activities	Ward/ Village	Responsible Institutions	Jobs		Beneficiaries	
				Temp	Perm		Available
Output 3 : Improved rural services to support livelihoods							
Project 3.6 : Access roads and drainage facilities							
Road Upgrading	Road maintenance projects through special labour intensive methods - Siyatentela CRDP for selected Municipalities (Combined project)	All	DPWRT	41	-	123	750 000

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	Upgrading of road and storm water drainage at Vukuzakhe	1,2 & 3	LM	30	-	90	5 900 000
				71		213	6 650 000
TOTAL OUTPUT 3				476		14 311	113 059 433

COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME (CRDP) - DR PIXLEY KA ISAKA SEME BUSINESS PLAN 2014/15							
Key Activity	Activities	Ward/ Village	Responsible Institutions	Jobs		Beneficiaries	Available
				Temp	Perm		
Output 4 : Improved employment opportunities (linked to Outcome 4):							
Project 4.1 : Job creation through EPWP and cooperatives development programmes							
Gardeners Employment	Provide job opportunities to 57 gardeners	All	DoE	57	-	57	574 560
Job opportunities to 123 food handlers	Provide job opportunities to 142 food handlers	All	DoE	142	-	142	574 560
Cooperatives site development	Provide support to cooperatives	All	DARDLA	-	-	100	-
Training of cooperatives	15 cooperatives trained on Business Skills and 1 awareness workshop conducted	All	DEDET	-	-	110	175 000

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	Enterprise development i.e. skills development for 15 cooperative members and job creation for 8 people	All	DRDLR	8	-		336 980
Support the implementation of CRDP projects(Training & Empowerment)	Implementation of Fly Ash project	6	DTI/DEDET / ESKOM	15	40	120	7 500 000
Construction and training	Skills Training, Incubation and Employment opportunities.	All wards	MRTT	9	8	270	3 250 000

COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME (CRDP) - DR PIXLEY KA ISAKA SEME BUSINESS PLAN 2014/15

Key Activity	Activities	Ward/ Village	Responsible Institutions	Jobs		Beneficiaries	
				Temp	Perm		Available
Output 4 : Improved employment opportunities (linked to Outcome 4):							
Project 4.1 : Job creation through EPWP and cooperatives development programmes							
ECD Practitioners	Training of 50 practitioners on ECD NQF level 4 and 5	All wards	DoE	50	-	50	500 000
Child minders	Training of 33 child-minders for 0-4 cohort	All wards	DoE	33	-	33	330 000

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Jobs Creation	Maintain 1000 employment safety net through the implementation of Community work Programme	All wards	COGTA	1000	-	3 000	12 129 550
	creation of 30 youth work opportunities through EPWP youth waste management project	All wards	COGTA	30	-	30	153 000
Employment of tourism safety monitors	Employment of 16 Tourism Safety Monitors	1,2,3,4 & 5	DCSSL	16	-	48	370 656
Employment of road safety councils	10 Road Safety Councils employed	All	DCSSL	10		30	120 000
NARYSEC	Youth skilled in rural development initiatives: 37 NARYSEC new recruits	All	DRDLR	37		111	48 100
				1 428	48	3 953	26 062 406

COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME (CRDP) - DR PIXLEY KA ISAKA SEME BUSINESS PLAN 2014/15							
Key Activity	Activities	Ward/ Village	Responsible Institutions	Jobs		Beneficiaries	Available
				Temp	Perm		
Output 4 : Improved employment opportunities (linked to Outcome 4):							
Project 4.12: Agri hubs							
Fresh Produce Market	Support of secondary cooperative	All	DARDLA	20	-	60	6 875 000

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	Development of Agri hub	8	MEGA	15	10	90	6 875 000
	Fresh produce market development and Agri Hubs	8	DRDLR	15	10	90	6 500 000
				50	20	140	13 375 000
TOTAL OUTPUT 4				1 478	68	4 193	39 437 406

COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME (CRDP) - DR PIXLEY KA ISAKA SEME BUSINESS PLAN 201415							
Key Activity	Activities	Ward/ Village	Responsible Institutions	Jobs		Beneficiaries	Available
				Temp	Perm		
Output 5: Enabling institutional environment for sustainable and inclusive growth							
Project 5.1 : Competent Human Capital & Effective Institutional Arrangements at Local Level for Service Delivery							
Municipality Integration	Integrating CRDP project into IDP through participating in IDP processes, and facilitating workshops	All wards	DARDLA	-	-	-	250 000
CRDP representative	All departments having a Deputy Director serving in the Council of Stakeholder forum	All	DARDLA				
CoS Meetings	An effective Council of Stakeholders forum meeting bi-weekly	All wards	DARDLA	10	-	30	2 500 000
				10	-	30	2 750 000
Project 5.2 : Social Cohesion							

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National Commemoration Day	Women's day Celebration	All	DCSR	50	-	150	1 200 000
				-	-	150	1 200 000
Project 5.3 : Oversight role for Monitoring and Evaluation							
Cabinet Outreach	Coordinate Cabinet Outreach	ALL	OTP	-	-	-	-
				-	-	-	-
Project 5.4: Community Policing Programme							
Community Safety Forum	Coordinate and support community safety forums	All	DCSSL	-	-	-	10 000
Functionality of CPFs	Monitor and support functionality of CPFs.	All	DCSSL	-	-	-	
				-	-		10 000

COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME (CRDP) - DR PIXLEY KA ISAKA SEME BUSINESS PLAN 2014/15							
Key Activity	Activities	Ward/ Village	Responsible Institutions	Jobs		Beneficiaries	Available
				Temp	Perm		
Output 5: Enabling institutional environment for sustainable and inclusive growth							
Project 5.5: Educational campaigns							

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Integrated Social Crime Prevention Programmes	Conduct awareness campaigns on human trafficking		DCSSL	-	-	-	10 000
	Conduct awareness campaigns on trio crimes		DCSSL	-	-	-	10 000
	Conduct outreach programmes (Imbizo)		DCSSL	-	-	-	-
				-	-	-	20 000
Total output 5				60		180	3 980 000
Totals				2 154	91	54 209	196 730 878

7.6 ESKOM Funded Projects

ELECTRIFICATION OF FARMS			
NO.	FARM NAME	WARD	NO OF HH
1	Schuilhoek (14), Elandspoort(19), Perdekop (30)	6	54
2	Khulani Balimi(26), Sekukhanyeni(8), Sterkfontein(6)	4	40
3	Moifontein(10), Mkhambazo(11), Schulpsspruit(9), Pholani balimi (8)	7	38
4	Rooikoppies(12), Kaffelskraal(6), Thuthukani(10), Vulamehlo (10)	8	38
5	Vryheid (46)	10	46
		TOTAL	216

7.7 Unfunded Projects

Dr. Pixley Ka Isaka Seme Local Municipality- Unfunded Projects				
Department	PROGRAMME	PROJECT DESCRIPTION	OUTCOME	COST ESTIMATE
Community and Social Services	Disaster Management & Fire Rescue	Purchasing of a Fire Engine	3 and 9	R 2 500 000
Community and Social Services	Waste Management	Purchasing of Waste Management Equipment(Communal Bins, Tractors and power x-trailors)	10	R1 300 000
Technical & Engineering Services	Roads	Construction of internal roads in Daggakraal (gravel and block paving)		R9 000 000
Technical & Engineering Services	Roads	Reconstruction of internal roads in Volksrust ward 1,2,3 & 4 (block paving and bituminous Reseal) R30 000 000		R30 000 000

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Technical & Engineering Services	Roads	Refurbishment of internal roads in Amersfoort ward 7 & 8 (block paving)		R15 000 000
Technical & Engineering Services	Roads	Refurbishment of internal streets in Wakkerstroom and Perdekop (block paving)		R15 000 000
Technical & Engineering Services	Roads	Reseal Adelaide Tambo (1.2km)		R 3 730 458
Technical and Engineering Services	Electricity	Upgrading of Vukuzakhe substation		R1 200 000
Technical and Engineering Services	Electricity	Upgrading of Volksrust substation from 9MVA to 20MVA		R15 000 000
Technical and Engineering Services	Electricity	Replacement of old electrical underground cables in Volksrust		R5 000 000
Technical and Engineering Services	Water	Refurbishment of the water supply network (Replace Asbestos pipes with PVC) in Volksrust and Amersfoort town		R60 000
Technical and Engineering Services	Water	Upgrading of the Volksrust Water Treatment Plant		R8 000 000
Technical and Engineering Services	Water	Upgrade of booster pump station to Daggakraal		R400 000
Technical and Engineering Services	Water	Upgrading of Amersfoort WTW		R19 500 000

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Technical and Engineering Services	Water	Construction of 0.35kl reservoir in Perdekop.		R500 000
Technical and Engineering Services	Sanitation	Upgrading & Refurbishment of the Wakkerstroom WWTW		R3 500 000
Technical and Engineering Services	Sanitation	Upgrading & Refurbishment of Perdekop WWTW		R2 500 000
Technical and Engineering Services	Human Settlement	Procurement of Transnet houses in Ward 3		R500 000
Technical and Engineering Services	Human Settlement	Installation of engineering services in ward (2,3,5,6,7,8).		R12 000 000

FARMS THAT NEED TO BE ELECTRIFIED

Farm Name	Ward	No of Households
STONKER FARM	7	10
MOOIMESIES FONTEIN	6	15
OUDENDAALS RUST FARM	6	15
WATER VAAL FARM	6	10
ROOIDE DRAAI	6	5
THUTHUKA FARM	6	5
ROOI WINKEL FARM	6	5
POTCHIE FARM	7	5
WOLVESPRUIT FARM	6	13
BLONK FONTEIN FARM	6	6
LOTTERKRANZ FARM	6	15
HARTEBEE SFONTEIN FARM	6	15
WELVERDIEND FARM	6	10
ALICEDALE FARM	6	15
VAAL BANK	10	72
SEAKER HOEK	10	63

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FICKLAND FARM AND FICKRUST	10	36
OUDEHOUTKLOOF (86)	4	1
WELGEDAGHT (VUKA FARM)	4	3
OUDEHOUTKLOOF(KWA DLAMINI FARM)	4	3
ELANDSPOORT (SIYAVUKA FARM)	4	3
STERKFORTEIN (KWAMKHOLWA FARM)	4	6
OUDEHOUTKLOOF	4	3
PALMIETSPRUIT FARM	8	15
KOPPIESKRAAL	8	7
VLEIFONTEIN FARM	8	6
VERKYK FARM (ROAD TO VOLKRUST)	11	8
PALMIET FONTEIN (ROAD TO AMERSFOORT)	11	6
VAALBANK FARM	10	53
EBESUTHWINI FARM	10	28
KALKOENKRANS FARM	10	27
BLOEMHOF FARM	10	28
SEKERSHORK FARM	10	67
DONKERHOEK FARM	10	58
ZWELIHLE FARM	10	24
KALBANK FARM	10	12
SKEVERPOORT FARM	10	39