



2013/14

INTEGRATED DEVELOPMENT PLAN



DR PIXLEY KA ISAKA SEME LOCAL MUNICIPALITY

**TO BE A CREDIBLE, AFFORDABLE, CUSTOMER
FRIENDLY AND WELL DEVELOPED
MUNICIPALITY**

DR PIXLEY KA ISAKA SEME LOCAL MUNICIPALITY CONTACT DETAILS

Address: Corner Dr Nelson Mandela Drive and Adelaide Tambo
Street VOLKSRUST
2470

E-mail: records@pixleykaseme.co.za

Executive Mayor: Councillor P V Malatsi

Municipal Manager: Mr PB Malebye

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

DR PIXLEY KA ISAKA SEME LOCAL MUNICIPALITY CONTACT DETAILS

Physical Address: Corner Dr Nelson Mandela Drive and Adelaide Tambo
Street
VOLKSRUST
2470

Postal Address: Private Bag X9001
VOLKSRUST
2470

Tel. (017) 7346100

Fax: 086 630 2209

E-mail: records@pixleykaseme.co.za

ADMINISTRATIVE UNITS OF DR PIXLEY KA ISAKA SEME LOCAL MUNICIPALITY

- 572 Durban Street
PERDEKOP
Tel. (017) 785 1197

- Van Riebeeck Street
WAKKERSTROOM
Tel. (017) 730 0069

- Breë Street
AMERSFOORT
Tel. (017) 753 1006

- Daggakraal Municipal Complex
Daggakraal

Dr Pixley Ka Isaka Seme's Logo was adopted and approved by Council during its meeting of 27 March 2007 as per Council Resolution A43/2007.

EXPLANATORY NOTES ON THE LOGO

- ✚ RISING SUN – REPRESENTS MPUMALANGA PROVINCE AS THE PLACE OF THE RISING SUN
- ✚ SLEDGE – AS IT APPEARS AS A SHIELD, IT SYMBOLIZES THE TOURISTIC PANORAMA OF THE MUNICIPALITY;
- ✚ BIRD – REPRESENTS THE VARIOUS SPECIES FOUND IN THE AREA;
- ✚ BLUE COLOUR – REPRESENTS THE WATERFALLS AND THE DAMS FOUND IN THE AREA;
- ✚ PLANTS – REPRESENTS THE RICHNESS IN AGRICULTURE



FOREWORD BY THE EXECUTIVE MAYOR–COUNCILLOR PV MALATSI

In creating a developmental local government for the fourth coming years in office, it is essential for us as Council to document our functional activities service delivery in line with our Annual Budget, Process Plan and programmes that are informed by our Integrated Development Plan (IDP). We will achieve better service delivery by continuing to measure our outputs in terms of the Municipal Systems Act, which are:

- Infrastructure and Services
- Social and Economic Development
- Institutional Transformation
- Democracy and Governance;
- Financial Management/Viability

Responding to the imperative to move forward as quickly as possible and contribute in the building of South Africa defined by a common dream. Our Government has committed itself in working with all South Africans in the implementation of detailed programmes which are intended:

- to close the gap between the first and the second economy;
- to promote programmes of economic reforms by enhancing SMME's within our communities;
- to speed up the process of skills development;
- to increase spending on scientific research and development;
- to expand basic services such as water, electricity and sanitation;
- to improve the health profile of the community as a whole;
- to facilitate and create an enabling environment for the housing programme;

Our second year in office challenges us to deliver in terms of the ruling party's manifesto in ensuring better life for all our communities; working together we can do more.

The public participation programmes we've conducted in the previous months was well received by our communities as it provided the communities with better insights and blue sky ideas in terms of how Local Government functions.

The visit by the Executive Council in June 2012 in Dr. Pixley Ka Isaka Seme will go down to the records of history of this area. This visit pervaded lots of infrastructure development, schools were renovated, houses were built and some maintenance projects were completed.

It must be borne in mind that we are pulling out all the stops in ensuring that we leave no stones unturned in terms of addressing our socio-economic challenges. To this end as the Council we have formulated a Turnaround Strategy that would fight the existing problems head-on.

Ultimately, going forward we can take into confidence that we are steadily making great strides in the formulation of structures that were not part of this establishment, the Local Aids Council has been formed to name just a few.

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 2013/14 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

TABLE OF CONTENT

DOCUMENT STRUCTURE

PART 1: INTRODUCTION AND CURRENT SITUATION

1. INTRODUCTION	18
1.1 HISTORICAL BACKGROUND	19
1.2 LOCAL GOVERNMENT MANIFESTO	21
1.3 KEY PRIORITIES OF THE CURRENT COUNCIL	23
2. POLICY AND LEGISLATIVE CONTEXT	25
3. IDP PLANNING PROCESS	
3.1 ANALYSIS OF PROVISION OF SERVICE DELIVERY	27
3.2 IDP PROCESS OVERVIEW	28
3.3 ROLES AND RESPONSIBILITIES	30
3.4 PERFORMANCE MANAGEMENT SYSTEM	34
3.5 SUMMARY OF COMMUNITY STAKEHOLDERS PARTICIPATION	36
4. NATIONAL AND PROVINCIAL FRAMEWORKS	47
4.1 THE MILLENNIUM DEVELOPMENT GOALS (MDG)	47
4.2 STATE OF THE NATION ADDRESS (SOPA)	48
4.3 STATE OF THE PROVINCE ADDRESS (SOPA)	50
4.4 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)	52
4.5 NATIONAL DEVELOPMENT PLAN	53
4.6 THE OUTCOME APPROACH	55
4.7 NEW GROWTH PATH	63
4.8 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY	64
4.9 COMPREHENSIVE RURAL DEVELOPMENT	65
4.10 INTEGRATED SUSTAINABLE DEVELOPMENT RURAL STRATEGY (ISDRS)	69
4.11 MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)	70
4.12 REASONABLE ACCOMMODATION FOR PEOPLE WITH DISABILITIES POLICY	72
4.13 LOCAL GOVERNMENT SUMMIT RESOLUTION	73
4.14 MUNICIPAL TURNAROUND STRATEGY	95
4.15 RESPONSE TO COMMENTS BY COGTA	103

5	INTERGOVERNMENTAL RELATIONS, GOOD GOVERNANCE AND PUBLIC PARTICIPATION	106
5.1	MUNICIPAL AUDIT COMMITTEE	106
5.2	PUBLIC PARTICIPATION	106
5.3	SUPPORTING LOCAL MUNICIPALITIES	107
5.4	TRADITIONAL LEADERSHIP	109
5.5	PARTNERSHIP WITH OTHER LOCAL MUNICIPALITIES	111
6	MUNICIPAL OVERVIEW	113
6.1	LOCALITY	113
6.2	ADMISTRATIVE UNITS	115
6.3	CLIMATE	117
6.4	TOPOGRAPHY	117
6.5	CONSERVATION/SENSITIVE AREAS	117
6.6	MINING AND QUARRYING	118
6.7	SPATIAL	118
6.8	DEMOGRAPHICS	118
6.8.1	HOUSEHOLDS	118
6.8.2	POPULATION	119
6.8.3	POPULATION STRUCTURE	120
6.8.4	HUMAN DEVELOPMENT	223
6.8.5	ECONOMY	124
6.8.6	EMPLOYMENT AND EDUCATION	125
7	MUNICIPAL TRANSFORMATION AND ORGANISATION DEVELOPMENT	128
7.1	MUNICIPAL POWERS AND FUNCTION	128
7.2	ORGANISATION DESIGN	132
7.3	INSTITUTIONAL CAPACITY	135
7.4	COUNCILLORS OVERSIGHT ROLES AND ACCOUNTABILITY – MFMA	136
7.5	AUDIT REPORT	138
7.6	RESPONSE TO COMMENTS BY THE AUDITOR GENERAL – 2010/2011	138
8	MUNICIPAL FINACIAL VIABILITY AND MANAGEMENT	150
8.1	ASSET MANAGEMENT POLICY	151
8.2	ACCOUNTING POLICY	152
8.3	INDIGENT POLICY	154
8.4	CREDIT CONTROL POLICY	155
8.5	SUPPLY CHAIN POLICY	157
8.6	TARIFF POLICY	158

8.7 MUNICIPAL FINANCE VIABILITY	169
9 LOCAL ECONOMIC DEVELOPMENT	180
9.1 COMMUNITY WORKS PLAN (CWP)	187
9.2 EXPANDED PUBLIC WORKS PROGRAMME (EPWP)	189
9.3 MASIBAMBISANE RURAL DEVELOPMENT INITIATIVE (MRDI)	192
10 INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY	199
10.1 ACCESS TO SERVICES	199
10.2 WATER AND WASTE TREATMENT PLANS	200
10.3 WATER PROVISION	200
10.4 SANITATION	202
10.5 ELECTRICITY SUPPLY	205
10.6 ROADS AND TRANSPORT	208
10.7 WASTE MANAGEMENT	211
11 SOCIAL DEVELOPMENT AND COMMUNITY SERVICE	213
11.1 COMMUNITY FACILITY SUMMARY	213
12 LAND USE AND SPATIAL DEVELOPMENT	223
12.1 ENVIRONMENTAL MANAGEMENT AND PROTECTION	225
12.2 WATER CONSERVATION AND WATER DEMAND MANAGEMENT	227
12.3 DISASTER MANAGEMENT	231
12.4 SAFETY AND SECURITY	233
12.5 SPORTS AND RECREATION PROGRAMME	233
12.6 GENDER, DISABILITY & CHILDREN	234
12.7 YOUTH DEVELOPMENT	239
12.8 KEY ISSUES	242
13 CONCLUSIVE SUMMARY	255
13.1 SWOT ANALYSIS	255
PART TWO: VISION, DEVELOPMENT OBJECTIVES, STRATEGIES AND MUNICIPAL PROJECTS/PROGRAMMES	
14 OUR VISION, MISSION AND CORE VALUES	257
15 STRATEGIC DEVELOPMENTAL OBJECTIVES, STRATEGIES AND KEY PERFORMANCE INDICATORS	259

16 PROJECT AND PROGRAMMES	287
16.1 PROGRAMMES AND PROJECTS 2012-2013	287
PART THREE: OPERATION STRATEGIES (SECTOR PLANS)	
17 SPATIAL DEVELOPMENT FRAMEWORK	302
17.1 INTRODUCTION	302
17.2 ANALYSIS	302
17.3 VISION AND PLANNING PRINCIPLES	302
17.4 LAND USE MANAGEMENT (POLICIES & GUIDELINES)	302
17.5 SPATIAL DEVELOPMENT STRATEGY	302
17.6 KEY ISSUES	303
17.7 PROPOSED SPATIAL FRAMEWORK	303
17.8 ACTIVITY NODES/AREAS	304
17.9 SERVICE UPGRADING PRIORITY AREAS	307
17.10 REQUIREMENTS FOR SUCCESSFUL IMPLEMENTATION	308
17.11 CAPITAL INVESTMENT FRAMEWORK	309
18 WATER SERVICES DEVELOPMENT PLAN	321
18.1 INTRODUCTION	321
18.2 KEY ISSUES	321
18.3 OBJECTIVES	322
18.4 STRATEGIES	323
19 ENVIRONMENTAL MANAGEMENT FRAMEWORK	327
20 DISTRICT LED STRATEGY	329
21 REVENUE ENHANCEMENT STRATEGY	330
21.1 PURPOSE	330
21.2 BACKGROUND	331
22 INTERGRATED WASTE MANAGEMENT PLAN	332
23 DISTRICT HIV/AIDS PLAN	334
24 HUMAN RESOURCE STRATEGY	335
24.1 BACKGROUND LEGISLATIVE FRAMEWORK	335

24.2	HUMAN RESOURCES MISSION AND VALUES	336
24.3	THE STAFF ESTABLISHMENT (ORGANOGRAM)	337
25	COMMUNICATION STRATEGY	339
26	RISK BASED AUDIT PLAN	346
26.1	INTRODUCTION	346
26.2	PURPOSE	336
26.3	STRATEGIC APPROACH	347
26.4	SCOPE OF PLAN	347
26.5	AUDIT COMMITTEE	347
26.6	FRAUD AND OTHER IRREGULARITIES	351
26.7	SOURCES OF INFORMATION	352
26.8	REPORTING	352
27	FRAUD PREVENTION PLAN	352
27.1	PURPOSE	352
27.2	DEFINITION OF FRAUD AND CORRUPTION	353
27.3	FORMS OF CORRUPTION	354
28	DISASTER MANAGEMENT POLICY	358
28.1	INTRODUCTION	358
28.2	OBJECTIVES	358
28.3	STRATEGIES	358
29	DISASTER MANAGEMENT PLAN	359
29.1	VISION	359
29.2	AIMS AND OBJECTIVES	359
29.3	INTRODUCTION	360
29.4	PURPOSE	361
29.5	APPROACH TO DISASTER MANAGEMENT	361
30	ENVIRONMENT MANAGEMENT FRAMEWORK	362
30.1	BACKGROUND	362
30.2	PURPOSE OF THE PLAN	363
30.3	SPATIAL DECISION SUPPORT TOOL	363
30.4	RESPONSIBILITIES	363

31 AIR QUALITY MANAGEMENT PLAN (GSDM)	363
31.1 BACKGROUND	363
31.2 PURPOSE OF THE PLAN	363
31.3 RESPONSIBILITIES	364
32 INTERGRATED TRANSPORT PLAN	364
32.1 INTRODUCTION	364
32.2 TRANSPORT GOAL	365
32.3 OBJECTIVES	365
33 TOURISM PLAN FOR WAKKERSTROOM AND SURROUNDING AREAS	367
33.1 INTRODUCTION	367
33.2 KEY ISSUES	367
33.3 OBJECTIVES	367
34 HOUSING CHAPTER	368
34.1 INTRODUCTION	368
34.2 KEY ISSUES	369
34.3 OBJECTIVES	369
35 PERFORMANCE MANAGEMENT FRAMEWORK	370
35.1 INTRODUCTION	370
35.2 OBJECTIVES	370
35.3 STRATEGIES	371

FIGURES

Figure 1 – IDP REVIEW PROCESS	26
Figure 2 – Wakkerstroom Wetlands	118
Figure 3 – Population Projection	121
Figure 4 – Performance Management Cycle	372

TABLES

Table 1 – Role Players Roles and Responsibilities	30
Table 2 – Municipal Integration with Key Role Players	31
Table 3 – Public Participation schedule: IDP 2012 – 2016 Review	36
Table 4 – Needs per administrative unit	37
Table 5 – Community Needs Analysis	38
Table 6 – Public Participation schedule: Draft IDP and Budget 2013 – 2014 Review	43

Table 7 – Issues raised Ward 1	44
Table 8 – Issues raised Ward 2	44
Table 9 – Issues raised Ward 3	44
Table 10 – Issues raised Ward 4	44
Table 11 – Issues raised Ward 5	45
Table 12 – Issues raised Ward 6	45
Table 13 – Issues raised Ward 7	45
Table 14 – Issues raised Ward 8	46
Table 15 – Issues raised Ward 9	46
Table 16 – Issues raised Ward 10	46
Table 17 – Issues raised Ward 11	46
Table 18 – MDG Goals	48
Table 19 – CRDP Prioritised Municipalities	69
Table 20: Employment as per the CRDP	70
Table 21 – LOCAL GOVERNMENT SUMMIT ACTION PLAN	80
Table 22 – Locality of administrative units	116
Table 23 – Total Households	119
Table 24 – Population Size	120
Table 25 – Population Composition	120
Table 26 – Population size from 1996, 2001, 2007 and 2011	121
Table 27 – Population composition (Gender, Age, Race and Disability)	121
Table 28 - Population by Race	122
Table 29 – Population Age group	122
Table 30 – HIV/AIDS trends	123
Table 31 – Human Development	124
Table 32 – Labour indicators	125
Table 33 – Number of social grants recipients (per grant type)	125
Table 34 – Education Attainment	127
Table 35 – Section 79 Committees of Council	138
Table 36 – Tariff Schedule	162
Table 37 – Assessment Rates 2013/2014	169
Table 38 – rates 2013/2014	169
Table 39 – A1 Budget Summary	171
Table 40 – A4 Budgeted Financial Performance (Revenue and Expenditure)	173
Table 41 – A5 Capex	175
Table 42 – SA1 Supporting Table	177
Table 43 – Earmarked Projects for MRDI Plan (2013/14) Dr. Pixley ka Isaka Seme Local Municipality	194
Table 44 – Water Consumer Units	203
Table 45 – Sanitation Backlog	205
Table 46 – Access to electricity and usage	209
Table 47 – Refuse Removal Serviced Areas	213
Table 48 – Social Facilities	214

Table 49 – total number of Households	216
Table 50 – Housing Typologies	217
Table 51 – Housing Backlog	219
Table 52 - Water Resource Management Interventions	230
Table 53 – Number of disabled persons per category	239
Table 54 – SWOT Analysis	256
Table 55 – Communication Tools and Channels	342
Table 56 – Communication Action Programme	342
Table 57 – Internal Risk Audit Plan	349
Table 58 – Audit Reviews	352

MAPS

Map 1– Locality Map	115
Map 2 – Spatial Structure: Dr Pixley Ka Isaka Seme LM	224
Map 3 – Spatial Structure: GSDM	225
Map 4 – Land Use Survey (Volksrust)	316
Map 5 – Land Use (Vukuzakhe)	317
Map 6 – Land Use Survey (Wakkerstroom)	318
Map 7 – Land Use (Ezamokuhle)	319
Map 8 – Land Use Survey (Siyazenzela)	320
Map 9 - Land Use Survey (Daggakrall)	321

ACRONYMS

ABET	Adult Based Education and Training	EMP	Environmental Management Plan
AIDS	Acquired Immune Deficiency Syndrome	EMS	Environmental Management System
CBO's	Community Based Organizations	EPWP	Expanded Public Works Programme
CBP	Community Based Planning	FBS	Free basic Services
CHBC	Community Home Base Care	FBE	Free Basic Electricity
CIP	Comprehensive Infrastructure Plan	GIS	Geographic Information System
CPTR	Current Public Transport Record	GSDM	Gert Sibande District Municipality
DARDLA	Department of Agriculture, Rural Development and Land Administration	HDI	Human Development Index
DAC	District AIDS Council	HOD	Head of Department
DCGTA	Department of Corporate Government and Traditional Affairs	IDP	Integrated Development Planning
DBSA	Development Bank of South Africa	IGR	Intergovernmental Relations
DE	Department of Energy	IEM	Integrated Environmental Management
DEDET	Department of Economic Development, Environment and Tourism	IWMP	Integrated Waste Management Plan
DoE	Department of Education	IT	Information Technology
DoHS	Department of Human Settlements	ITP	Integrated Transport Plan
DoH	Department of Health	KPA	Key Performance Area
DTI	Department of Trade and Industry	KPI	Key Performance Indicator
DM	District Municipality	LDO	Land Development Objective
DMA	District management Area	LED	Local Economic Development
DME	Department of Minerals and Energy	LM	Local Municipality
DPW	Department of Public Works	SAPS	South African Police Service
DWA	Department of Water Affairs	SETA	Sector Education Training Authority
ECA	Environmental Conservation Act	SDF	Spatial Development Framework
EIA	Environmental Impact Assessment	SLA	Service Level Agreement
EHS	Environmental Health Services	SOER	State of the Environment Report
		WSA	Water Services Authorities
		WSDP	Water Services Development Plan
		WWTP	Waste Water Treatment Plant

DR PIXLEY KA ISAKA SEME LOCAL MUNICIPALITY

DOCUMENT STRUCTURE

The DPKISLM IDP document comprises three main components:

PART ONE provides an overview of the legislative framework for the IDP Drafting and Review processes to be followed. It also reflects on national and provincial planning frameworks impacting on the GSDM, and it concludes with an overview of the State of Development in the District and a specific focus on municipal services in terms of each Key Performance Area (KPA).

PART TWO deals with the Municipal Vision and Mission, as well as Developmental Objectives, Strategies and Key Performance Indicators for each of the following Key Strategic Focal Areas in line with the 5 Year Local Government Strategic Agenda:

- KPA1: Municipal Transformation and Organisation Development
- KPA2: Municipal Financial Viability and Management
- KPA3: Local Economic Development
- KPA4: Infrastructure Development and Service Delivery
- KPA5: Intergovernmental Relations, Good Governance and Public Participation

This part then concludes with Municipal Projects and Programmes for each of these Key Performance Areas.

PART THREE reflects on the Operational Strategies (Sector Plans) of the GSDM with specific focus on the following Sector plans:

- Spatial Development Framework
 - Integrated Water Services Development Plan
 - Environmental Management Framework
 - District LED Strategy
 - Integrated Waste Management Plan (2006)
 - District HIV/AIDS Plan
 - Human Resources Strategy
 - Communication Plan
 - Risk based Audit Plan
 - Fraud Prevention Strategy
 - Disaster Management Plan
 - Disaster Management Policy
 - Air Quality Management Plan
 - Integrated Transport Plan
 - Tourism Plan for Wakkerstroom and Surrounding Areas
 - Housing Chapters
 - Performance Management Systems
-

The document then concludes with an assessment on how the IDP complies with policy requirements, and gives an indication on how Implementation Monitoring and Evaluation will be conducted.

PART ONE: INTRODUCTION AND CURRENT SITUATION

1. INTRODUCTION

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

The Constitutional Mandate for Municipalities is that they strive, within their Financial and Administrative capacity to achieve 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 Planning is a process through which the Dr. Pixley ka Isaka Seme Local Municipality, the Gert Sibande DM, various service providers, and interested and affected parties come together to identify development needs, and to outline clear objectives and strategies which serve to guide the allocation and management of resources within the Municipality's jurisdictional area. From this planning process emanates the Municipal Integrated Development Plan (IDP), with its main objective being the improvement of coordination and integration of planning, budgeting and development within the Municipal area. As a five (5) year budgeting, decision-making, strategic planning and development tool, the IDP is used by the Municipality to fulfil its role of 'developmental local governance'. Central to this are the overarching objectives and strategies encapsulated in the plans, which guide the Municipality in the realm of:

- Municipal Budgeting;
- Institutional restructuring in order to realize the strategic intent of the plan;
- Integrating various sectors in the form of Infrastructure, Land Use, and Agriculture with Socio-economic and Ecological dimensions; and
- Performance Management System

This document therefore represents the Revised Integrated Development Plan as prepared by the Dr. Pixley ka Isaka Seme Local Municipality as part of its 2012/13 IDP Review process. It is submitted and prepared in fulfilment of the Municipality's legal obligation in terms of Section 34 of the Local Government: Municipal Systems Act, 2000 (MSA Act 32 of 2000).

1.1. HISTORICAL BACKGROUND

Dr. 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 Volksrust began in 1888 when the Transvaal government decided to establish a town on the edge of the Drakensberg escarpment, on the border of Natal. A place was chosen near where the Boers won a decisive battle in first Anglo-Boer War (December 1880 – March 1881) to regain their independence from the British. Several farms were bought for the purpose and named Volksrust (Nation'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, KwaNgema 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.



In recognition of the contributions made by our Liberation struggle icons in the Gert Sibande District, The Department of Culture, Sport and Recreation in conjunction with the Dr. Pixley Ka Isaka Seme Local Municipality embarked on project to honour and monumentalize the memory the Liberation Struggle. On the 24 September 2011 the province unveiled a more than life size statue of Dr. Pixley Isaka Ka Seme in Volksrust, Gert Sibande District Municipality

The objectives of this project were as follows:

- Acknowledge, celebrate and preserve history for future generations
- Acknowledge key liberations heroes and heroines of our region
- Reconciliation and Nation Building
- Restoration of dignity
- Rewriting our history and redefining our heritage
- Development of Tourism products for local economic beneficiation
- Marketing Dr. Pixley Ka Isaka Seme Local Municipality and Gert Sibande District Municipalities through acknowledging our history.

Currently the statue is still in the same condition as the day it was unveiled, it is perceived that this statue can be a source for the attraction of tourists to the area. As a municipality we do believe that this statue marks the basis for tourism for the Daggakrall area, the development of a heritage route to the statue will ensure that this becomes a reality.

1.2. LOCAL GOVERNMENT MANIFESTO

Municipal elections were held in South Africa on 18 May 2011, electing new councils for all municipalities in the country. Municipal elections are held every five years and the previous municipal elections were held in 2006. The first municipal elections following the reorganization of municipalities took place in December 2000.

➤ **Build local economies to create more employment, decent and sustainable livelihood**

The New Growth Path will require government at all levels to lead economic development, working with communities, the private sector, and labour, we will build better communities in Dr Pixley Ka Isaka Seme, through:

- Developing an LED Strategy that is implementable, user friendly and promote an enabling environment for sustainable job opportunities,
- Ensuring that there is equal access to employment and skills development for women, youth and people with disabilities;
- Taking part in the established national “jobs fund” to get funding to finance new job-creation initiatives. In addition, the municipality will take part in the Industrial Development Corporation (IDC)’s allocation for investment in job-creating economic activities, also ensuring that these initiatives by the Government have a direct impact in building our local economy and will involve, amongst others, co-funding from our own funds as a municipality.
- Increasing the number of youth participating in job creation, skills development and national youth service programmes organised by the National Youth Development Agency (e.g. Learnerships and Internships).
- Creation of jobs through EPWP projects;
- Promoting agrarian reform programme within our communities
- Expediting the installation of solar-heated geysers in low cost houses
- Ensuring that local jobs summit take place and their resolutions implemented to build local economies
- Working with traditional leadership in implementation of rural development programmes

➤ **Improve local public services and broaden access to them**

The development of better communities will be achieved through:

- Promoting programmes that seek to reduce illiteracy by 2014;
 - Speeding up the provision of municipal access roads, water infrastructure, sanitation and electricity in all areas;
 - Expanding Free Basic Services – to all indigent households;
 - Investing in maintenance and refurbishment of municipal infrastructure – bulk water and electricity distribution, waste management and roads;
-

- Provision of land for residential purposes in all admin units;
- Eradication of sanitation backlogs through (suction pits) and utilizing honey suckers;
- Ensuring that all schools have access to basic services by 2014;
- Ensuring that the provision of basic service infrastructure is of quality.

➤ **Build more united, non-racial, integrated and safer communities**

The development of better communities will be achieved through:

- Spatial development planning that will support the integration of communities;
- Working together with the farming community to improve the living conditions of the farm dwellers, including the provision of basic services
- Monitoring and assisting businesses/traders wherever they operate;
- Conducting campaigns to fight crime, drug abuse, and public drinking near the schools, hospitals and clinics, and churches;
- Working in partnership with DARDA in Implementing the Extension of Security of Tenure in rural area to curb illegal evictions;
- Ensuring that all racial groups have access to low income housing provided by the Department of Human Settlement;
- Reviewing and enforcing by-laws;
- Ensuring that the people with disabilities have access to basic services and have equal opportunities of employment;
- Focus on the safety of our communities by working with the SAPS.

➤ **Ensure more effective, accountable and clean local government that works together with national and provincial government**

The development of better communities will be achieved through:

- Strengthening Municipal Public Account Committee (MPAC) to fight crime and corruption;
- Ensuring that all councillors serve those they represent and accountable to them;
- Ensuring transparency on Supply Chain Management (SCM) processes;
- Ensuring that the municipality achieves clean audit outcome by 2014;

➤ **Promote more active community participation in local government**

The development of better communities will be achieved through:

- Strengthening of the voice of communities and ensuring that adequate support is provided for empowerment of communities on decision making process affecting their lives;

- Ensuring that all ward committees are functional, better resourced; and accountability of councillors to the communities by ensuring that Ward Councillors (including PR Councillors) convening a minimum of 6 meetings per annum; and monthly ward committee meetings are convened;
- Accountability of the Executive Mayor to the communities by ensuring that the Executive Mayor convened 6 Izimbizo's per annum;
- Ensuring that every Councillor participates in an 'adopt-a-school campaign' throughout Dr Pixley Ka Isaka Seme;
- Ensuring the participation of CDW's and ward committees as part of public participation;
- Working closely with recognised traditional leadership structures;
- Promoting community participation through the maintenance of LED Forums, LED Sub Forums

1.3 KEY PRIORITIES OF THE CURRENT COUNCIL

1. Access to land
 - make land available
 - providing 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
 - BBBEE Act to be amended to assist a statutory commission to deal with non-compliance (SCM Policy)
 - LED strategy and plan
 - Promotion of tourism in the Dr Pixley Ka Isaka Seme jurisdiction
 - Women empowerment and gender equity
 4. Human settlements
 - RDP houses (In terms of allocation)
 - Access to loans for those who do not qualify for either RDP or Bond
 - 30% of land distribution by 2014
 - Willing seller willing buyer to be reviewed
 5. Health
 - HIV/Aids awareness
-

- Refurbishment of hospitals and nurses home
 - Increase in the number of mobile clinics in rural areas
 - Extension of operating hours for clinics
 - Visibility of Health inspectors
 - Availability of Specialized Doctors in the hospital
 - Improve response time for Ambulance
6. Unemployment and job creation
- EPWP
 - IDC projects to be initiated through the job fund project
 - Rail Transport (for Coal haulage)
 - People living with disabilities and youth to be catered in all projects initiated
7. Education
- Workplace learning opportunities (in-service training and learnership)
 - Provide higher education learning institution
 - Improve the literacy rate within the municipal jurisdiction
 - Improve the matriculation pass rate through extra classes
8. Clean Audit by 2014
- Implementation of AG action Plan
 - Municipal financial viability and management
9. Heritage projects- tourism route and projects to be initiated
- Heritage sites of Dr Pixley Ka Isaka Seme and Mahatma Gandhi underway
10. Good Governance
- Public Participation
 - Traditional leader involvement
 - Functional Ward Committees
 - Establishment and implementation of CBP model
-

2. POLICY AND LEGISLATIVE CONTEXT

In addition to the legal requirement for every Municipality to compile an Integrated Development Plan as referred to in section 1 above, the Municipal Systems Act, Act 32 of 2000 (MSA) also requires that:

- *the IDP be implemented;*
- *the Municipality monitors the implementation of the IDP;*
- *the Municipality evaluates its performance with regard to the IDP's implementation; and*
- *the IDP be reviewed annually to effect improvements where necessary.*

Section 34 of the Act deals with the Review and Amendment of the IDP and states that:

“The Municipal Council:

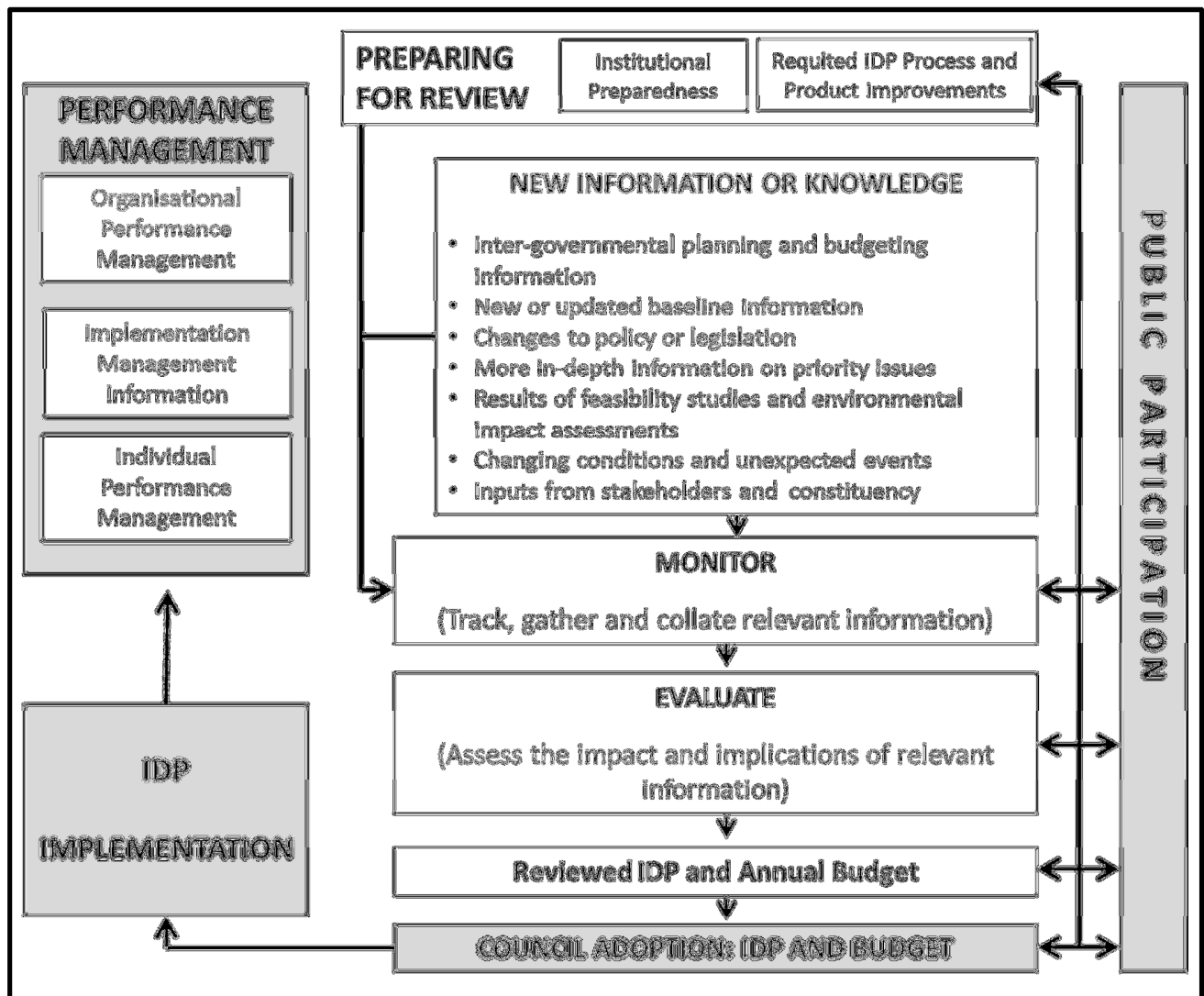
1. *Must review its Integrated Development Plan*
 - i) *annually in accordance with an assessment of its performance measures in terms of Section 41 and;*
 - ii) *to the extent that changing circumstances so demand and;*
2. *May amend its Integrated Development Plan in accordance with the prescribed process”*

The annual review process thus relates to the assessment of the Municipality's performance against organisational objectives as well as implementation delivery, and also takes into cognisance any new information or change in circumstances that might have arisen subsequent to the adoption of the previous IDP. The review and amendment process must also adhere to the requirements for public participation as articulated in Chapter 4 of the MSA (2000).

In terms of the IDP Review Guidelines, IDPs are reviewed based on four primary areas of intervention, i.e. Annual IDP Review, the IDP Process, Amendments in Response to Changing Municipal Circumstances, and Comment from the MEC.

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

Figure 1 – IDP REVIEW PROCESS



3. IDP PLANNING PROCESS

3.1 ANALYSIS OF PROVISION OF SERVICE DELIVERY

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).

3.1.1 Analysis Phase

The municipality during its analysis, put emphasis on the following key issues to have baseline information to prepare for planning:

- a) Basic Services Statistics
- b) Progress made from previous projects and programmes (capital/infrastructure projects)
- c) Services Backlog Data
- d) Sector Departments Data
- e) Issues raised during the review by the community and other stakeholders
- f) MEC COGTA comments on 2011/2012 IDP

Consultative Forums and mechanisms for Community Participation used by the Dr Pixley Ka Isaka Seme Local Municipality:

- 1. Municipal Notice Boards
 - 2. Ward Committees
 - 3. CDW's
 - 4. Local Newspaper (Recorder)
 - 5. Imbizo's
 - 6. Ward meetings
 - 7. Sector Department's consultation
-

3.1.2 Strategy

Both the National and Provincial Government provide policy guidelines on handling service delivery issues/priority matters. The IDP representative forum assists the institution to formulate jointly objectives on all priority issues and means of attaining the goals set, the targeted matters must be in line with the vision of the Municipality, the same structure will ensure that a list of projects emanate from the strategy.

3.1.3 Projects Phase

The IDP representative forum must resolve on the following project proposal i.e. objectives, outputs, location, activities, timing, responsibility and funding.

3.1.4 Integration Phase

The IDP representative forum must resolve on the following i.e. integrated institutional programme, consider the following sector plan viz. Disaster Management Plan, Financial Plan, Spatial Development Framework, Local Economic Development Plan, Performance Management Plan.

3.1.5 Approval Phase

The Draft copy of the IDP must be rectified by virtue of the Council Resolution, thereafter comments must be solicited from the community, district, sector department organised labour and organised business. Finally Council must approve the final document taking into account comments if any emanating from the internal and external stakeholders. The final IDP must incorporate the budget.

3.2 IDP PROCESS OVERVIEW

3.2.1 Adoption and Review of the IDP

During August 2012, the Council of Dr. Pixley Ka Isaka Seme Local Municipality adopted the IDP/ Budget Process Plan 2013/2014 as per Council Resolution A61/2012. The IDP/ Budget Process Plan is utilized by the municipality to ensure that reviewing of the IDP and the budget meets all requirements as per the MFMA and the MSA. During the implementation of the IDP Process Plan 2013/2014, it was noted that the function of the IDP Technical Committee was not covered on the IDP Process Plan. Hence an item on the amendment of the IDP Process Plan 2013/2014 was tabled to Council during November 2012 to ensure that the technical committee will be functional.

In accordance to the process plan, the Municipality will on an annual basis during August to November engage in consultation meetings with its communities and key stakeholders to review

the IDP. The municipality has to ensure that all structures of the IDP are functional to ensure the effectiveness of the consultative processes. The municipality has three structures that contribute towards the review of the IDP; these structures are per the IDP Municipal Structures as approved CRA 61/2012. The three structures are as follows

- IDP Representative Forum
- IDP Technical Committee
- IDP Steering Committee

During the 2012/2013 financial year, one (1) IDP-RF meetings were held, zero or no (0) IDP Technical Committee meetings were held and zero or no (0) IDP Steering committees were held.

The following will be the key issues to be reviewed annually:

1. Service Delivery Mechanisms
2. Projects and Programs (MTF)
3. Community inputs
4. Institutional arrangements and capacity
5. Financial resources
6. Stakeholders
7. Performance of the municipality against KPA's
8. Sector Department progress / programmes and inputs
9. Strategies and partnerships
10. Sector Plans

The Municipal Council after consultation with its stakeholders will provide a draft document, the document will then be advertised for public comments for a period of 21 working days and after consideration of the inputs from the stakeholders the Municipal Council will adopt a reviewed document with the budget annually between April and May.



3.3 ROLES AND RESPONSIBILITIES

Table 1 – Role Players Roles and Responsibilities

Role Players	Roles and Responsibilities
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 political direction of the IDP process, and may assign responsibilities to the Municipal Manager • Submit review IDP framework and draft IDP to Council
Municipal Manager with delegated powers to the IDP Manager	<p>The Municipal Manager is responsible for the management and co-ordination of the preparation and 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 process plan; • Responsible for the day to day management of the planning process and ensuring that timeframes are being adhere to and resources are and managed effectively and efficiently; • Co-ordinate the involvement of all different role players; • Ensuring the horizontal and vertical alignment in the process, including Sectors; • Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained; • Ensuring the horizontal and vertical alignment in the process, including Sectors Department Strategic Plans; • Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained; • Ensuring compliance with National and Provincial requirements, legislations and IDP Guide Packs; • Ensure appropriate participation; • Ensure proper documentation of outcomes; • Chairing the Steering Committee, Extended Technical Committee; and • Management of consultants • Apply for external funding / donors
Municipal Council	<ul style="list-style-type: none"> • The Municipal Council will have a final say / comment and approval of the reviewed IDP. • Will consider the process plan which should set out the process for the IDP Review. • A member of the committee or council to formally submit to the municipal council a proposal to amend the IDP and also give reasons why it should be amended • Considers and adopts revised IDP in line with budget

Role Players	Roles and Responsibilities
	<ul style="list-style-type: none"> • Approves Organogram
IDP Technical Committee / Steering Committee	<ul style="list-style-type: none"> • Provides terms of reference for the various planning activities; • Commissions research studies or investigations; • Considers and comments on: <ul style="list-style-type: none"> - Inputs from sub-committee/s, study teams and consultants - Inputs from provincial sector departments and support providers • Analyse inputs from stakeholders;
Role Players	Roles and Responsibilities
IDP Representative Forum	<ul style="list-style-type: none"> • Informs affected and interested groups, communities and organizations, on relevant planning activities and their outcomes; • Analyses issues, determine priorities, negotiate and reach consensus; • Participates in the designing of project proposals and/or assess them; • Make recommendations on planning issues to the municipal council.

Table 2 – Municipal Integration with Key Role Players

Role Players	Roles and Responsibilities
Municipal Council	<ul style="list-style-type: none"> • The Municipal Council will approve the reviewed IDP. • Will consider the process plan which should set out the process for the new IDP cycle.
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 review IDP framework and draft IDP to Council. • Develop terms and criteria for Representative Forum. • Give political direction.
Municipal Manager with delegated powers to the IDP Manager	<p>The Municipal Manager is responsible for the management and co-ordination of the preparation and 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 process plan; • Responsible for the day to day management of the planning process and ensuring that timeframes are being adhere to and resources are and managed effectively and efficiently

Role Players	Roles and Responsibilities
	<ul style="list-style-type: none"> • Co-ordinate the involvement of all different role-players; • Ensuring the horizontal and vertical alignment in the process, including Sectors; • Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained; • Ensuring the horizontal and vertical alignment in the process, including Sectors; • Ensuring compliance with National and Provincial requirements, legislations and IDP Guide Packs; • Ensure appropriate participation; • Ensure proper documentation of outcomes; • Chairing the Steering Committee, Extended Technical Committee, and • Management of consultants.
IDP Steering Committee	<ul style="list-style-type: none"> • Process Plan management body; • Allocation of duties and monitoring; • Overall management including the appointment of technical consultants; • Decision on roles and responsibilities • Identification of consultation with other role-players/adverts; • Manage draft action programme; • Commission research studies and recommend appointment of service providers; <p>Decide on matters to be referred to the extended technical committee for alignment and integration.</p>
IDP Representative Forum	<ul style="list-style-type: none"> • The Executive Mayor or Representative chair the forum meeting. • The HOD's CBO's, NGO's, Business Forums, Community Forums, Youth, Woman Organizations, Political parties, Disabled and Traditional Leadership; • This Forum consist of community participation structure/stakeholders and are to represent the interests of all stakeholders and ensure proper communication to guarantee representative participation during the review process; • Will provide an organizational mechanism for discussion, negotiations and decision making between the stakeholders including municipalities and government departments during the review process. • Make recommendations to the council on planning and development priorities.
IDP Extended Technical Committee	<ul style="list-style-type: none"> • Will be chaired by the Municipal Manager / IDP Manager. <p>Consists of heads of departments as well as representatives from</p>

Role Players	Roles and Responsibilities
	sector departments; <ul style="list-style-type: none"> • Will deal with matters relevant and relating to district wide issues; • Consider municipal wide programs and integration to PGDS; • Consider and advise the Steering Committee on the evaluation of sector plans; • Attend to the alignment of the Municipality's IDP to that of the GSDM; • Deliberate on inter sectoral programs and recommendations to the Representative Forum; • Give advice to the municipality and foster sectoral alignment; and • Will timeously report on progress which then be forwarded to the Steering Committee.
PIMMS Centre (District level)	PIMS will provide the following functions: <ul style="list-style-type: none"> • Provide methodological guidance and support the municipality during the IDP implementation and review as well as other planning processes; • Support the planning and implementation management process of the municipality; • Establish and maintain close links with public and private service providers for proper programme alignment in municipal planning; • Provide information to the municipality on relevant national and provincial policy and legislative frameworks; • Organize/conduct relevant training events for the municipality to build its planning and implementation management capacity; • Liaise with donors and other state agencies for funding for the municipality.
Traditional Leaders	<ul style="list-style-type: none"> • Amakhosi / izinduna should work with close councilors on identifying priority issues. • Facilitate community consultation in collaboration with ward councilors.
Mayoral Outreach	<ul style="list-style-type: none"> • Through road shows / outreach programmes to get community inputs and provide feedback.
Ward Committees	<ul style="list-style-type: none"> • Consulted via the Executive Mayoral Outreach.
CBWs / NGOs / CDWs	<ul style="list-style-type: none"> • To provide vital information and support during planning, evaluation, monitoring through the Representative Forum.

3.4 PERFORMANCE MANAGEMENT SYSTEM

The Municipality aims to ensure that in its performance management system there is accountability, transparency, efficiency and efficient service delivery, good governance and community responsiveness. The following will be key Performance Indicators in line with the guidelines for the performance contract for Section 57 Managers in terms of the Municipal Systems Act 32 of 2000.

Objectives of Performance Management

- To excel in good governance
- To provide good infrastructure development
- To strengthen community and Stakeholder Participation
- To ensure efficient and effective administrative systems and
- To facilitate and support human resource development

Principles Governing Performance Management

- Customer focus
- Accountability
- Responsiveness
- Excellence and
- Service oriented

Performance, Monitoring and Review

The municipality's performance will be monitored and measured on an annual basis based on its core mandate in terms of bulk service delivery. Performance review in terms of service delivery will be done quarterly and should there be gaps, the evaluators will provide recommendations to address such shortfalls. The municipality will review its performance management twice a year and subscribe to the best model that will consistently enhance the municipality's performance and give early indications if some functions and processes are not functioning adequately.

To ensure that the Performance Management System is functional and effective, the municipality has developed a Service Delivery and Budget Implementation Plan that is linked to a Project Implementation Plan. This strategy insures that the targets and projects that are reflected on the IDP are closely monitored during the quarterly review sessions. These sessions require that all Section 57 Managers provide evidence for all progress achieved on targets set. The municipality has been committed in ensuring that these sessions take place every quarter in order to ensure that services are delivered to the community.

In addition to the quarterly performance measure as per the SDBIP, managers have to submit monthly progress reports in terms of the milestones achieved. This is a measure that has been put in place to ensure that the targets set in the SDBIP are met, and also to ensure that the staff existing within the organisation fulfil the objectives of the municipality.



3.5 SUMMARY OF COMMUNITY STAKEHOLDER PARTICIPATION

3.5.1 Summary of Community Inputs



The meetings were scheduled as follows:

Consultative meetings were held in all admin units for the review of the 2012/2016 IDP as part of the regulations stipulated in the Section 29 (b) of the MSA 32 of 2000. The consultative meetings were held as of the 07th October 2012 till the 31st October 2012 these meetings required input from stakeholders (ward committees, councillors', NGOs etc), communities and the general public.

Table 3 – Public Participation schedule: IDP 2012 – 2016 Review

DATE AND DAY	TIME	WARD	VENUE	TARGET GROUP	RESPONSIBLE PERSONS
SUNDAY 07 OCTOBER 2012	08H00	PERDEKOP/SIYAZENZELA (WARD 6)	COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS AND COUNCILLORS
	14H00	EZAMOKUHLE - (WARD 7)	SOCCER GROUND		
MONDAY 08 OCTOBER 2012	14H00	DAGGAKRAAL -(WARD 9)	WARD 9 COMMUNITY HALL COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS AND COUNCILLORS
	17H00	AMERSFOORT (WARD 8)			
WEDNESDAY 10 OCTOBER 2012	10H00	DAGGAKRALL (WARD 11)	WARD 11 – SIZENZELE SCHOOL GROUND COMMUNITY HALL ALL	COMMUNITY	MM, ALL DIRECTORS AND COUNCILLORS
	17H00	VUKUZAKHE - (WARD 2)			
THURSDAY 11 OCTOBER 2012	17H00	WAKKERSTROOM/ESIZAMELENI (WARD 5)	ESIZAMELENI COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS AND COUNCILLORS

FRIDAY 12 OCTOBER 2012	10H00	DAGGAKRAAL - (WARD 10)	AGRICULTURAL HALL	COMMUNITY	MM, ALL DIRECTORS AND COUNCILLOS
MONDAY 15 OCTOBER 2012	17H00	VUKUZAKHE (WARD 1)	VUKUZAKHE MULTI-PURPOSE HALL	COMMUNITY	MM, ALL DIRECTORS AND COUNCILLOS
TUESDAY 16 OCTOBER 2012	17H00	VUKUZAKHE (WARD 3)	COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS AND COUNCILLORS
THURSDAY 18 OCTOBER 2012	17H00	GREATER VOLKSRUST (WARD 4)	TOWN HALL	COMMUNITY	MM, ALL DIRECTORS AND COUNCILLORS
MONDAY 31 OCTOBER 2012	17H00	GOERGIA GARDENS	COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS AND COUNCILLORS




The inputs received where developmental needs that were identified by the various sectors for the provision of basic services. The needs are summarized in Table 5 – Community Needs Analysis as stipulated below. The Table 4 – Needs per administrative unit below summarizes the needs collected to clearly identify the priority needs per administrative unit which should be addressed in the Budget MTEF:

Table 4 – Needs per administrative unit

BACKLOGS PER ADMINISTRATIVE UNIT				
VOLKSRUST/VUKUZAKHE	WAKKERSTROOM/ESIZAMELENI	PERDEKOP/SIYAZENZELA	AMERSFOORT/EZAMOKUHLE	DAGGAKRAAL
Greenfield – Water Ret	Greenfield – Water Ret	Water Reticulation	Sewer reticulation – town	Land for indigents
Greenfield – Sewer Ret	Sewer Reticulation	Sewer Reticulation	Greenfield – Water Ret	Water reticulation
Sanitation 500 sites	Sanitation 300 sites	Sanitation 200 sites	Greenfield – Sewer Ret	VIP toilets
Water in RDP sites	Water in RDP sites	Water in RDP sites	Sanitation 300 sites	Water yard connections
Electrification 500 sites	High Mast	High Mast	Water in RDP sites	High Mast
High mast			High Mast	

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

Table 5 – Community Needs Analysis

LEGEND					
	Responsibility of single sector dept		Responsibility of DM		Responsibility of LM and sector dept

[illegible]

HEALTH, SOCIAL & SAFETY SERVICES												RESPONSIBILITY
Service Requested	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11	
New clinic/ health care centre										✓		Dept of Health
Extension of clinic and its servicing hours	✓	✓	✓				✓					Dept of Health
Support for NGO social organizations					✓		✓					SASSA
Specialist Doctors at the Provincial Hospital	✓	✓	✓									Dept of Health
Satellite Fire services	✓				✓		✓	✓			✓	GSDM
Orphanage/Old age home					✓		✓					SASSA
Thusong Center						✓	✓					COGTA
Health inspector							✓					GSDM
Post Office							✓		✓			Post Office SA
EDUCATION & OTHER INSTITUTIONS												RESPONSIBILITY
Service Requested	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11	
Schools					✓		✓			✓		Dept of Education
FET College		✓										Dept of Education
Multipurpose centre							✓					COGTA

Youth development centre	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	DSCR/Dr.PKISLM /NYDA
Library	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	DSCR
Learnerships/ Bursaries	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Province, Dr.PKISLM, GSDM
ROADS & TRANSPORT SERVICES												RESPONSIBILITY
Service Requested	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11	
Paving/tarring of roads	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	PKSLM, DPWRT
Roads to cemeteries												Dr.PKISLM
Stormwater drainage	✓	✓	✓		✓	✓			✓	✓		Dr.PKISLM
Speed humps	✓	✓	✓					✓				Dr.PKISLM, DPWRT
Foot bridges (incl. farms)				✓	✓					✓		Dr.PKISLM
Road Maintenance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Dr.PKISLM
Tarring and paving of Provincial Roads									✓			DPWRT
SPORTS FACILITIES												RESPONSIBILITY
Service Requested	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11	
Upgrading of stadiums/soccer fields						✓	✓	✓		✓		DSCR
Sports grounds/courts	✓	✓		✓	✓	✓				✓		DSCR

Parks (maintenance)				✓		✓						DEDET, Dr.PKISLM
LAND DISTRIBUTION SERVICES												RESPONSIBILITY
Service Requested	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11	
Greenfield Sites	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Dr.PKISLM
Township Upgrading						✓						
Procurement of land	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Dr.PKISLM, DARDLA
Dumping sites	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Dr.PKISLM
Church sites	✓	✓	✓	✓	✓							Dr.PKISLM
Agro-land					✓	✓	✓	✓		✓		DARDLA, Dr.PKISLM
Cemeteries								✓				DEDET, Dr.PKISLM



In preparation towards the adoption of the Final IDP 2013/2014 and the Final annual Budget 2013/2014 the municipality engaged in consultative meetings for community involvement on the finalization of the two documents. The meetings commenced on the 07 April 2013 and ended on the 16th of April 2016. From the meetings it was evident that the needs from the community are very basic and include services such as the provision of sanitation, water, electricity, housing and access to Primary Health care amongst other needs. The meetings indicated that there is a strong need for the municipality to ensure alignment between the IDP and the budget to ensure that the needs are addressed. It is imperative that all spheres of Government work together in ensuring that our communities have access to the most basic needs for better livelihoods and healthy communities.

The meetings were held on the following dates and venues:

Table 6 – Public Participation schedule: Draft IDP and Budget 2013 – 2014 Review

DATE AND DAY	TIME	WARD	VENUE	TARGET GROUP	RESPONSIBLE PERSONS
SUNDAY 21 APRIL 2013	08H00	PERDEKOP/SIYAZENZELA (WARD 6)	COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS AND COUNCILLORS
	14H00	EZAMOKUHLE - (WARD 7)	SOCCER GROUND		
MONDAY 22 APRIL 2013	14H00	DAGGAKRAAL -(WARD 9)	WARD 9 COMMUNITY HALL EZAMOKUHLE COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS AND COUNCILLORS
	17H00	AMERSFOORT (WARD 8)			
TUESDAY 23 APRIL 2013	17H00	WAKKERSTROOM/ESIZAMELENI (WARD 5)	ESIZAMELENI COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS AND COUNCILLORS
WEDNESDAY 24 APRIL 2013	10H00	DAGGAKRAAL - (WARD 10) VUKUZAKHE - (WARD 2)	AGRICULTURAL HALL VUKUZAKHE COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS AND COUNCILLORS
	17H00				
THURSDAY 25 APRIL 2013	10H00 17H00	DAGGAKRALL (WARD 11) VUKUZAKHE (WARD 1)	WARD 11 – SIZENZELE SCHOOL GROUND VUKUZAKHE MULTI- PURPOSE HALL	COMMUNITY	MM, ALL DIRECTORS AND COUNCILLOS
MONDAY 29 APRIL 2013	17H00	VUKUZAKHE (WARD 3)	VUKUZAKHE COMMUNITY HALL	COMMUNITY	MM, ALL DIRECTORS AND COUNCILLOS
TUESDAY 30 APRIL 2013	17H00	GREATER VOLKSRUST (WARD 4)	VOLKSRUST TOWN HALL	COMMUNITY	MM, ALL DIRECTORS AND COUNCILLORS

From the IDP/Budget meetings held during April 2013 for the publication of the Draft IDP and the Draft Budget 2013/14, the issues raised during those meetings are captured in the tables below for each ward. The issues captured on the tables below (Table 7 – Issues raised Ward 1 - Table 17 – Issues raised Ward 11) are not in a priority list, it is issues raised and needs to be taken in to consideration.

Table 7 – Issues raised Ward 1

Ward 1 – Councillor T.A Mazibuko	
Number	Comments of Community
1	Request that the municipality must pay for the Conveyance fees on the municipal sites that were alienated in the 2010
2	Request for upgrade/maintenance of drainage system
3	Upgrade of roads and stormwater system
4	Rectify the ownership of land as occupants in the ward reside/lease land that is under deceased state. Municipality is requested to assist with acquiring the updated title deed
5	Rectification of cracking RDP houses
6	Greenfield sites with infrastructure

Table 8 – Issues raised Ward 2

Ward 2 – Councillor B.G Mavuso	
Number	Comments of Community
1	Awareness campaign on crime and drugs
2	Upgrading of roads
3	Cleaning up of illegal dumping sites
4	Drainage systems
5	Upgrading of the municipal billing system
6	Serviced sites
7	Request that the municipality must note the “letter of Authority” as a legitimate document in the application for indigency

Table 9 – Issues raised Ward 3

Ward 3 – Councillor E.N Hlakutse	
Number	Comments of Community
1	Upgrading of roads
2	Drainage of roads
3	Maintenance of gravel roads
4	Service sites

Table 10 – Issues raised Ward 4

Ward 4 – Councillor De Jager	
Number	Comments of Community
1	That the tariff increase must be lowered
2	Upgrading of roads

3	Municipality must find means to avoid a deficit on the presented budget
4	Truck stop
5	Upgrade of aging infrastructure
6	Drainage system

Table 11 – Issues raised Ward 5

Ward 5 – Councillor Mndebele	
Number	Comments of Community
1	Provision of water and electricity in farm areas
2	Upgrading of roads
3	Upgrading of soccer field
4	Serviced sites
5	Title deeds for deceased estate to be re-registered to the beneficiary identified
6	Drainage system

Table 12 – Issues raised Ward 6

Ward 6 – Councillor F. Mazibuko	
Number	Comments of Community
1	Upgrading of roads and reconstruction of R23
2	Maintenance of Tennis Court
3	Transfer of title deeds from deceased parents to beneficiaries
4	Request for serviced sites
5	Storm water drainage system
6	Upgrading of billing system
7	Fire extinguisher in the Admin unit
8	Youth skills program
9	Multi-purpose Hall in town
10	Provision of water & rates issues
11	RDP Houses
12	Collection of refuse
13	Municipality to purchase sewage truck

Table 13 – Issues raised Ward 7

Ward 7 – Councillor O.T Shabangu	
Number	Comments of Community
1	Upgrading of roads
2	Upgrading of Stadium and Maintenance
3	Request of the serviced sites
4	Storm water drainage system
5	Upgrading of billing system
6	Fire extinguisher in the Admin unit

7	Youth skills program
8	Provision of water & rates issues
9	RDP Houses

Table 14 – Issues raised Ward 8

Ward 8 – Councillor E.M Madonsela	
Number	Comments of Community
1	Request the the bills from the municipality must be delivered to households on time and that must be done on a monthly basis
2	Serviced sites
3	RDP houses

Table 15 – Issues raised Ward 9

Ward 9 – Councillor B.J Mahlanga	
Number	Comments of Community
1	The RDP house allocated to her is not in her name
2	The criteria for the allocation of RDP houses must be made public
3	Local contractors must be employed for capital projects
4	Individuals with no houses on their land should not be charged for rates
5	The lawyer which conducted the convenancing has not produced the title deed (from the land that was alienated by Council in 2010)
6	The billing system is causing problems as it doesn't take into consideration the incentive programme being implemented by the municipality

Table 16 – Issues raised Ward 10

Ward 10 – Councillor Motha	
Number	Comments of Community
1	Tarring of gravel road between Daggakraal and Amersfoort
2	Appolo/High mast light next to the cemetery
3	Water yard connections
4	Waterborne sewer network
5	Land for churches
6	Upgrading of road between Daggakraal and Wakkerstroom
7	RDP houses

Table 17 – Issues raised Ward 11

Ward 11 – Councillor Dlodlu	
Number	Comments of Community
1	Programmes for the youth that are LED related
2	Gravelling of internal roads
3	Provision of electricity in the Hlanganani trust area
4	Water yard connections
5	Upgrading of the municipal billing system

6	Land for Churches
---	-------------------



4 NATIONAL AND PROVINCIAL PLANNING FRAMEWORKS

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 policies/plans.

4.1 THE MILLENNIUM DEVELOPMENT GOALS (MDG's)

The Millennium Development Goals (MDG's) are eight goals to be achieved by 2015 that respond to the world's main development challenges. Poor countries have pledged to govern better, and invest in their people through health care and education. Rich countries have pledged to support them, through Aid, debt relief and fairer trade. More detailed resolutions that were made in respect to the development of the MDG Goals are available on the UNDP site.

In terms of the first MDG Goal, the Dr Pixley ka Isaka Seme Local Municipality was identified by the office of the Premier as a "pilot" site to implement the **"War Against Poverty Campaign"** during the financial year of 2009/2010 for great benefits to communities.

Table 18 – MDG Goals

MDG GOALS			
GOAL		OBJECTIVE	TARGET
1	Eradicate extreme poverty and hunger	1	Reduce poverty by half between 1990 and 2015, proportion of people whose income is less than US-\$1 a day
		2	Halve, between 1990 and 2015, the proportion of people who suffer from hunger
2	Achieve universal primary education	3	Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling
3	Promote gender equality and empower women	4	Eliminate gender disparity in primary and secondary education preferably by 2005 and in all levels of education no later than 2015
4	Reduce child mortality	5	Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate

5	Improve maternal health	6	Reduce by three quarters, between 1990 and 2015, the maternal mortality rate
6	Combat HIV/AIDS, Malaria and other diseases	7	Have halted by 2015, and begin to reverse the spread of HIV/AIDS
		8	Have halted by 2015; begin to reverse the incidence of malaria and other major diseases.
7	Ensure environmental sustainability	9	Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources;
		10	Halve by 2015 the proportion of people without sustainable access to safe drinking water
		11	Achieve significant improvement in lives of at least 100 million slum dwellers, by 2020
8	Develop a global partnership for development	12	Address the special needs of the latest developed countries
		13	Develop further an open, rule-based, predictable, non-discriminatory trading and financial system (includes commitment to good governance, development and poverty reduction – both internationally and nationally)

4.2 STATE OF THE NATION ADDRESS

The President reported on progress made since the last State of the Nation Address and also to outline a programme of action for 2013. The focus was to look at the five priorities – education, health, the fight against crime, creating decent work as well as rural development and land reform.

Last year, the President addressed the nation on government's infrastructure plans. By the end of March this year, starting from 2009, government will have spent about 860 billion rand on infrastructure. Various projects are being implemented around the country and these are as follows:

- We have to shift the transportation of coal from road to rail in Mpumalanga, in order to protect the provincial roads. Thus the construction of the Majuba Rail coal line will begin soon.
- Construction is expected to begin in September at the sites of two new universities in the Northern Cape and Mpumalanga.
- Empowerment Act and codes are being finalised. The development of black owned enterprises and black industrialists will be prioritised.

- Government has several programmes of supporting small business. A key project for the Presidency currently is to get government departments to pay SMMEs within 30 days.
 - Departments are required to submit monthly reports so that we can monitor progress in this regard.
 - We have taken a decision that accounting officers, who fail to execute this directive, should face consequences.
 - State owned companies provide apprenticeships and learnerships and we urge that these be increased. We appeal to the private sector to absorb 11 000 FET graduates who are awaiting placements.
 - The Department of Rural Development and Land Reform runs the National Rural Youth Services Corps, which has enrolled 11 740 young people in various training programmes.
 - The Department is also planning nine Rural Youth Hubs per province, including in the 23 poorest districts in the country.
 - The Expanded Public Works Programme and the Community Work programme will also be used to absorb young people.
 - Education was declared as an apex priority in 2009. We want to see everyone in the country realising that education is an essential service for our nation.
 - All successful societies have one thing in common – they invested in education. Decent salaries and conditions of service will play an important role in attracting, motivating and retaining skilled teachers.
 - Apartheid spatial patterns still persist in our towns and cities. Municipalities alone cannot deal with the challenges. We need a national approach. As part of implementing the National Development Plan, all three spheres of government need to manage the new wave of urbanisation in ways that also contribute to rural development.
 - The Bill on Gender Equality and Women Empowerment has been approved by Cabinet for public comment. The Bill criminalizes practices that have adverse effects on women and girls. It also legislates the 50/50 policy position with regard to the representation of women in decision making structures
 - There is increased visibility of the police which contributes to the reduction in the levels of serious crime
 - Government continues to wage a war against corruption.
-

4.3 STATE OF THE PROVINCE ADDRESS

The speech by the Honourable Premier of Mpumalanga DD Mabuza was embedded on the emphasis on the importance of adhering to the Freedom - Charter and the Constitution our nation is built upon. The Honourable Premier as emphasized that working as a collective we can eliminate poverty, create job and diminish the inequalities that exist.

“In unity, we put together a Constitution hailed as one of the best in the world – a Constitution aimed at guiding all South Africans in their quest of a future society full of peace and prosperity for all.

In unity, we agreed to begin a journey of building the ideal society as envisaged in the Freedom Charter – a society wherein democracy, liberty and respect for human rights will reign supreme.

As a collective, we agreed that there are three interrelated challenges that are standing between us and our destiny, that is, the challenges of abject poverty, high level of unemployment and the inexpressible inequalities so pervasive in all levels of our society.

Together, we agreed that unless we address these challenges head-on, our envisaged future society will be nothing but a mirage. It is in this context that we entered into a social contract wherein we committed ourselves to walk together to our destiny.”

Over and above the many issues that the Premier elaborated on the Honourable Premier highlighted the following overview on the Province:

The high population growth areas with more than the provincial growth over the ten year period under review is:

- Steve Tshwete with 61% population growth, - the fastest growing town in the province and followed by:
 - Emalahleni with 43.1%,
 - Victor Khanye with 33.9%
 - Govan Mbeki with 32.8%
 - Umjindi with 29.5%
 - Mbombela with 23.5% and Thembisile Hani, Thaba Chweu & Mkhondo just more than 20% increase
 - **The** fourth quarter of 2012 is showing unemployment rate of 29.4% - the third highest of the nine (9) provinces. More than 75% of the unemployed are youth, I mean young
-

people between 15 to 34 years of age. To be more precise, the youth unemployment rate is standing at 43% - quite an alarming percentage indeed.

- In 2011, Mpumalanga's poverty rate was at 41.6 %, showing a 4 percentage point decrease from 45,6% in 2010.
- With regard to inequality, the Provincial Gini-coefficient increased from 0.60 in 1996 to 0.62 in 2011.
- In 2010, the economic growth rate of Mpumalanga was at 3,1% but decrease to 2,3% in 2012, however, it is forecast to swing back to 3,1% in 2013, subsequently increasing steadily to 4.5% in 2016.

On the Majuba Rail Siding Project, construction will commence in the second quarter of 2013 with an aim of establishing a private railway line that will be used to transport coal from the existing Transnet Coal Export railway line to Majuba Power Station coal stockyard in Amersfoort. The project entails the construction of a 68km single heavy haul track taking off at a junction located 8km West of Ermelo to the existing Majuba Power station. The project is estimated to cost approximately R5 billion and create between 3 500 and 5 000 employment opportunities. More than 280 people will be trained on Technical skills

The Premier elaborated on the following areas as points of priority during the 2013/2014 financial year:

- Focusing on urban renewal and the rejuvenation of towns
 - Investing on SMMES and Co-operatives through capacity building in venture with the CSIR
 - The development and skilling of the youth
 - Effective utilization of EPWP and CWP as a tool to create jobs, this will entail the adherence to the principals set out in the programmes
 - Elimination of poverty and inequality within our economy
 - Utilization of the CRPD programme as a tool to capacitate the community whilst diminishing poverty, unemployment and inequality
 - Forming partnerships with private businesses and boarding municipalities to develop the economy
 - Educating our community by improving the literacy rate, increasing the enrolment to ECD's and the improvement of matric results.
 - Improving the Health care facilities and ensuring the roll out of the NHI to all pilot areas.
-

- Investing in the appointment of doctors to address the issues around maternal and child morality
- Fighting crime and corruption
- Addressing backlogs on basic services
- Delivering basic services to our communities and engaging our communities as part of public participation in order to avoid violent protests
- Creating conditions for social cohesion
- Investing in the preservation of heritage and promoting tourism

4.4 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

The National Spatial Development Perspective (NSDP) was launched by the Presidency in May 2003. Hence the aforementioned strategic guide allows government wide planning to be possible, given financial limitation and resource scarcities. The same strategy envisages trade-offs between and across spheres of government.

The vision and principles serve as a guide for meeting government's objectives of economic growth, employment creation, sustainable service delivery, poverty alleviation and the eradication of historic inequities including spatial distortions. In essence, the principles are intended to improve the functioning of the state principally to assist government in dealing with the challenges arising from the need to grow the economy and halving unemployment and the social transition (increase in number of households, growth in economically active population, massive migration, social consequences of social changes and social exclusion).

The NSDP link well with the following strategic document viz. Integrated Development Plans (IDP) and Provincial Growth and Development Strategies (PGDS).

The basic principles of the NSDP underpinning the vision of the NSDP are:

- **Principle 1:** Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, among which poverty alleviation is key.
 - **Principle 2:** Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.
 - **Principle 3:** Government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private-
-

sector investment, to stimulate sustainable economic activities and to create long-term employment opportunities.

- **Principle 4:** Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes.
- **Principle 5:** In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

The NSDP is not a plan but a perspective that acts as a policy co-ordination and indicative planning tool for all spheres of government. It is therefore characterised by an on-going process of elaboration, refinement and revision that requires input from all three spheres of government. In this regard project teams are currently reviewing and updating the NSDP in three parallel projects:

- Key interventions for the harmonisation and alignment of IDPs, PGDs and the NSDP
- Updating Development Potential and
- Monitoring the Space Economy

Important dynamics, such as future development zones, land use patterns, population patterns and the effects of natural market forces on municipalities will influence the extent to which municipalities can align with the NSDP principles.

4.5 NATIONAL DEVELOPMENT PLAN

The National Development Plan envisages an economy that serves the needs of all South Africans – rich and poor, black and white, skilled and unskilled, those with capital and those without, urban and rural, women and men. The Vision is that, in 2030, the economy should be close to full employment, equip people with the skills they need; ensure that ownership of production is less concentrated and more diverse (where black people and women own a significant share of productive assets); and be able to grow rapidly, providing the resources to pay for investment in human and physical capital.

Subsequently, the National Development Plan proposes to create 11 million jobs by 2030 by:

- Realising an environment for sustainable employment and inclusive economic growth.
- Promoting employment in labour-absorbing industries.
- Raising exports and competitiveness.
- Strengthening government's capacity to give leadership to economic development.
- Mobilising all sectors of society around a national vision.

Proposals to increase employment and growth include the following:

- Raise exports, focusing on those areas where South Africa already has the endowments and comparative advantage, such as mining, construction, mid-skill manufacturing, agriculture and agro-processing, tourism and business services.
 - Increase the size and effectiveness of the innovation system, and ensure closer alignment with companies that operate in sectors consistent with the growth strategy.
 - Improve the functioning of the labour market to help the economy absorb more labour, through reforms and specific proposals concerning dispute resolution and discipline.
 - Support small businesses through better coordination of activities in small business agencies, development finance institutions, and public and private incubators.
 - Improve the skills base through better education and vocational training.
 - Increase investment in social and economic infrastructure to lower costs, raise productivity and bring more people into the mainstream of the economy.
 - Reduce the regulatory burden in sectors where the private sector is the main investor, such as broadband internet connectivity, to achieve greater capacity and lower prices.
 - Improve the capacity of the state to effectively implement economic policy.
 - The upgrading of informal settlements.
 - Public transport infrastructure and systems, including the renewal of the commuter rail fleet, supported by station and facilities upgrades to enhance links with road-based services.
 - Procuring about 20 000 MW of renewable electricity by 2030, importing electricity from the region, **decommissioning 11 000MW of aging coal-fired power stations**, and accelerated investments in demand-side savings, including technologies such as solar water heating.
 - To create a million jobs through agricultural development based on effective land production.
-

- Ensuring food security and the empowerment of farm workers, and promote industries such as agro-processing, tourism, fisheries and small enterprises in rural areas where potential exists.

4.6 THE OUTCOMES APPROACH

Government has agreed on 12 outcomes as a key focus of work between now and 2014. Each outcome has a limited number of measurable outputs with targets. Each output is linked to a set of activities that will help achieve the targets and contribute to the outcome. Each of the 12 outcomes has a delivery agreement which in most cases involves all spheres of government and a range of partners outside government. Combined, these agreements reflect government's delivery and implementation plans for its foremost priorities.

The outcomes apply to the whole of government and are long term. While the delivery agreement may contain longer term outputs and targets, it also includes outputs and associated targets that are realisable in the next 4 years. It also considers other critical factors impacting on the achievement of outcome 8, such as the legislative and regulatory regime, the institutional environment and decision-making processes and rights, the resources needed and re-allocation of resources where appropriate.

The results chain which is derived from the delivery agreement will be used to monitor and evaluate progress of the delivery agreement. The Programme of Action (2010-2014) will emanate from the results chain.

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	☐ 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	☐ 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
1. Reduce overall level of crime 2. An effective and integrated criminal justice system	☐ Increase police personnel ☐ Establish tactical response teams in provinces	☐ Facilitate the development of safer communities through better planning and enforcement of

3. Improve perceptions of crime among the population	☑ Upgrade IT infrastructure in correctional facilities	municipal by-laws
4. Improve investor perceptions and trust	☑ ICT renewal in justice cluster	☑ Direct the traffic control function towards policing high risk violations – rather than revenue collection
5. Effective and integrated border management	☑ Occupation-specific dispensation for legal professionals	☑ Metro police services should contribute by:
6. Integrity of identity of citizens and residents secured	☑ Deploy SANDF soldiers to South Africa's borders	- Increasing police personnel
7. Cyber-crime combated		- Improving collaboration with SAPS
		- Ensuring rapid response to reported crimes

Outcome 4. Decent employment through inclusive economic growth

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

Programme		
-----------	--	--

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

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

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

Outputs	Key spending programmes	(National) Role of Local Government
1. Improve competition and regulation 2. Reliable generation, distribution and transmission of energy 3. Maintain and expand road and rail	☐ An integrated energy plan and successful independent power producers ☐ Passenger Rail Agency acquisition of rail rolling stock, and refurbishment and upgrade of motor coaches and trailers ☐ Increase infrastructure funding	☐ Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services ☐ Ensure urban spatial plans provide for commuter rail corridors, as well as other modes

network, and efficiency, capacity and competitiveness of sea ports	for provinces for the maintenance of provincial roads	of public transport
4. Maintain bulk water infrastructure	☐ Complete Gauteng Freeway Improvement Programme	☐ Maintain and expand water purification works and waste water treatment works in line with
and ensure water supply	☐ Complete De Hoop Dam and bulk distribution	growing demand
5. Information and communication technology	☐ Nandoni pipeline	☐ Cities to prepare to receive the devolved public transport function
6. Benchmarks for each sector	☐ Invest in broadband network Infrastructure	☐ 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	☐ Settle 7 000 land restitution claims.	☐ Facilitate the development of local markets for agricultural produce
2. Improve access to affordable and diverse food	☐ Redistribute 283 592 ha of land by 2014	☐ Improve transport links with urban centres so as to ensure better economic integration
3. Improve rural services and access to information to support livelihoods	☐ Support emerging farmers	☐ Promote home production to enhance food security
4. Improve rural employment opportunities	☐ Soil conservation measures and sustainable land use management	☐ Ensure effective spending of grants for funding extension of access to basic services
5. Enable institutional environment for sustainable and inclusive	☐ Nutrition education programmes	
	☐ Improve rural access to services by 2014:	
	- Water - 74% to 90%	
	- Sanitation - 45% to 65%	
	- Sanitation - 45% to 65%	

growth		
--------	--	--

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	<ul style="list-style-type: none"> ☑ 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% 	<ul style="list-style-type: none"> ☑ 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	<ul style="list-style-type: none"> ☑ Municipal capacity-building grants: ☑ Systems improvement ☑ Financial management (target: 100% unqualified audits) ☑ Municipal infrastructure grant ☑ Electrification programme 	<ul style="list-style-type: none"> ☑ 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

settlements	<input type="checkbox"/> Public transport & systems grant <input type="checkbox"/> Bulk infrastructure & water grants <input type="checkbox"/> Neighbourhood development partnership grant <input type="checkbox"/> Increase urban densities <input type="checkbox"/> Informal settlements upgrades	in community consultation processes around the IDP, budget and other strategic service delivery issues <input type="checkbox"/> Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption
5. Refine ward committee model to deepen democracy		
6. Improve municipal financial administrative capability		
7. Single coordination window		

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	<input type="checkbox"/> National water resource infrastructure programme - reduce water losses from 30% to 15% by 2014	<input type="checkbox"/> Develop and implement water management plans to reduce water losses <input type="checkbox"/> Ensure effective maintenance and rehabilitation of infrastructure
2. Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality		
3. Sustainable environment management	<input type="checkbox"/> Expanded public works environmental programmes	<input type="checkbox"/> Run water and electricity saving awareness campaigns
4. Protect biodiversity	- 100 wetlands rehabilitated a year <input type="checkbox"/> Forestry management (reduce deforestation to <5% of woodlands) <input type="checkbox"/> Biodiversity and conservation (increase land under conservation from 6% to 9%)	<input type="checkbox"/> Ensure proper management of municipal commonage and urban open spaces <input type="checkbox"/> Ensure development does not take place on wetlands

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

Outputs	Key spending programmes	(National) Role of Local
---------	-------------------------	--------------------------

		Government
1. Enhance the African agenda and sustainable development 2. Enhance regional integration 3. Reform global governance institutions 4. Enhance trade and investment between South Africa and partners	☐ 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: - Support for value-added exports - Foreign direct investment Promotion	☐ Role of local government is fairly limited in this area. Must concentrate on: - 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	- 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	- 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.

diversity.	school sport programmes	
------------	-------------------------	--

The President has signed performance agreements with all 34 Cabinet Ministers. In these performance agreements, Ministers were requested to establish an Implementation Forum for each of the twelve outcomes. In each implementation forum Ministers and all other parties responsible for delivering on an outcome, will develop a Delivery Agreement. All departments, agencies and spheres of government involved in the direct delivery process required to achieve an output, should be party to the agreement.

The Delivery Agreement will refine and provide more detail to the outputs, targets, indicators and key activities for each outcome, and identify required inputs and clarify roles and responsibilities. It will spell out who will do what, by when and with what resources.

Delivery Agreements will further unpack each outcome and each output and the requirements to reach the targets. Aspects that will be described in detail include the legislative and regulatory regime, the institutional environment and decision-making processes and rights, the resources needed and re-allocation of resources where appropriate.

4.7 NEW GROWTH 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 requires 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 markers

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 tradeoffs. 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.

4.8 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

A 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, a 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 Strategies are 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 PGDSs’ be compatible with the vision, priority areas, and guidelines of SDFs of local and District Municipalities.

Flowing out of a thorough SWOT analysis and identified trends, 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. protection of the environment and sustainable development); and
- **Good Governance** (i.e. effective and efficient public sector management and service delivery.

In line with the strengthening the intergovernmental planning system and to ensure that there is sustainable growth and development in the province, the PGDS has adopted the following as guiding posts:

- Internationally, the United Nation’s Millennium Development Goals (MGDS); and
- Nationally, the Accelerated and Shared Growth Initiative for South Africa (ASGISA) and the National Spatial Development Perspective (NSDP) of South Africa.

4.9 COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME

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.

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

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
-

The basic thrust of MTSF 2009 – 2014 is to improve the conditions of life of all South Africans and contribute to building a better Africa and a better world. The MTSF outlines 10 strategic priorities. The CRDP arises from the strategic objective number 3: comprehensive rural development strategy linked to land and agrarian reform and food security. The MTSF has further stated that the CRDP will include the following elements:

- Aggressive implementation of land reform policies
- Stimulate agricultural production with a view to contributing to food security
- Rural livelihoods and food security
- Improve service delivery to ensure quality of life
- Implement a development programme for rural transport
- Skills development
- Revitalization of rural towns
- Explore and support non-farm economic activities
- Institutional capacity development
- Cooperative development

The MTSF further states that “given the variety of interventions straddling virtually all areas of public policy, the implementation of this strategy will enjoy leadership at executive level, with the primary focus being to coordinate government interventions across all sectors and agencies.” The key lessons emerging from the pilots have in turn provided some guiding principles for the rollout of the implementation of the CRDP:

- The Department of Rural Development and Land Reform act as an **initiator, facilitator and coordinator and catalyst** in rural development interventions:
 - **Initiator:** The Department will initiate interventions/strategies in rural areas as part of an integrated approach.
 - **Facilitator:** The Department will play an active role in the facilitation of communities and will also facilitate interventions in areas where the Department has no expertise/funding but has identified other sector departments/stakeholders to contribute to the CRDP vision for that area/province.
 - **Coordinator:** The Department will coordinate strategies, policies and mobilize resources from stakeholders to contribute to the objectives of the rural development programme.
 - **Catalyst:** The Department will play a change agent role and assist in the complete transformation of the rural space in terms of policies, programmes and projects for the ultimate aim of achieving vibrant and sustainable rural communities.

- Inter-departmental collaboration (resources, coordination, project management) at all spheres of government is essential for the successful implementation of the CRDP
- Projects must be undertaken in a manner consistent with the integrated development plans, provincial growth and development strategies, area-based plans and other planning frameworks.
- Projects must be undertaken within a participatory community-based planning approach
- Projects must be packaged and coordinated at provincial level in consultation with local level structures

CRDP has been prioritised as follows in the Mpumalanga province:

Table 19 – CRDP Prioritised Municipalities

DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	TOTAL POPULATION	TARGETED POPULATION UNDER CRDP & ME	FOCUSED WARDS
Ehlanzeni	Nkomazi	388 578	6 180 948	All wards
	Bushbuckridge	54 0112	450 242	All Wards
Gert Sibande	Albert Luthuli	184 780	420 215	All Wards
	Mkhondo	170 351	146 460	All Wards
	Dr.Pixley Ka Isaka Seme	82 641	81 916	All Wards
	Dipaliseng	42008	42970	All Wards
Nkangala	Dr.JS Moroka	249 376	107 348	All Wards
	Thembisile Hani	310 022	123 827	All Wards
Total Target		1,967.868	7 553 926	

analysis The office of the honourable Premier DD Mabuza and other sector departments conducted an on the economic and human development aspect for the jurisdiction of Dr Pixley Ka Isaka Seme Local Municipality. The CRDP Programme was first initiated in 2011 focused to two wards in the municipal jurisdiction ward 6 (Perdekop) and Ward 10 Daggakraal. With further engagements with the municipality and the community by these offices it was evident the CRDP programme should be implemented on all wards under the jurisdiction of Dr Pixley Ka Isaka Seme Local Municipality. On the review of the roll out of the CRDP programme four (4) municipalities under the GSDM were identified as the beneficiaries of this project the table below explicates the amount of funds allocated by sector departments and also looks at the number of the anticipated beneficiaries on roll out of the CRDP programme within Dr.PKISLM:

Table 20: Employment as per the CRDP

Dr Pixley ka Isaka Seme				
INST	Temp	Perm	Beneficiaries	Budget
DARDLA	300	211	4 951	30 415 878
DRDLR				
MDoE	25	89	145	17 199 729
DSD	60	90	600	13 600 000
DoH	290	28	30 200	21 859 490
DHS	50	-	750	12 000 000
DPWRT	20	-	20 000	31 700 000
DEDET	-	-	1 000	500 000
CoGTA	1 000	-	3 000	15 285 710
DCSR	50	-	2 000	2 020 000
DSCSSL	-	-	19 000	92 000
MRTT	90	-	270	3 000 000
MTPA				
DPISLM				
TOTAL	1 885	418	81 916	147 672 807

4.10 INTEGRATED SUSTAINABLE DEVELOPMENT RURAL STRATEGY (ISDRS)

ISDRS is defined as a federal policy designed to realise a vision that will “attain socially cohesive and stable rural communities with viable institutions, sustainable economies and universal access to social amenities, able to attract and retain skilled and knowledgeable people, who are equipped to contribute to growth and development.” The ISRDP calls for the progressive coordination and integration of programmes by various government departments and stakeholders to maximise the development of rural communities. This vision is a radical one in that it envisages transformed rural economies, which move away from subsistence economic activities. Local Government is the point of delivery and the implementation of the ISRDP. Specifically, the implementation process aims to strengthen the quality of Integrated Delivery Plans (IDPs) and the delivery of these IDPs.

The vision of ISRDP is informed by four elements, which include:

- **Rural Development:** going beyond just the poverty alleviation connotation, but focusing on changing rural environments to create enabling platforms for people to earn more and to invest in themselves and their communities. This emphasises that rural people must be the masters of their own destiny and to survive and improve their own economic packages within their environments;
- **Sustainability:** Sustainability evolves from increased local growth, with people enjoying own gains and maintaining available resources for future development;

- **Integrated:** this calls for coherent coordination across traditional sectors in all spheres of government. It requires the Municipal five year plan (IDP) to establish coordination and maintain integration at the municipal sphere; and
- **Rural Safety net:** in responding to the continuous crisis facing rural people, social assistance has been extended to all rural people and the ISRDP is also consolidating that effort.

Land Redistribution for Agricultural Development (LRAD)

Land reform encompasses three distinct components, namely the restitution, tenure, reform and the redistribution programmes. The redistribution programme, in turn, has different components or ‘sub-programmes’ which includes:

- **Agricultural Development:** to make land available to people for agricultural purposes;
- **Settlement:** to provide people land for settlement purposes and;
- **Non-agricultural enterprises:** to provide people land for non-agricultural enterprises, for example eco-tourism projects.

LRAD has two distinct parts. Firstly, LRAD deals with the transfer of agricultural land to specific individuals or groups. Secondly, LRAD deals with commonage projects, which aim to improve people with access to municipal and tribal land, primarily for grazing purposes.

The strategic objectives of the sub-programmes include:

- Contributing to the redistribution of 30% of the country’s agricultural land over 15 years;
- Improving nutrition and incomes of the rural poor who want to farm on any scale;
- De-congesting over-crowded former homeland areas; and
- Expanding opportunities for women and young people who stay in rural areas.

4.11 MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)

The Medium term Strategic Framework (MTSF) builds on the successes of the fifteen years of democracy. It is a statement of intent identifying the development challenges facing South Africa and outlining the medium-term strategy for improvements in the conditions of life of South Africans and for our enhanced contribution to the cause of building a better world.

The MTSF base document is meant to guide planning and resource allocation across all spheres of government. National and provincial departments in particular will need immediately to develop their five year strategic plans and budget requirements taking into account the medium-term imperatives. Similarly, informed by the MTSF and their 2006 mandates, municipalities are

expected to adapt their Integrated Development Plans in line with the national medium-term priorities.

Under the Electoral Mandate 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 nations' health profile and skills base and ensure universal access to basic services
- Improve the safety of the 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 education
- Improved health care
- The fight against crime and corruption
- Cohesive and sustainable communities
- Creation of a better Africa and a better world
- Sustainable resources management and use
- A developmental state including improvement of public services

The provincial priorities are linked to those of national, in order that proper alignment between all spheres of government is achievable. The outcomes of the initiated implementation strategies as set out in the MTSF should be in line with what the people want – improved quality education, living healthy lives, integrated sustainable human settlements, the feeling and being safe. This outcome is a basic constitutional right (Chapter 2 of the Bill of Rights) for all those living under the South African governance system

The below are the outcomes anticipated in terms of the objectives and strategies contained in the MTSF:

- Quality basic education
 - A long and healthy life for all South Africans
 - All people in South Africa are secured and feel safe
 - Decent employment through inclusive economic growth
 - Skilled and capable workforce to support an inclusive economic growth path
 - An efficient, competitive and responsive economic infrastructure network
-

- Vibrant, equitable, sustainable rural communities contributing towards food security or all
- Sustainable human settlements and improved quality of household life
- Responsive, accountable, effective and efficient Local Government System
- Protect and enhance our environment assets and natural resources
- Create s better South Africa, a better Africa and a better world
- An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

4.12 REASONABLE ACCOMMODATION FOR PEOPLE WITH DISABILITIES – POLICY

PURPOSE

The purpose of this policy is to develop in as far as possible ways and means of accommodating people with disabilities within the employ of Pixley ka Seme Local Municipality in terms of the Employment Equity Act 55 of 1998 and the Code of Good Practice contained by the same legislation.

SCOPE

The policy is applicable to all Pixley ka Seme Local Municipality Administrative Units to existing employees and prospective job applicants.

POLICY

It is Council policy to accommodate people with disabilities within the workplace in a reasonable manner:

- Council will reasonable accommodate the needs of people with disabilities. The aim of the accommodation is to reduce the impact of the impairment of the person's capacity to fulfil the essential functions of a job.
 - Council will adopt the most effective means that are consistent with effectively removing the barrier to a person being able to perform the job, and to enjoy equal access to the benefits and opportunities of employment.
 - Reasonable accommodation applies to applicants and employees with disabilities and may be required:
 - During the recruitment and selection process
 - In the working environment
 - In the way work is usually done and evaluated and rewarded; and In the benefits and privileges of employment
-

- Council undertakes the obligation to make reasonable accommodation which may rise when an applicant or employee voluntarily discloses a disability related accommodation need or when such a need is reasonably self-evident to Council. 1.

4.13 LOCAL GOVERNMENT SUMMIT RESOLUTIONS

Our communities today are rightly demanding an immediate improvement in service delivery, financial management and accountability in local government. They have rallied support for their demands in many forms, including protests, public unrest, the withholding of payment for municipal taxes and services, and even violence. A large number of municipalities has developed and/or executed a plethora of action plans to remedy this situation, but success has been elusive while frustrations are growing as election promises remain difficult to deliver on.

The development of the Local Government Turn-around Strategy (LGTAS) came at a time where Local Municipalities were in dire need to reassess their gap areas in terms of the level of service delivery. Moreover, in the recent months communities in and around the Mpumalanga Province, the Gert Sibande District Municipality and in Pixley Ka Seme Local Municipality have been protesting due to the current levels in the provision of basic services as stated in Chapter 2 (Bill of Rights) of the Constitution. We as the civil servants are inclined in making certain that all individuals within our respectful jurisdictions do enjoy the fruits of the Bill of Rights.

The Municipal Turn-around Strategy (MTAS) is a strategy that will assist the municipality to come in terms with their faults and also commit to finding solutions and also implementing those solutions in a manner that is both effective and efficient for the respect communities and the organization itself. In the finalization of the MTAS all the staff within the PKSLM will be required to familiarize themselves with the strategy as it will be a way of making sure that once adopted “Working together, we can do more to make Local Government everyone’s business”.

It is imperative that at during the implementation and after implementation of the MTAS we will be able to have –

- Improved Basic Service Delivery and infrastructure;
- Improved and strengthened Intergovernmental Relations (IGR);
- Improved community participation
- Visible municipal transformation, institutional capacity and arrangement;
- Good Governance and public participation;
- Financial Management and viability;
- Performance monitoring, reporting and evaluation.

In essence the development of the MTAS was also supported by the Local Government Ten Point Plan which will ensure effective implementation of the MTAS as it guides municipalities to reach the abovementioned goals.

The Ten Point Plan is as follows:

1. Improve **the quantity and quality of the municipal basic services** to the people in the areas of access to water, sanitation, electricity, waste management, roads, and disaster management.
2. Enhance municipal contribution to job creation and sustainable livelihoods through **Local Economic Development (LED)**.
3. Ensure the development and adoption of **reliable and credible IDP's**.
4. Deepen democracy through a refined ward committee model.
5. Build and **strengthen the administrative, institutional and financial capabilities** of municipalities.
6. Create a **single window of coordination** for support, monitoring and intervention in municipalities.
7. **Uproot fraud, corruption, nepotism** and all forms of maladministration affecting local government.
8. Develop a **coherent and cohesive system of governance** and a **more equitable intergovernmental fiscal system**.
9. Develop and strengthen a **politically and administratively** stable system for municipalities.
10. Restore the **institutional integrity** of municipalities.

RESOLUTIONS

Municipal Transformation

- Build internal capacity of the state to discharge its mandate
- Municipalities to review their organogram in line with their mandates
- Municipalities to ensure lean and mean structures that are responsive to the service delivery imperatives. All municipalities in the province to cut immediately the filling of all positions that are not critical to service delivery- bring labor on board on this decision. This seeks to release funds to the core service delivery imperatives
- Create sufficient technical capacity in areas of basic service delivery unit and finance unit. Conduct capability assessment, retrain and implement placement of employees in the right areas
- In the short term the district and province to create a technical skills support base to support struggling municipalities.
- All MM's and critical section 57 vacant positions to be filled within the stringent measures by end of September 2011.
- All municipalities to implement the Performance Management System and ensure that all employees enter in performance agreements or work plans. For good performance needs to be rewarded and consequences implemented for poor performance.
- Ensure that all municipalities implement Batho Pele programme of action to improve citizen's first-hand experience on government services.

Integrated Development Planning

- Ensure that the IDPs reflects the needs of our people on the ground and are aligned with people mandate as per the ruling Party's Manifesto
- Ensure that IDPs are supported by consumerate resources
- Ensure alignment of Provincial and District spatial development plans. Province to plan in a manner that intervenes strategically. By the end of the financial year conclude the spatial development framework at all levels
- Need to strengthen the capacity in the province and District for baseline information to strengthen our growth trajectory choices. Conduct surveys and create an information hub to inform our plans.
- Finalize the master plans for access to basic services. Conduct an audit on the actual access on water, sanitation, electricity and refuse removal
- Strengthen project planning, business appraisal and execution to avoid the roll-over of funds.
- Introduce GIS as an assessment and planning tool (spatial planning, land use management, revenue enhancement, cost recovery etc)

Access to water

- Finalization of the provincial water master plan by 30 September 2011
- Alignment of infrastructure plans especially dealing with matters of aging infrastructure. All the municipalities to develop/ review their Comprehensive Infrastructure plans (investment to be made to replace all the old infrastructure that have reached their life span-look at the funding options/model)
- Municipalities to address lack of spending and proper focus on critical issues through the MIG. Review all the current MIG allocations over the MTEF to priorities the provision of water and sanitation services
- Need to improve planning, contract management and monitoring- be firm in curbing slow response and delay in implementation
- Address the matter of power and functions with respect to the provision of bulk water infrastructure. Those municipalities that have no capacity to implement bulk infrastructure to be supported by the district and province
- Technical expertise required immediately in the acceleration of implementation
- Municipalities to immediately and address matters of asset management, spending on O&M, Capex
- Prioritize the matter of illegal connections and non-revenue water.
- Municipalities to deal with matters of DWQ, WWTW and WC/DM immediately
- Strengthening the coordination of the role players with respect to water issues in the province through the involvement of all stakeholders across spheres convened by the Member of the Executive Council responsible for local government

Access to Sanitation Services



- The sanitation technology utilized in the urban areas of Dr. Pixley Ka Isaka Seme Local Municipality [Amersfoort], Victor Khanye Local Municipality [Delmas] and Govern Mbeki Local Municipality [Embalenhle], give priority to eradicate the sanitation backlogs.
- Increased funding/ look at financial options at Chief Albert Luthuli, Dipaleseng, Mkhondo, Bushbuckridge, Dr. J S Moroka, Thembisile Hani, Victor Khanye, Emakhazeni, Lekwa, Dr. Pixley ka Isaka Seme, Msukaligwa, Nkomazi, Thaba Chweu, Umjindi, and Govan Mbeki to deal with current backlogs. Revise the MIG and other funding to release money to deal with the problems(**R 1 515 972 100** for both the short and long term solution. According to the Sanitation priority areas, **R 65 000 000** is for eradication of the bucket system in Victor Khanye Local Municipality (including the informal areas), **R 498 236 000** is for the eradication of the Pit Latrine sanitation technology mostly in Thembisile Hani and **R 61 853 000.00** is for maintenance of VIP sanitation units already constructed, the bulk of which is going to Lekwa and Govan Mbeki Local Municipality.
- Look at sustainable solutions and technologies

Access to Electricity

- Finalize a provincial electricity master plan and all municipalities to have energy plans based on their growth perspective.
- The matter of electricity distribution license between ESKOM and municipalities requires an urgent discussion session with Eskom and Minister of Energy
- Municipalities to deal with issues of illegal connections and the capacity of the municipal in the roll-out of electricity infrastructure
- Municipality to implement energy efficiency- tap from the National funding

Access to Refuse Removal

- Ensure roll-out the waste management services to areas that were excluded before.
- Develop a comprehensive waste management plans
- Ensure legal compliance of the disposal sites
- Investment on infrastructure and equipment and ensure recycling initiatives are promoted

Financial Viability of Municipality

- The spatial planning development framework to be concluded to address the growth trajectory for each municipality within 6 months.
 - All municipalities to craft their specific revenue enhancement strategies to broaden the revenue base. Expand revenue collection to other areas that have a potential.
 - Conduct an institutional assessment for all municipalities by end of the year, determine minimum needs that can be funded from other structures.
 - Review the indigent register in all municipalities and ensure continuous update.
 - Take action against officials who deviate earmarked funding meant for service delivery
-

- All municipalities to stop provision of free basic services to all those who can afford
- Municipalities to have cost recovery plans implemented immediately- attention to placed on the billing systems, cleansing of consumer data base and campaign to address the culture of non-payment. Further deal with the matter of lost revenue with respect to illegal water and electricity connections
- Municipalities to target business, agriculture, government departments, SOEs and state employees to pay their rates and taxes
- Introduce measures to curb illegal connections and capable theft
- Pay special attention on promoting local procurement to ensure inclusive economy. Convene job/ local economic development summits as per the Manifesto directive
- Ensure integrated and common ICT systems for all municipalities
- Introduce cost curtailment measures immediately to release funds for service delivery measures
- Municipalities to cut costs and fund service delivery imperatives
- Municipalities to reduce their spending on OPEX at least by 15% within a short period
- Municipalities that are owing ESKOM to pay immediately, if needs be make necessary arrangements and honour the obligations

Operation Clean Audit

- All municipalities to ensure the functionality of MPACs, Integrity Management Units, Audit Committees
- Ensure that all the 21 municipalities, parastatals and provincial departments achieve clean audit opinions by 2014.
- Specific action plans emanating from AGSA management letters to be implemented and monitored by political leadership
- Provincial and district support on the implementation of MFMA (PT and COGTA)
- No disclaimers in this year and ensure that we increase municipalities and departments in achieving clean audit results whilst sustaining the 3 clean audits
- Support and urgent action required in compliance on matters of assets
- All municipalities to improve performance information and record keeping
- Strengthen the capacity of the finance section in municipalities

Strengthen Co- ordination and collaboration

- COGTA be a single window of co-ordination
 - District to co-ordinate activities
 - Improve communication across all spheres
 - Support of upper spheres take into account the local municipality is an authority.
 - Improve the management of cross – sphere projects
 - Intervention by upper structure be informed by critical local priorities. (interaction)
 - Lines of accountability and reporting. Strengthen the IGR structures and develop provincial specific guidelines
 - CDW reporting line to be reviewed to improve accountability to the municipality
-

- Strengthen the ward committees and other community structures

Municipalities requiring intervention

Gert Sibande District Municipality

- Mkhondo
 - Dr. Pixley Ka Isaka Seme
 - Govan Mbeki
 - Msukaligwa
 - Dipaliseng
 - Chief Albert Luthuli
 - Lekwa
-
- Implement cost curtailment measures immediately (austerity measures)
 - Need to craft municipal financial turnaround plans within one month
 - Reduce spending on OPEX by at least 20% without compromising statutory obligations
 - Reduce spending on salaries and be within the norm
 - Implement cost recovery measures on strategic sectors like business, government, state employees
 - Improve the consumer data base, billing systems and strengthen debt collection
 - Civic education on payments and curb illegal collections
 - Review of indigent register and stop FBS for those who can afford

Demarcation Process

- The movement remains the strategic centre of power and will ultimately give guidance to the process
- Convene a meeting of all municipalities by the 20 October 2011 to look at different inputs and embark on an earnest consultation process.
- Reconfirmed the movement and Exco decision of establishing Bohlabela District Municipality
- Requested that all municipalities should not make submissions to MDB without consulting affected parties and seeking guidance from the organization.
- Ensure that the province meets the deadline of the 15 December 2011 to conclude the process after the organizational road map has come to its logical conclusion.

Access to basic services

- The movement remains the strategic center of power and will ultimately give guidance to the process
-

Table 21 – LOCAL GOVERNMENT SUMMIT ACTION PLAN

DEPARTMENT: TECHNICAL AND ENGINEERING SERVICES					
Area	Status Quo	Challenges / Backlogs	Actions	Timeframe	Financial/Technical support required
ROADS	Total = 272.4km	78.84km	Pave 6km of roads per financial year	30-Jun-12	Earth moving equipment i.e. 2 graders, 8 tipper trucks, 4 compactors. 3 water carts.
	Gravel = 193.6	Service rendered: 2.8km	Shaping, grading and position re-gravelled (30Km)		Appointment of a superintendent
	Bitumen=84.8km	Outstanding: 76.04km			
	Bricks=3km	Challenges: Maintenance and operation (Equipment and a superintendent)			
	Volsrust	58.1km	Construction progress (1.4km constructed)	30-Jun-12	Human resource and funds material.
	Total=88.8km Bitumen=57.1km Bricks=1km Gravel=30.7km	Late appointment of contractors and late commencement of work			
	Amersfoort	10.9km	Construction in progress (1.2km constructed)	30-Jun-12	1 grader, 2 tipper trucks, water cart, 1 compactor
	Total=32.5km Bitumen=9.6km Bricks=1.3km Gravel=21.6km	Late appointment of contractors and late commencement of work			
	Daggakraal	54.8km	Construction in progress (3.2 km constructed)	30-Jun-12	2 graders, 3 tipper trucks, 1 compactor
	total =56.1 km Bitumen =1.3km Bricks =0km	Late appointment of contractors and late commencement of work			

	Perdekop	13.94km	Construction in progress	30-Jun-12	2 graders
	Total =30.5km	Late appointment of contractors and late commencement of work			
	Bitumen=13.6km				
	Bricks=0.3				
	Gravel=16.56km				
	Wakkerstroom	41km	Construction in progress (re-graveling of roads and potion of 30km)	30-Jun-12	2 graders
	Total=73.5	Late appointment of contractors and late commencement of work			
	Bitumen=3.2km				
	Bricks=0.4km				
	Gravel=69.9km				
WASTE MANAGEMENT	4 landfill sites.	1 in Daggakraal, and the registration of 3 sites, except Volksrust	N/A for Daggakraal No progress	31-Dec-12	From DWA - to assist us on issues of compliance and registration of sites.
	Volksrust	Obtaining alternative site and stating EIA	Drafting waste management plan for Dr PKISM. In progrss to be done internally		
	Perdekop	Daggakraal land fill site – Outstanding	Planning with be done in cooperation with the DEDET		
	Amersfoort	Registration of Perdekop, Wakkerstroom and Amersfoort sites			
	Wakkerstroom				

REFUSE COLLECTION PROGRAMME	Volkstrust	On new establishments. Stretch out collection programme. Service delivered: Town - 2x per week and Township - 1x per week. Outstanding 300 sites. Challenges: enforcement of by-laws. Education & awareness to community members.	on going	30-Jun-12	1x compactor truck, 2x tractors, 6x6m ² containers
	Perdekop waste site	On new establishments. Stretch out collection programme. Service delivered: Town - 1x per week and CBD - 2x per week. Challenges: enforcement of by-laws. Education & awareness to community members.	on going	30-Jun-12	1x compactor truck, 1x tractors, 4x6m ² containers
	Amersfoort waste site	On new establishments. Stretch out collection programme. Service delivered: 2x per week all areas. Outstanding 250 sites. Challenges: enforcement of by-laws. Education & awareness to community members.	on going	30-Jun-12	1x compactor truck, 1x tractors, 4x6m ² containers
	Wakkerstroom waste site	On new establishments. Stretch out collection programme. Service delivered: 1x per week all areas and 2x per week CBD. Challenges: enforcement of by-laws. Education & awareness to community members.	on going	30-Jun-12	2x compactor truck, 2x tractors, 6x6m ² containers

Planning on MIG Projects.	Consultants are appointed for all projects. Tender design & specifications for the advisement of the appointment of contractors.	Late registration of MIG projects.	Projects to be funded from MIG should be registered before the commencement of a financial year. Still developing the 5 year Capital Plan	2011/2012 projects were registered in September 2012.	Assistance is required from DWA, for the submission of the Groundwater protocol.
	Rural water & VIP on farms are not registered with MIG	Signing of the MOU with the farm owners.	The Municipality has started the process of signing the MOU with the farms owners. Awaiting for approval from COGTA for Rural water as the project was appraised.	Jan-12	
		Groundwater protocol	it was submitted to DWA for the VIP's in Rural Areas		
Expenditure on MIG 2011/2012 Projects	As October 2011, the Expenditure on MIG was 6.49%	Not appointing contractors on time.	50% of MIG 2011/2012 projects would be constructed internally to fast track the progress and expenditure. ongoing	Construction will resume as from 11/01/2012	

Commitments for 2011/2012 on MIG Allocation	Currently the commitments on the MIG allocation is 85.71%. the outstanding projects are the VIP on Farms and Water in Rural areas	Projects are not recommended by DWA	The Municipality has started the process of signing the MOU with the farms owners. Done & awaiting for approval from COGTA	Jan-12	Assistance is required from DWA, for the submission of the Groundwater protocol.
MIG Allocations	<u>MIG Allocations for 2011/2012</u>		The report entailing the national priorities concerning the allocation of MIG funding to projects would be presented to Council.	On the next Council meeting	
	Roads – 40.64%		Furthermore various of Water & sanitation Bulk infrastructure projects is implemented by GSDM on Dr. PKISLM's behalf. GSDM implemented water & Sanitation project of R21.6m		
	Water &				

	Sanitation – 34.24%				
	Electricity – 15.95%				
	Development & Facilities – 4.14%				
	<u>National priorities</u>				
	Water & sanitation – 70%				
	Roads – 25%				
	Other projects – 5%				
WATER	22913 HH	1947 HH - Insufficient funding	Allocation made for 200 in Vukuzakhe and 32 Boreholes on farms	MIG Planning to prioritise access to water	
Capacity of Water Treatment plant	Wakkerstroom - 2ML	Plant exceeded capacity	Upgrading	30-Jun-12	GSDM funded project
	Volksrust - 4 ML				
	Vukuzakhe - 4,5ML				
	Amersfoort - 3,5ML				
Sanitation	22913 HH	1550 HH. Insufficient funding	Installation of Waterborne & VIP toilets in:	30-Jun-12	MIG Planning to prioritise access to Sanitation

Capacity of wastewater treatment plants	Wakkerstroom - 1ML	Insufficient funding	NIL. In progress of drafting a Business Plan	30-Jun-12	GSDM through ACIP funding
	Volksrust-4ML		Upgrade		
	Vukuzakhe-1ML		Upgrade		
	Amersfoort-2ML		Prepare Technical Report		
	Perdekop 0.8ML		Has enough capacity		
Electricity	6128 HH	300 HH	Allocation made for the 300 stands in Vukuzakhe	30-Jun-12	Provision made on the budget
DEPARTMENT PLANNING AND ECONOMIC DEVELOPMENT					
Area	Status Quo	Challenges / Backlogs	Actions	Timeframe	Financial/Technical support required
IDP	IDP is being reviewed; currently the unit is crafting the 5 year document. IDP Process Plan was approved by Council during its meeting held 25 October 2011. IDP review meetings commenced on the 06 November 2011 and ended on the 15 November 2011. Our Municipality is currently busy	There are no set priorities for the coming 5 years.	A Strategic Session for Top Management and Councillors in order to ensure that there are set priorities aligned to the Manifesto should be initiated, these priorities will emanate from the Strategic Session.	15-Jan-12	Facilitation of the Strategic Planning Session.

	with the IDP Draft for 2012 to 2016				
	A Municipal Performance Review Session was held on the 22 November 2011, wherein DCOGTA assisted in facilitating the session. The 1 st IDP Representative Forum is scheduled for the 08 November 2011.	Manifesto priorities were not captured on the IDP due to Circular 55 which provided municipalities with an option to adopt their IDPs earlier due to the elections. Our municipality adopted the IDP early; however the priorities of the Manifesto will be captured on the IDP 2012/2016 which will clearly identify the priorities for the next 5 years against the Manifesto.	Strategy on how to deal with outstanding matters: A monitoring system will be initiated by the IDP unit and the Office of the Speaker to ensure that all issues, which are operational, that are raised by communities during the review will be followed up with all respective departments on a quarterly basis.		Support is provided by DCOGTA and the GSDM on an on-going basis in respect to IDP. Capacity Building on all Stakeholders.
	All issues raised during public participation held during the review of IDP 2010/2011 are captured on the IDP 2011/2011 from page 20 to page 26	Items listed in the IDP but not in the Budget: The items listed in the tables (Annexure "A") were not catered for in the current budget.			Financial support is required in the development of Sector Plans that are outstanding, including the development of policies (budget related).

<p>Town Planning</p>	<p>Spatial Development Framework: Council adopted and approved the Dr Pixley ka Isaka Seme Municipality's Spatial Development Framework on 26 October 2011.</p>	<p>LUMS : Land Use Management System is not in place. COGTA will be financing the compilation thereof. In the meantime, the Town Planning Scheme 1984 is in use. LUMS are still outstanding.</p>			<p>Financial support of the development of LUMS</p>
	<p>o Human Settlement layout-plans (indicating schools and other facilities; indicate whether land is available and indicate if re-zoning has been done; business partner available for development; sites available for individuals; sites needs to be developed within 3 years; do we have the necessary By-laws, if not an action plan is</p>	<p>Business areas zoning : No data capturing made in this regard per month, quarter and per year.</p>			<p>Financial support on the proclamation of Town Planning By-laws.</p>

	needed): Plans are in place and the Town Planning Scheme 1984 and the SDF are used. There are no formal development partners. In January Our Municipality appointed a consultant to implement the Township establishment project in all admin units except Daggakraal. There will be different land use zones that will comply to the approved to the SDF within each Township established .				
		o Number of residential areas that are used for trading: No exact number available due to no enforcement strategy in place.			Capacity on Town Planning and Human Settlements Section.
		o Residential areas zoning : No data capturing made in this regard per month, quarter and per year.			

		o Status of business applications – status quo; turn-around time to finalize business applications: It takes over six months thus far due to the inundated Delegations Register.			
Local Economic Development	LED Strategy: There is a draft LED Strategy that is circulated for comments. It will then be finalized and presented to Council for adoption and approval.	LED Plan: No plan in place due to the absence of an approved LED Strategy.			Development of LUMS
	Linkages to Development nodes in the District: The draft LED Strategy	> Structural Planning: There is no structural planning that can be linked to all planning within other departments thus result in LED being a stand-alone.			Technical support required: Town Planning, GIS, LED and IDP Specialists
	Creation of job opportunities through recycling of waste: a comprehensive Business Strategy and proposal has been made through the RDD initiative.				Financing possible decent job creation co-operatives.

	Innovative ways of creation of co-ops: in partnership with COGTA, SEDA and MEGA for the sustainability of Co-operatives.				Assessment of all current LED Projects and revitalization thereof.
DEPARTMENT COMMUNITY SERVICES					
Area	Status Quo	Challenges / Backlogs	Actions	Timeframe	Financial/Technical support required
Service Deilvery Disaster Management	Districts' disaster Management Framework & Policy has been adopted	No Disaster Management Centre. Contribute to COP17	Buying Fire fighting Equipment		Contribution on COP17
	Disaster Management Plan to be adopted on the next Council Meeting	Dr Pixley Ka Isaka Seme Disaster Management Plan adopted by the Council.	Establishment of Fire Station & Disaster Management Centre	2012/2013 Financial year	Provincial and District to give support by funding the establishment of Fire Station and Disaster Managemant Centre
	Response time on emergencies is 55 minutes	Response time not good enough due to lack of manpower & equipment. Impact on Safety Awareness.	Reduce response time from 55 minutes to 15 minutes	on going process	Establishment of Satellite Fire Station at all Admin. Units. Apply funding from the Province and District to fund this project
	Four vehicles are utilized for fire	Lack of equipment. Readiness on disaster management.	Establish satellite stations at all admin units	2012/2013	Purchase fire equipment and fire fighting vehicles
	4 Full time fire fighters & 4 Volunteers trained by district	No fire station & shortage of manpower	Employment of more man power	2012/2013	Provincial and District to give support by funding the establishment of Fire Station and Disaster Management Centre

DEPARTMENT FINANCIAL SERVICES					
Area	Status Quo	Challenges / Backlogs	Actions	Timeframe	Financial/Technical support required
Operation Clean Audit	Action plan compiled with Provincial Treasury and will be reviewed.	1. To identify the most important action	Updating the action with the audit	31-Mar-12	Reduced audit matters from 80 to 20 in the 2010/2011 financial year. To review the action plan and
Cost curtailling	The spending for the first is 26%	1.To save 20% on maintenance	1. Overtime must be controlled	31-Dec-11	The Adjustment budget reduced with R 8,9 million Council approved cost cutting on overtime, security, subsistence costs.
		2. Spending on overtime	2. Security services must be in terms of the contract		Adjustment budget be approve in February 2012
		3. Spending on security services	3. Cost curtailment implementation plan is in place.		
Revenue enhancement Strategy	No revenue enhancement strategy inplace	Capacity	To develop the revenue enhancement strategy	31-Mar-12	To assist with the development
Debtors and creditors age analysis	The credit control and debt collection implemented as from September 2011	Capacity of the collection staff	Fully implementation in admin units that Eskom supply electricity	31-Jan-12	To assist collection staff

Outstanding DWA	An amount of R 42 million	Accounts received from DWA not indicating the meter readings	Meetings with National Treasury to find solutions.	31-Mar-12	To intervene with DWA on the outstanding amounts
Account	is owned by the Municipality				
DEPARTMENT CORPORATE SERVICES					
Area	Status Quo	Challenges / Backlogs	Actions	Timeframe	Financial/Technical support required
Organogram	Last reviewed in May 2009	Bloated structure at the top	Consult effectively with all relevant stakeholders on the organizational structure	Mar-12	Organograms currently under review. First draft will be available by 31 March 2012.
	Proposed structure available place		Finalize the organizational structure review.		Organograms currently under review. First draft will be available by 31 March 2012.
	RRU is currently supporting HR in reviewing and aligning the organizational structure with all other Municipal activities and programmes		Develop means to cut down creation of positions at the top.		Part of the Strategic alignment and organisational review.
	Due for consultation and Council for adoption				

	Some urgent posts like PMU and Budget Office Manager to be considered in the adjustment budget 2011				To be finalised in February 2012.
	Other posts to be considered in 2012/13 budget				
Critical Positions	PMU Manager – post has been re-advertised closing on the 19 December 2011	Shortlisted candidates withdrew from the recruitment process due to other offers somewhere	Finalize the process of appointment by January 2012	Jan-12	To be finalised in February 2012.
	Budget Office Manager – post has been proposed	Creation of the position in the organizational structure and provision of funding from the FMG	Creation of the position in the organizational structure and approval thereof	Mar-12	Organograms currently under review. First draft will be available by 31 March 2012.
	Internal Auditor	Candidates were subjected to competency assessment which further delayed a bit the appointment	Finalize the appointment by December 2011	Dec-11	Completed.
	Unable to retain persons appointed in the LED Manager position. Currently it is vacant.	Previous appointments have not stayed too long with the Municipality. One person unit compromises continuity	Appointment of the LED Manager and creation of the LED Officer post to be funded in the adjustment budget. Budget for the provision of scarcity allowance in the adjustment budget.	January 2012 March 2012	Process to be completed by March 2012.

	Performance Management System	PMS has not as yet been given the necessary attention it deserve	Assign or appoint a person to deal with OPMS		COGTA to provide support in developing a system.
		Automation of PMS			
Delegations	Delegations register was approved in 2009 and is due for review.		Finalize the consolidation of all inputs received.	Mar-12	Delegations are currently under review and has been tabled before the Portfolio Committee and Council. Will be finalised by the end of March 2012.
	Inputs have been requested from National Treasury and Chief State Law Advisor and have been received.		Submit Reviewed Delegations register to Council for Approval		

4.14 MUNICIPAL TURN AROUND STRATEGY

The development of the Local Government Turn-around Strategy (LGTAS) came at a time where Local Municipalities were in dire need to reassess their gap areas in terms of the level of service delivery. Moreover, in the recent months communities in and around the Mpumalanga Province, the Gert Sibande District Municipality and in Dr Pixley Ka Isaka Seme Local Municipality have been protesting due to the current levels in the provision of basic services as stated in Chapter 2 (Bill of Rights) of the Constitution. We as the civil servants are inclined in making certain that all individuals within our respectful jurisdictions do enjoy the fruits of the Bill of Rights.

The Municipal Turn-around Strategy (MTAS) is a strategy that will assist the municipality to come in terms with their faults and also commit to finding solutions and also implementing those solutions in a manner that is both effective and efficient for the respect communities and the organization itself. In the finalization of the MTAS all the staff within the PKSLM will be required to familiarize themselves with the strategy as it will be a way of making sure that once adopted “Working together, we can do more to make Local Government everyone’s business”.

It is imperative that at during the implementation and after implementation of the MTAS we will be able to have –

- Improved Basic Service Delivery and infrastructure;
- Improved and strengthened Intergovernmental Relations (IGR);
- Improved community participation
- Visible municipal transformation, institutional capacity and arrangement;
- Good Governance and public participation;
- Financial Management and viability;
- Performance monitoring, reporting and evaluation.

In essence the development of the MTAS was also supported by the Local Government Ten Point Plan which will ensure effective implementation of the MTAS as it guides municipalities to reach the abovementioned goals.

The Ten Point Plan is as follows:

11. Improve **the quantity and quality of the municipal basic services** to the people in the areas of access to water, sanitation, electricity, waste management, roads, and disaster management.
 12. Enhance municipal contribution to job creation and sustainable livelihoods through **Local Economic Development (LED)**.
 13. Ensure the development and adoption of **reliable and credible IDP’s**.
 14. Deepen democracy through a refined ward committee model.
-

15. Build and **strengthen the administrative, institutional and financial capabilities** of municipalities.
16. Create a **single window of coordination** for support, monitoring and intervention in municipalities.
17. **Uproot fraud, corruption, nepotism** and all forms of maladministration affecting local government.
18. Develop a **coherent and cohesive system of governance** and a **more equitable intergovernmental fiscal system**.
19. Develop and strengthen a **politically and administratively** stable system for municipalities.
20. Restore the **institutional integrity** of municipalities.

Table 11 – MTAS Status Quo

PRIORITY AREA	BASELINE	INDICATORS	TARGETS	PROGRESS ACHIEVED	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
Access to basic (or higher) water	20395	Nr of households with access to basic (or higher) levels of water	22895	20937	To register project with a agreement between Dr Pixley Ka Isaka Seme and landowners	Intervention needed due that this action is not legislative
Access to basic (or higher) sanitation	19479	Nr of households with access to basic (or higher) sanitation	22895	20659	To register project with a agreement between Dr Pixley Ka Isaka Seme and landowners	Intervention needed due that this action is not legislative
Access to basic (or higher) electricity	16243	Nr of households with access to basic (or higher) electricity	22895	16484	Regular discussions with ESKOM	Intervention from COGTA
Access to basic (or	13467	Nr of households	22895	13467	To budget properly that	Financial Assistance to do

PRIORITY AREA	BASELINE	INDICATORS	TARGETS	PROGRESS ACHIEVED	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
higher) refuse removal and solid waste disposal		with access to basic (or higher) refuse removal			studies be done	studies
Access to municipal roads	196	Km of new municipal roads constructed	191KM	4.5	Need more finance	Financial Assistance
Access to free basic water	13036 households with access to 6kl free water	Nr of households with access to free basic water	All households to receive the legislated amount of free water at 6kl	13088 received basic water	-	-
Access to free basic electricity	3643	Nr of households with access to free basic electricity	13467	3497	Discussions with ESKOM	Support from COGTA
Formalization of informal settlements	4395	Nr of households in informal settlements provided with water	6895	3497	Discussions with ESKOM	Support from COGTA and Eskom
	4305	Nr of households in informal settlements provided with sanitation	6895	4937	To register project with a agreement between Dr Pixley Ka Isaka Seme and landowners	Intervention needed due that this action is not legislative
	556	Nr of households in	6895	4659	To register project with a	Intervention needed due that

PRIORITY AREA	BASELINE	INDICATORS	TARGETS	PROGRESS ACHIEVED	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
		informal settlements provided with electricity			agreement between Dr Pixley ka Isaka Seme and landowners	this action is not legislative
Disaster Management	-	Number of disasters prevented, mitigated and preparedness	-	<ul style="list-style-type: none"> • Reduction of 7 veldt fires • Appointment of 5 volunteers. 	<ul style="list-style-type: none"> • Rectify blockages 	<ul style="list-style-type: none"> • Funding to implement corrective measures.
Repairs and maintenance	49	Service delivery Interruptions per type of service (time per month) and nr of households affected	20	48	-	-
Revenue management	58%	Monthly collection rate on billings	75%	68%	Implementation of debt collection policy	By-in and collective support from Politicians and communities
	56%	Percentage growth in revenue collected by the municipality as a % of projected revenue target.	5%	10%	-	-
	56%	% of budgeted revenue for property rates collected	65%	70.2%	Farmers payment on annual bases	-

PRIORITY AREA	BASELINE	INDICATORS	TARGETS	PROGRESS ACHIEVED	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
		(Implementation of the Municipal Property Rates Act, 2004 (Act no. 6 of 2004))				
	100%	Grants as a % of revenue received	100%	34%	In terms of DORA payments	-
Debt management	66.6%	R debtors outstanding as a % of own revenue	75%	76.5%	-	-
	85.1%	% of debt over 90 days	80%	90.1%	Implementation of debt collection policy	By-in and collective support from Politicians and communities
	0%	Debt collected as a percentage of money owed to the municipality	2.6%	0.337%	-	-
Expenditure Management	25%	Monthly operational expenditure as a percentage of planned expenditure	100%	103.9%	-	-
	25%	Monthly capital expenditure as a % of planned capital expenditure	25%	24.8%	-	-
	1.95%	% of operational budget spent on repairs and maintenance	7.8%	1.7%	-	-

PRIORITY AREA	BASELINE	INDICATORS	TARGETS	PROGRESS ACHIEVED	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
	2,937,157	Monthly Repairs and maintenance expenditure (Rands)	100% spending of that budget	85.1% for the first quarter 2010/2011	-	-
	13.3%	MIG expenditure a % of annual allocation	100%	13.3%	Action plan implemented	
Unqualified audit	Disclaimer	Audit opinion	Qualify	Disclaimer	Operation clean audit	Rapid response unit and Provincial Treasury
Integrated development planning	Adopted and approved IDP	Timeous adoption of IDP	IDP aligning to Budget	Approved and implementabl e IDP	Proper alignment of IDP and Budget	Confirmation in time of funded projects by Sector Departments
	Adopted and approved Budget	Timeous adoption of budget	Budget aligning to IDP	Approved Budget	Review the SDBIP to be SMART	Implementation of the approved and reviewed SDBIP
	Compiled SDBIP	Timeous adoption of SDBIP	Adopted and approved SDBIP	Compiled SDBIP and approved	Review the SDBIP to align with Budget	Implementation of the SDBIP as amended
	Approved IDP that is implemen table and realistic	Reliable and credible IDPs	Credible and implementabl e IDP	Approved, implementabl e and reliable IDP	Sector Departments to confirm funded projects	Confirmation by Sector Departments on all funded projects.
Administrati on	Previous AFS	Timeous submission of annual financial	31/8/2010	3/9/2010	-	-

PRIORITY AREA	BASELINE	INDICATORS	TARGETS	PROGRESS ACHIEVED	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
		statements				
	Previous Annual Reports	Timeous submission of annual reports	Submit Annual Report	Not achieved	-	-
	All assets were recorded on the Asset Register	Updated and credible asset register	30/6/2010	Completed	-	-
	Performance Management System in place only for Section 57 Managers	Functional OPMS	Timeous quarterly assessments on performance plans	No performance assessments done yet for 2010/11	SDBIP to be approved	Rapid Response Unit
Administration	Register all application	Updated and credible indigent registers	1/7/2010	Completed	-	-
	Approved policy by Council	Financial controls applied to ensure usage is monitored / limited to indigent policy	1/7/2010	Monthly bases	-	-
Reduced corruption	Approved SCM policy	Complying supply chain management system	A transparent municipal supply chain management system	Implementation of policy	Review SCM policy	-
	Approved Anti-Corruption strategy	Anti-corruption strategy implemented by target date	Review Policy and develop strategy	-	Final draft on policy strategy to Council on 28/3/2011	-

PRIORITY AREA	BASELINE	INDICATORS	TARGETS	PROGRESS ACHIEVED	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
Labour relations	100% critical posts filled	% of critical posts filled	100%	100%	-	-
	80%	% of critical posts with signed performance agreements	100%	100%	-	-
	LLF meetings on regular basis	Level of functionality of Local Labour Forum (LLF)	3 X LLF per quarter	1 meeting most labour issues resolved at Sub-committee level	-	-
Public Participation	-	% of functional ward committees in terms of the new model	-	-	-	
	80% meetings	Number of ward committee management meetings held and percentage attendance by members	33 meetings per quarter	8 meetings in during the first quarter (73%)	Develop a policy that will guide operations of ward committee	-
	7 wards held their community meetings	Number of community meetings held	11	8	-	-
Enabling environment for growth and development	Implementation of CWP	Nr of job opportunities created through the CWP	Effective implementation of CWP	All projects to EPWP linked and CWP	Ensuring that all projects are CWP and ensured to create job opportunities	Identification of further sustainable CWP

PRIORITY AREA	BASELINE	INDICATORS	TARGETS	PROGRESS ACHIEVED	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
	Implementation of CWP to all Wards	Number of wards per municipality implementing the CWP	Implementation of CWP to all wards	CWP implemented in some part of wards	Proper identification and implementation of CWP to all wards	Identification of viable and sustainable CWP for all wards
	Established Co-operatives that are functional	Nr of cooperatives established and still functional in wards where the CWP is implemented	Established and registered co-operatives that are sustainable	Identified, established and registration of sustainable and effective cooperatives	Identification of sustainable cooperatives	Entrepreneur development
	Review of current LEDS	LED strategy adopted	Developed, adopted, approved and implemented LEDS	Section one of the LEDS has been completed	Accelerate completion of the LEDS	Financial support and capacity from COGTA and DEDET
Enabling environment for growth and development	LED Strategy development	LED strategy and plans are aligned with PGDS	Developed, adopted, approved and implemented LED Strategy	LED Strategy not developed	Develop LED Strategy that is enabling environment for growth and development	Capacity and financial support from COGTA and DEDET

5.16 RESPONSE TO COMMENTS BY DCOGTA

The comments by Department of Co-operative Governance and Traditional Affairs on the 2012/2016 IDP are noted with the following comments:

- 4.14.1 Some of the issues raised have been addressed during the crafting of the IDP 2013/2014.
- 4.14.2 The municipality will continuously strive in ensuring the alignment of the IDP, Budget and SDBIP and also strive in ensuring the SDBIP reflects the S.M.A.R.T principals.

- 4.14.3 The municipality hosted a Strategic Planning Session on the 04-05 April 2013 wherein most of the issues raised in the comments by the MEC were discussed. It was agreed that the session held during April will be noted as a Performance Review Session and that a Strategic Planning Session be facilitated by the municipality to ensure that proper planning is conducted in terms aligning the priorities of the community to the budget. In doing that, it will also ensure alignment on the SDBIP, Budget and IDP.
- 4.14.4 MISA is currently assisting the municipality in the development of some of the sector plans which will enhance the level of service delivery. The MISA programme is currently assisting with developing of the following plans: IWMP, Road and Storm water Master Plan, Energy Master Plan and the Water and Sanitation Master Plan. The LEDS is still outstanding, there are programmes incorporated in the IDP. A Revenue Enhancement Strategy is in place and is captured on the IDP.
- 4.14.5 DCOGTA is requested to take note that the municipality is not in a position (financially) to fund the development of all crucial sector plans. In light of that, the municipality pleads with DCOTA and other sector departments to intervene and provide funding and technical assistance in the development of the outstanding plans, and also assist in the reviewing of outdated plans.
- 4.14.6 The Municipality has listed water, sanitation and roads as priority areas, and this is reflected in the 3 year Capital Plan of Dr.PKISLM.
- 4.14.7 The following responses are applicable as per matters raised

(J) LED Unit:

- The LED Manager has recently be appointed with one permanent support staff (LED Clerk)
- Through LGSETA Grant, HR has applied for LED Learnership Programme wherein 4 learners provide support
- Through GSDM, one LED Intern was deployed with a car to support the running of CRDP, CWP and EPWP
- As part of deliverables in the LED Unit, the LED Forum is one in the priority list

(L) WSP 2013/14

- Skills Audit Assessment to be conducted to identify the skills gaps in the personnel. The gaps shall then inform the training needs for the staff
 - WSP 2013/14 to be submitted to Council on 28 May 2013
 - Through Public participation, we are aware of the community needs which will be addressed through learner-ship programmes that are funded by LGSETA
 - Shortage of nurses in our local health facilities requires attention through our bursary scheme
 - Continuous support of Finance Interns through FMG
 - Some learner ship programmes shall be included in the 2013/14 WSP that addresses some of the challenges e.g. Fire fighting; Artisans Training; Road Maintenance
-

- Finance Personnel shall all be subjected to the MFMP as required by National Treasury
- Council Development Programmes to be prioritised
- General workers working at Water and Sewer Treatment Plants to be prioritised in order to meet the millennium goals

(M) RETENTION STRATEGY

- Draft Retention Strategy in place to be submitted to Council together with the 2013/14 budget for adoption in May 2013

(N) IPMS & OPMS

- Functions of OPMS assigned to the Office of the MM
 - PMS Framework to be reviewed
 - Support from GSDM for extension of PMS to DPKISLM
 - IPMS to be guided by SALGBC decision
-

5 INTERGOVERNMENTAL RELATIONS, GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Section 24 (1) of the Local Government Municipal Systems Act, on the adoption of integrated development plans states 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 which—

- a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- b) aligns the resources and capacity of the municipality with the implementation of the plan;
- c) forms the policy framework and general basis on which annual budgets must be based;
- d) complies with the provisions of this Chapter; and
- e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

The District is still having a challenge when it comes to integrated planning especially the integration of programs and projects between the three spheres of government, i.e. national and provincial sector departments and municipalities. The manner in which the private sector, especially the commercial sector and nongovernmental organisations are participating in planning processes within the municipalities also needs to be improved through engagement as prescribed in the Municipal Systems Act.

5.1 MUNICIPAL AUDIT COMMITTEE

The District is co-ordinating the shared audit services concept with at least four of its local municipalities. The Audit Committee is functioning effectively as envisaged. 3-year Audit Risk Plans in terms of MFMA will be produced by Internal Auditors and these would be reviewed annually. Further risk plans also allows the municipality to prioritize its risks into high, medium and low. The high risks are attended to immediately and subsequently the internal controls are strengthened.

Pertaining to Performance Management Audit function, the current Audit Committee will be utilised instead of establishing an additional Committee to focus specifically on overall Organizational Performance Audit.

5.2 PUBLIC PARTICIPATION

The developmental role of Local Government requires municipalities to work together with local communities to find sustainable ways to meet their developmental needs and improve the quality of their lives.

Municipalities are expected to provide clear and accountable leadership, management, budgeting and direction to the community in order for them to participate in their own government. Participation is viewed in relation to the development and management of the municipal area. This accordingly includes:

- Provision of infrastructure, household and community services;
- Land use regulation and planning;
- Housing and township establishment;
- Development planning and Local Economic Development;
- Municipal Health and Environmental Services; and
- Local safety and security.

As part of its Public Participation process, the municipality has established the following structures, viz:

- IDP Representative Forum;
- IDP Technical Committee
- IDP Steering Committee;

All issues pertaining to the development of the municipality are deliberated upon by all these structures, which are composed of multidisciplinary stakeholders in their organised forms. They meet regularly throughout the year to deliberate on developmental challenges confronting the municipality, and in so doing harness their shared understanding of these challenges and required interventions thereof.

5.3 SUPPORTING LOCAL MUNICIPALITIES

This priority area refers to the function assigned to District municipalities in terms of Section 83(3) (c) of the Municipal Structures Act. It is thus a key function of GSDM and is a key driver in improving governance of local municipalities within the District as a whole as continuously highlighted in sections 7, 8 and 9 of this document.

As part of the Support envisaged by the District to its Local Municipalities, GSDM is in the process of establishing the Centralised Project Management Unit (CPMU).

The purpose of the establishment of a Centralized Project Management Unit (CPMU) is to manage the Municipal Infrastructure Grant (MIG) funded capital development projects of all the Local Municipalities (LM's) within the Gert Sibande District Municipality (GSDM) region and specifically to align its activities with all principles and objectives in relation to the design of the Local Municipalities (LM's) MIG Capital Programme according to the existing MIG Policy Framework.

Fundamentally, the CPMU will not be a GSDM or LM entity as such, but will be a Service Provider which will be accommodated in its own "premises" in a location to be mutually agreed by all the LM's.

All aspects, including all principles, objectives, sector conditions and outcomes contained within the MIG Guideline Document and the MIG Policy Framework document to be adhered to.

The Labour Intensive objectives as detailed in the Expanded Public Works Framework document and the Code of Good Practice for Special Public Works 25/01/2002, will form an integral component of the CPMU.

Due cognisance to be taken of the municipal and regional integration of all funded programmes within the framework of all of the LM's existing and future Integrated Development Plans. The alignment of the approaches and processes of existing infrastructure programmes to those of all new funded programmes to be adhered to.

The following are key areas of intervention to be handled by the CPMU:

- a. Ensure adequate Linkages between infrastructure planning and the IDP in each LM
- b. Development of the Infrastructure Investment framework for all the Local Municipalities.
- c. Development of service profiles so as to align the operations and maintenance plans to the respective budgets
- d. Create a linkage between infrastructure creations to socio- economic impact.
- e. Create and link GSDM to Provincial Data base.
- f. Foster the involvement of Communities to infrastructure development, implementation and maintenance.
- g. Promote job creation through the implementation of infrastructure development, and
- h. Capacity building on project management for the staff of the Local Municipalities.
- i. Reporting to the Local, District, Provincial and National Government structures as may be applicable on the implementation and execution of projects funded through Conditional Grants as may be received.

The CPMU will be responsible for the administration and financial management within the municipal and national accounting systems for infrastructure projects. In order to ensure that the implemented projects remain sustainable, the CPMU will assist the Local Municipalities to make the necessary provision for Operations and Maintenance (O&M) in their budgets.

The CPMU will develop adequate capacity to handle the work and will continually engage the local Municipalities to ensure that the necessary expertise is developed at all levels of Local Government.

It is the responsibility of the CPMU to ensure that the municipality has the resources to fulfil the operations and maintenance obligations for all capital projects.

The CPMU will assist wherever possible with regard to the planning and implementation of the Operations & Maintenance programmes, directly or indirectly.

DM in collaboration with its constituent LMs has a desire to accelerate and extend basic services to all its communities. However, the Municipal Structures Act and the authorizations by the National Minister of Provincial and Local Government prevent the District from performing some

of the most important functions, such as water. In order for the GSDM to build a credible and convincing case for the Minister to re-consider the water authority authorizations, it has to benchmark itself with the best Districts and learn from them the best mechanisms of service provision. Another milestone project worth mentioning is the UGu Fresh Produce Market. This is a first in District municipalities to own and operate a fresh produce market which ensures that the agricultural produce of the District revolves in a value supply chain that benefits the municipality and its people. This is a good example of sharing and accelerating growth and development as envisaged by ASGISA.

5.4 TRADITIONAL LEADERSHIP

Traditional leadership is an epitome of culture and tradition and a symbolical existence of historical values and traditions observed by particular communities over a period of time from generation after generation. Traditional leadership has existed well alongside democratic governance in other countries, such as England, Denmark, Norway, Sweden, etc. In some countries in the African continent, traditional leadership is respected to such an extent that its status is elevated to that of governing the country, e.g. in Swaziland, where the Monarchy is also the ruling government of the country.

In South Africa, after attaining democracy in 1994, the drafters of the constitution sought to ensure that traditional leadership is recognized and was entrenched in the Constitution of the Republic of South Africa, in Chapter 12, which recognised the institution, status and the role of the traditional leadership

During the establishment of Local Houses of Traditional Leaders, much emphasis was placed on the severe service delivery backlogs, which demands partnership between Traditional Leadership structures and Local Government Structures. It is evident that service delivery in rural areas is being affected by the non-involvement of Traditional Leaders in the municipal processes. The MEC for Local Government highlighted the need for the Municipalities to understand the traditional institutions, structures and their cultures. The Traditional Leaders also need to understand Local Government mandates in terms of the Constitution, Section 152. The main objective for the establishment of the District House of Traditional Leaders was to enhance and synergise partnerships between Traditional Institutions and Municipalities in order to overcome the issues identified above while and enhancing the performance of Local Government.

In May 2010, the MEC for Mpumalanga COGTA published a notice identifying the Traditional Leaders who may participate in the Municipal Council proceedings. The notice set out the Schedule of the Traditional Leaders per municipality where GSDM has Traditional Leaders seating in the Council proceedings, 7 Traditional Leaders at Albert Luthuli and one Leader at Mkhondo and Pixley ka Seme Local Municipalities respectively. Subsequently, a Section 79 Committee has been established to accommodate traditional leaders. GSDM thus enhanced the relationship with the House of Traditional Leaders by taking a council resolution responding to the notice by the MEC.

Furthermore, The GSDM has drafted a Memorandum of Understanding between the District and Traditional leaders. The District subscribes to the national and provincial legal framework for co-operative governance and views the existence of traditional leadership within its area of jurisdiction as an opportunity to test its ability to enhance democracy. The GSDM office of Traditional Leaders is housed in the District office to ensure that Traditional Leaders are regularly engaged on developmental issues within their area of operation.

Traditional Leaders believe that they have gone beyond responding to the question of the relevance of traditional leadership in modern society. They are eager to improve the institution of Traditional Leadership so that it can become better equipped to play its role on a global platform, to optimise the impact of its contribution to local development and governance.

As such Traditional Leaders have come to the realization that they should not only play a role in giving permission for conglomerates to extract wealth within their communities but that they should work towards ensuring that their communities benefit from the business transactions. Accepting that traditional communities reside in areas which have vast natural resources and that traditional leaders are usually the first point of contact with prospective investors, traditional leaders resolved that there should be a formation of organised structures of traditional leadership that partner with government to address traditional leaders' capacity to participate in economic development programmes.

In terms of section 19, a Traditional Leader performs the functions provided for in terms of customary law and customs of the traditional community concerned, and in applicable legislation.

Section 20 on the other hand provides for the guiding principles for allocation of roles and functions to traditional leaders National government or a provincial government, as the case may be, through legislative or other measures, provide a role for traditional councils or traditional leaders in respect of-

- (a) Arts and culture;
- (b) Land administration;
- (c) Agriculture;
- (d) Health;
- (e) Welfare;
- (f) The administration of justice;
- (g) Safety and security;
- (h) The registration of births, deaths and customary marriages;
- (i) Economic development;
- (j) Environment;
- (k) Tourism;
- (l) Disaster management;
- (m) The management of natural resources; and
- (n) The dissemination of information relating to government policies and Programmes.

To this extent GSDM has thus made provision with regard to the following aspects:

- Participation in developmental decisions
- Building Capacity and Training;
- Promotion of Arts and Culture;
- Promotion of Tourism;
- Economic Development; and
- Agriculture

The following Key Issues pertaining to the involvement of Traditional Leaders within Local Government in the GSDM are prevalent:

- The severe service delivery backlogs in rural areas and the inadequate communication between the institution of traditional Leadership and the Municipalities on development initiatives has caused a huge outcry from the rural communities.
- There is a noticeably low level of involvement of the rural communities in the Municipal integrated development planning (IDP) processes.
- Deliberate exclusion of the Traditional Leaders by some municipalities from the IDP processes under the pretext that they know what was required by these communities, and some Traditional Leaders did not want to participate in the Municipal processes.

5.5 PARTNERSHIPS WITH OTHER MUNICIPALITIES AND SECTORS

Building partnerships and participation refers to GSDM's activities in relation to variety of role players that have a right to participate in, and therefore need to be consulted in the various activities of Council. This priority area also relates to the need to develop partnerships with other spheres of government and international partners in order to share and benefit from each other's experiences, and thus harness the ability of the District to provide services in an excellent and sustainable manner.

Fire Brigade services

The Dr.PKISLM is in the process of finalizing the Mutual Assistance Agreement [MAA]. This MAA is addressed to the municipalities blow to assist in issues related to the provision of a fire brigade in case o a disaster or a matter nearer to them, the municipalities are enlisted below:

- Lekwa Local Municipality
- Msukaligwa Local Municipality
- Phumelela Local Municipality [Newcastle]
- Mkhondo Local Municipality

The Draft Mutual Agreement provides for assistance with fire brigade services as and when need arises and for the reimbursement for services provided including water, suppliers equipment and other personnel. The MMA was also forwarded to ESKOM holdings for comments or inputs. It is anticipated that the MAA will be in effect on the commencement of the 2013/2014 financial year.

Provision of Services to Charlestown (KZN – Newcastle Local Municipality)

The municipality has been providing the area called Charlestown with water for several years. The agreement that was in place with the Newcastle municipality expired. The Legal Services Unit is currently in the process of ensuring that there is an MOU/MAA that will set out clear responsibilities and expectations in terms of the provision of this basic service to the Charlestown area. The account for the provision of water to Charlestown is currently under the debtors roll with an amount of R2 375 437.95 outstanding as at 15 April 2013.

The Dr.PKISLM is optimistic that the Newcastle Local Municipality will ensure that the account is up-to-date as this has a very negative impact on the budget of the Dr.PKISLM in terms of bulk purchases OPEX and CAPEX.

6 MUNICIPAL OVERVIEW

6.1 LOCALITY

The Dr Pixley Ka Isaka Seme Local Municipality is situated on the eastern border between Mpumalanga and Kwa-Zulu Nata (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.

The Dr Pixley Ka Isaka Seme Local Municipality comprises of an area of approximately 5227, 98km² which includes the following major disestablished urban areas or towns:

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

Other residential areas include Daggakraal 1, 2 and 3 as well as Singobile 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.

[illegible]

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

6.2 ADMINISTRATIVE UNITS

Dr. Pixley Ka Isaka Seme Municipality has five administrative units as depicted in the map below. The municipality comprises of Volksrust (Vukuzakhe) as a 2nd order service centre and Amersfoort (Ezamokuhle), Perdekop (Siyazenzela), Daggakraal and Wakkerstroom (esizameleni) as a 3rd order service centre as categorised in the SDF of the GSDM. The boundaries of the study area are based on the area of jurisdiction as depicted in terms of the Demarcation Board's proposal for MP 304.

Table 22 – Locality of administrative units



Volksrust/Vukuzakhe

Volksrust functions as the largest commercial centre in the study area. The town fulfils a central place function with the largest residential and commercial component although it is not situated in the centre of the municipal area but in the southern part of the municipal area close to the border of Kwa-Zulu Natal. The location of the town on the N11 and the intersection of the R23 and R543 and the railway line connection led to the diversified development of the area. The town has good engineering and social services and hence supports itself as well as the surrounding rural community. According to the valuation roll there are a total number of 3120 registered stands in the town.

Vukuzakhe has the largest number of stands in the municipality with a total of 4174 registered stands according to the valuation roll. The town is situated east of Volksrust and the existence of

a ravine between Volksrust and Vukuzakhe separates the two towns from each other. Good road connections between the two towns exist on the road to Wakkerstroom.

Vukuzakhe also hosts a number of community and business facilities and the presence of good engineering services is visible throughout the town. The density in the town is much higher than that of Volksrust which is characteristic of areas for medium to lower income groups.

Amersfoort/Ezamokuhle

Amersfoort is situated approximately 42km north of Volksrust at the intersection of the N11 with the R35 from Bethal/Morgenzon. According to the valuation roll there are 829 registered stands in Amersfoort. It is one of the smaller service centres with limited retail facilities and a few tertiary services. The town is characterised by a large number of vacant stands which indicates an underutilisation of the existing engineering services.

Nevertheless, the town has some community and educational facilities and development potential with the cross roads and railway line traversing the area. Ezamokuhle is situated north-west of Amersfoort with Bree Street as the link road between the two towns. According to the valuation roll Ezamokuhle has approximately 1148 registered stands. The town is characterised by higher density development for the medium to lower income groups.

Perdekop /Siyazenzela

Perdekop and Siyazenzela are situated approximately 35km north of Volksrust on the R23 between Standerton and Volksrust. According to the valuation roll there is approximately 936 stands in Perdekop and Siyazenzela combined, which makes it the smallest urban settlement in Dr. Pixley Ka Isaka Seme Local Municipality.

Wakkerstroom

Wakkerstroom is situated approximately 28km east of the Volksrust on the R543. According to the valuation roll there are approximately 714 registered stands in the two towns. The area can be characterised as not fully developed with a large number of vacant stands that can be developed should the need arise. The existence of a major wetland area north of the town could be the key to the development of the town if the Tourist Plan is successfully implemented in the area. Esizameleni is situated directly east of Wakkerstroom characterised by a higher density of residential stands for the middle to lower income groups.

Daggakraal/Sinqobile

The area of Daggakraal and Sinqobile is part of the Hlanganani Trust area that is situated approximately 38km from Volksrust and approximately 15km from Amersfoort. According to the valuation roll the area consists of 3857 registered stands which make it the town with the second highest number of stands in the municipal area. Although it has a high number of stands it is not in the same category as Volksrust and Vukuzakhe due to the lack of services and business opportunities in the area. The location of the area also contributes to the lack of service delivery

since it is not situated on a major road like the N11 and therefore it only provides a service to the direct community and economic diversity is limited.

6.3 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.

6.4 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.

6.5 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.

Figure 2 – Wakkerstroom Wetlands



Wakkerstroom Wetland (Unchanneled valley bottom wetland)

6.6 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.

6.7 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.

6.8 DEMOGRAPHICS

The basic demographic information for the Dr Pixley Ka Isaka Seme Municipal area is reflected in the tables for easy reference. These figures are as per the 2006 Demarcation Board as prescribed in the Municipal Demarcation Act No. 27 of 1998 which also prescribes for certain ward changes. In the case of Dr Pixley Ka Isaka Seme Local Municipality an extra ward was created. The figures were appended by the Municipal Demarcation board in conjunction with Statistics South Africa.

6.8.1 Households

The table below gives an indication of the different geographic areas within the Dr Pixley Ka Isaka Seme Local Municipality as well as the wards within which these areas are situated. The number of households is also indicated.

Table 23 – Total Households

Dr Pixley Ka Isaka Seme Local Municipality – Households		
Area	Ward	No of Households
Vukuzakhe	Ward 1 – 3	11 020
Volksrust	Ward 4	2 509
Wakkerstroom	Ward 5	1 866

Perdekop	Ward 6	1 286
Amersfoort	Ward 7	1 027
Ezamokuhle	Ward 8	676
Daggakraal & Singobile	Ward 9 – 10	1 454
Total		19 838

Stats Sa – Census 2011

6.8.2 Population

The population of the Dr Pixley Ka Isaka Seme Local Municipality has been growing at a average 2.3% between 1996-2010. The population of the municipality was 971730 as per the estimates of Global Insight wherein women constitute for more than 50% of the population. Currently the population from Census 2011 indicates a population of 70173. Census data depicts that there are 52 % of females, this indicates that the programmes and programmes must be focused on the capacitation of women as they form majority of the population. Principals set as per the ICRDP and EPWP must be applied in the implementation of projects so as to benefit the majority of the population.

Table 24 – Population Size

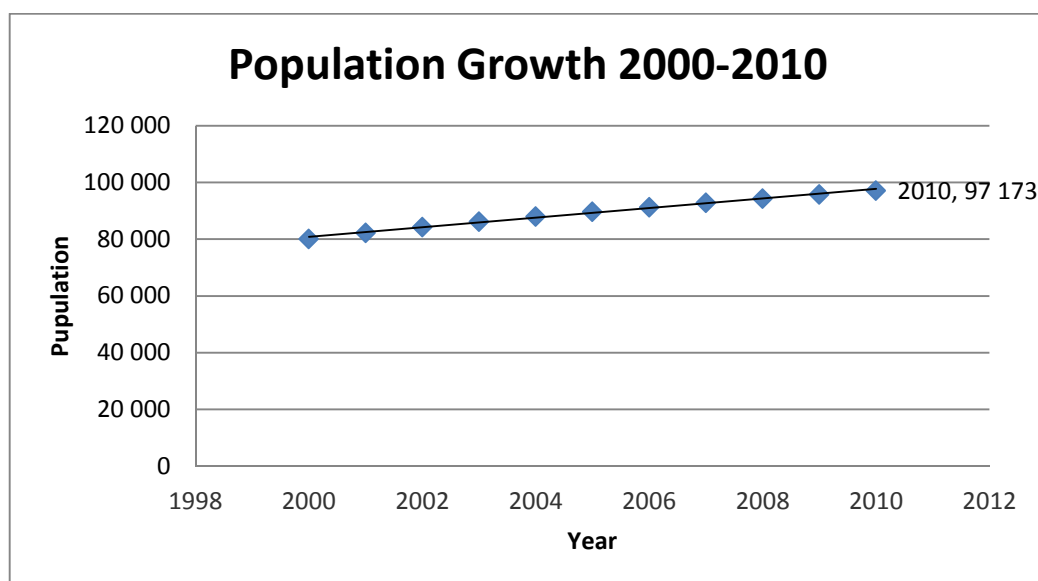
Year	1996	2001	2007	2011
Population Size	70 178	80 737	65 933	83 235
Population Change	1996-2001: 1.40%		2001-2011: 0.30%	

Stats SA - Census 2011

Table 25 –Population Composition

Year	Female		Male		Sex Ratio
1996	52%	36 403	48%	33 775	93
2001	53%	43 049	47%	37 688	88
2007	55%	36 023	45%	29 910	83
2011	53%	43 715	47%	39 510	90

Stats SA - Census 2011

Figure 3 – Population Projection

Source: IHS Global Insight Regional eXplorer version 588

In view of the graph above, it is anticipated that population growth will continue, thus the municipality will need to urgently strategize on the on how basic services will be provided to all the residents. Targets that will be set as per the pursuit to deliver all crucial services will have to be in line with the targets as set in the MDG, NSDP and PGDS. This will require the municipality to apply long term master plans in respect to roads, storm water, electricity, water and sanitation. And more importantly to assist the municipality in the development of long term plans sector departments will be required to make their inputs in order to ensure that our government has one view of where the development of the people is focused on.

6.8.3 Population Structure

The age and sex structure of the population is a key determinant of population change and dynamics. The shape of the age distribution is an indication of both current and future needs regarding educational provision for younger children, health care for the whole population and vulnerable groups such as the elderly and children, employment opportunities for those in the economic age groups, and provision of social security services such as pension and assistance to those in need.

Table 26 – Population size from 1996, 2001, 2007 and 2011

Year	1996	2001	2007	2011
Population Size	70178	80737	65933	70178
Population Change	1996-2001: 2.8%		2001-2007: 3.8%	

Stats SA - Census 2011

Table 27 – Population composition (Gender, Age, Race and Disability)

Year	Female		Male		Sex Ratio
1996	52%	36403	48%	33775	93
2001	53%	43049	47%	37688	88

2007	55%	36023	45%	29910	83
2011	52%	36403	48%	33775	

Stats SA - Census 2011

Table 28 - Population by Race

Age group	1996	2001	2007	2011
African	62108	92.09%	92.90%	90.54%
Coloured	281	0.50%	2.04%	0.63%
Asian	421	0.58%	0.67%	1.15%
White	7299	6.84%	4.40%	7.41%
Total	70108	100.01%	100.01%	0.00%

Stats SA - Census 2011

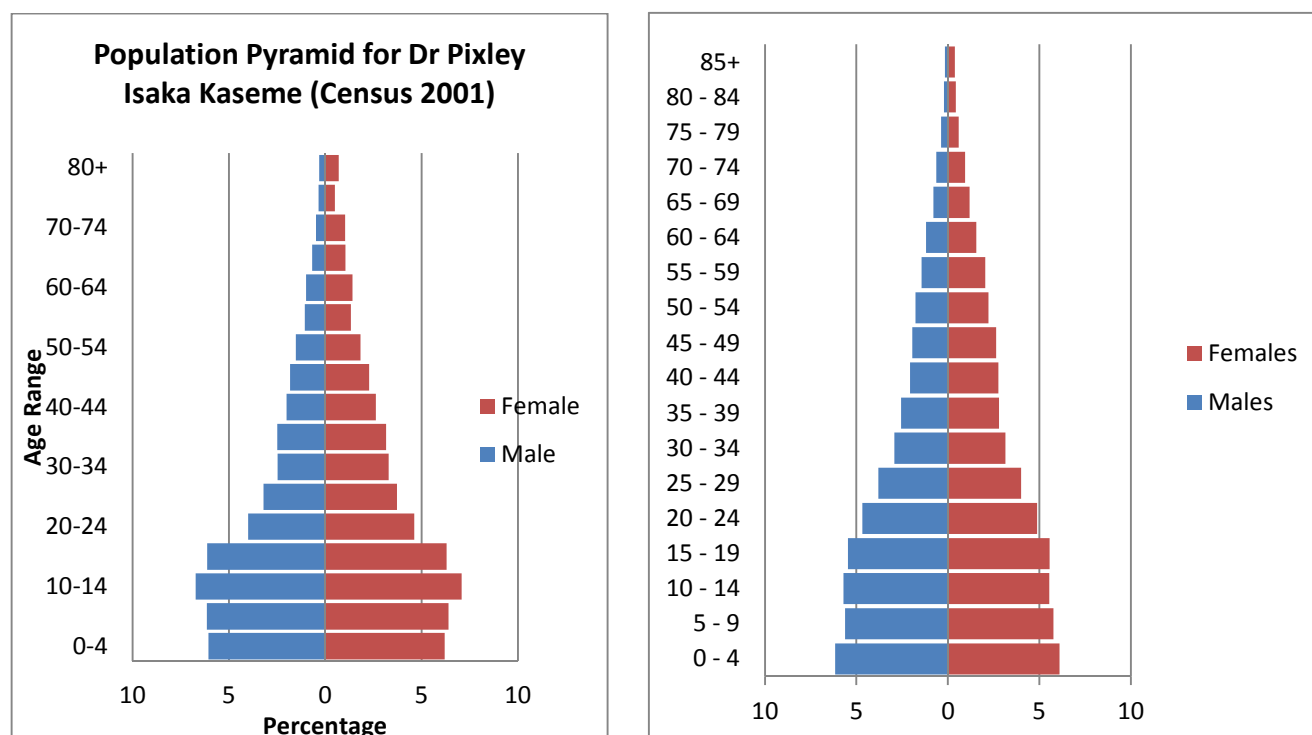
The prevalence of Africans in the municipal jurisdiction is at 92.9% which clearly indicates that they are the core customers of the municipality. The African race is followed by the White race at 4.40% with the Asians and Coloured only forming 2.71 respectively. The prevalence of African in the area can be attributed to the Eskom Majuba Power Station which has resulted in immigration and a consistent increase on the number of Africans in the area.

Table 29 – Population Age group

Age Group	1996		2001		2007	
	GSDM	DRPKISLM	GSDM	DRPKISLM	GSDM	DRPKISLM
15-65	33%	33%	43%	51%	32%	52%
16-65 (disabled)	42%	49%	46%	54%	20%	24%
16-65 (Women)	47%	45%	55%	60%	44%	61%
15-35 (youth)	40%	40%	52%	59%	33%	53%

Stats SA - Census 2011

As depicted on the table above its clear that the youth forms a major part of the population within the municipal jurisdiction. This informs the municipality that it is crucial to capacitate the youth as they can contribute in the development of the municipal jurisdiction. The working group has seemed to increase in the area contrary to the decline experienced within the GSDM jurisdiction. This also places a great deal of pressure on all spheres of government to come up with innovative plans that will make use the population that can still contribute to the economy of the municipality. These initiatives might be done through LED initiatives, and will citizens who want to pursue entrepreneurship.

Graph 1 – Population Pyramid

Stats SA: Census 2011

It is imperative to note that the demographic structure of the population is also influenced by factors such as migration and the prevalence of HIV/AIDS. Of the total population, females make up 52% and males make up 48% of the population, 53% of the population falls in the 15-35 age cohort. Such an age structure often emanates from in-migration of persons in those age groups or distortion of data. Although studies that have been conducted suggest that the impact of HIV/AIDS on the age structure of the population is reducing the size of the age groups between 30 to 35 years old, this may only explain the sharp reduction in age groups after age 20.

The structure of this population pyramid is clearly associated with that of a developing area, which has economic issues and a high unemployment rate. The pyramid also informs us that the dependency ratio between the elderly and the working group is high. In this day and age HIV and Aids contribute significantly on the structure of the population pyramid. For example, the pyramid on the right starts being shorter from the age group of 30-34. One can also conclude that the life expectancy is lower for men than for women. Hence the municipality together with the department of health should have programmes for the awareness on how to ensure that the life expectancy ratio can increase. Together with the DOH the municipality should also conduct campaigns on earlier teenage pregnancy, the discrepancy between the age cohort 00-04 and 05-09 should be attended to as a matter of urgency in order to determine the cause.

Below is a table that depicts the prevalence of HIV/AIDS within the jurisdiction of the municipality:

Table 30 – HIV/AIDS trends

	1996	2000	2005	2006	2007	2008	2009	2010
Population	70 342	80 378	88 910	90 149	91 216	92 210	94 018	95 377
Households	14 628	18 037	21 728	22 113	22 585	22 895	23 708	24 255

HIV prevalence	3 850	8 295	9 612	9 447	9 187	8 939	9 072	8 982
AIDS prevalence	58	281	688	739	768	770	919	982
HIV prevalence growth (%)	-	14%	-2%	-2%	-3%	-3%	1%	-1%
HIV prevalence (%)	5.5%	10.3%	10.8%	10.5%	10.1%	12.3%	12.7%	13.1%

Source: Municipal SDF 2010

The above information clearly indicates that there is a decline in the HIV prevalence growth rate from 1996 to 2010 with a negative growth since 2005. This can possibly be contributed to the mass awareness campaign executed under the auspices of the Pixley Ka Isaka Seme AIDS Council which intends to focus on the following areas to even further reduce the prevalence of HIV in the municipal area:

- Prevention: Reduce the number of HIV infections
- Treatment care and support: Roll out of antiretroviral therapy and establishing a step down facility

6.8.4 HUMAN DEVELOPMENT

Human Development Index (HDI) is a reliable indicator of development, which is measured by life expectancy; literacy and income.

GINI Coefficient: Is used as a measure of the distribution of income across a group of people. The number can range between 0 and 1.0 where “0” represents a perfectly equitable distribution and “1” a completely inequitable distribution. The net effect is that the gap between the higher income earners and the lower income earners has grown and this exhibits characteristics of an emerging market driven economy. The level of poverty in a community is measured in accordance to the World Bank definitions, which indicate that a person in poverty is a person who lives on less than \$1.25 per day at the purchasing-power parity.

Table 31 – Human Development

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

Stats Sa: Census 2011

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

Table 32 – Labour indicators

LABOUR INDICATORS	Trend		Latest figure 2010	Ranking: best (1) – worst (18)
	2001	2007		
Economically Active Population (EAP)/ Labour Force	18 656	20 850	20 888	
Number of unemployed	4 194	4 190	4 856	
Unemployment rate (%)	22.5%	20.1%	23.2%	8

Stats SA - Census 2011

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

Table 33 – Number of social grants recipients (per grant type)

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

Stats SA - Census 2011

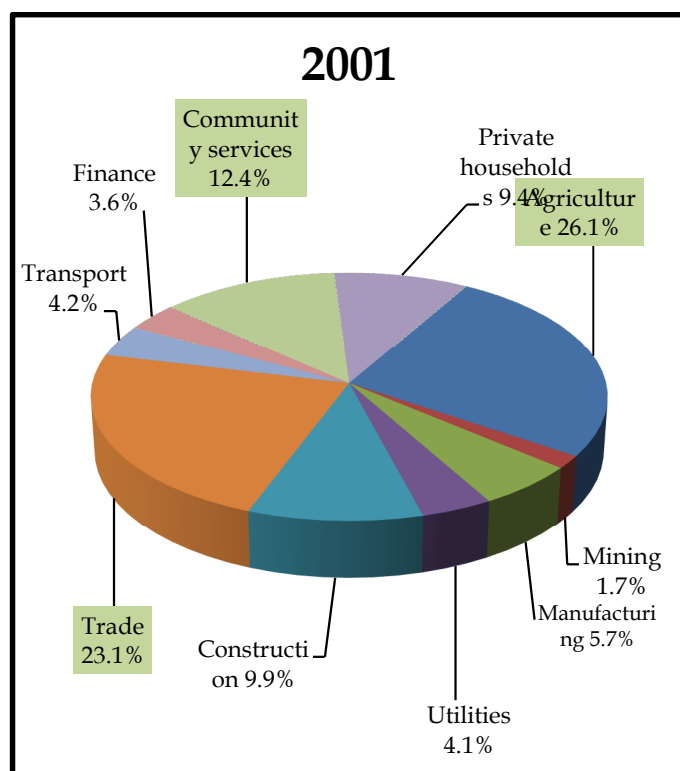
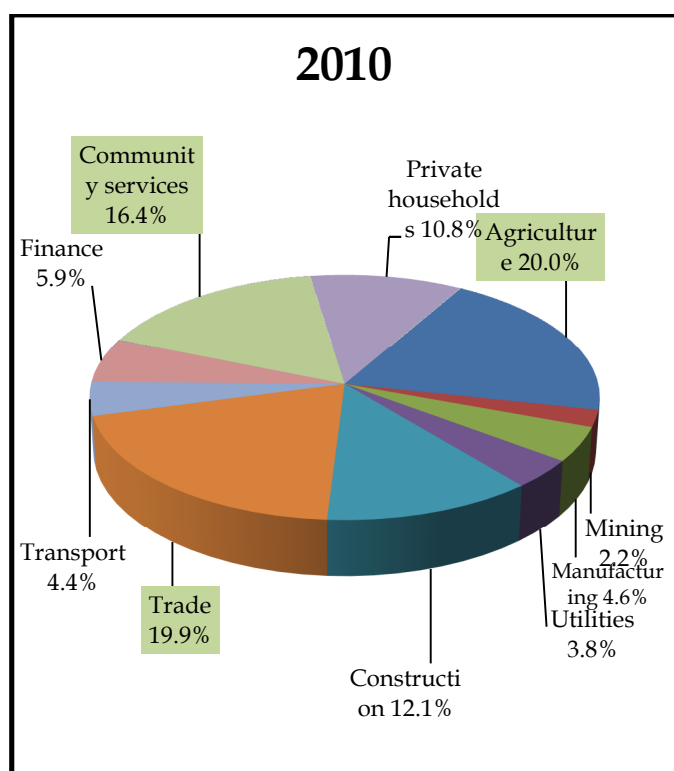
In relation to the unemployment rate within the municipality, the consequence of unemployment is clearly visible in the number of grant dependant individuals. A large number of people are dependent on child support followed by old age grant and the disability grant

6.8.5 Economy

The economy of Dr Pixley Ka Isaka Seme LM is highly dependent on natural resource of which the population depends on the effective utilization of agricultural land which contribute 20.0% to the economy of the municipality. The population that is dependent on agricultural activities is in areas such as Daggakraal, Perdekop and various other parts in Dr Pixley Ka Isaka Seme LM. Some of these activities are subsistence agricultural and some are commercial activities. There are initiatives to combat the level of poverty within the community of PKISLM such as the Masibuyele Emasimini Poverty alleviation project. This project is a community based project which is supported by DARDLA and PKISLM with the assistance of other sector departments. The project focuses on the empowerment of the community to effectively utilize natural resources. There are, however, other

community based agricultural projects that are taking place within the jurisdiction of the municipality.

The other sector that contributes to the economy of the municipality is the Community Service; it contributes 16.4% to the economy of the municipality. This is formed by government bodies such as the municipality itself and other government sector departments. Amongst the aforementioned sectors that contribute to the economy, there are other sectors such as the Finance sector, manufacturing and construction that do contribute the local economy. The table below, table 5, clearly depicts that the economy of the municipality has the elements of a developing area as it based on all three sector of the economy being the Primary, Secondary and Tertiary sectors which all play crucial roles in the development in the municipal jurisdiction.



6.8.6 Employment and Education Attainment

One of the indicators used to measure the level of Human Development within a population is the level in education attainment. On the objectives or targets set in the MDG under the third goal is to amongst others “eliminate gender disparity in primary and secondary education...” this object also supports the Gender Equity right as set in our South African Constitution. Of citizens that are 15 years and older only 18% of the population in Dr Pixley Ka Isaka Seme LM have no form of education, 21% of the population of the municipality have a matric qualification (*IHS Global Insight*). The table below depicts the level of education.

Table 34 – Education Attainment

EDUCATION INDICATORS	Trend		Latest figure	Better (+) or worse (-) than Gert Sibande	Better (+) or worse (-) than province	Ranking: best (1) – worst (18)
	2001	2007	2010			
Number of population 15+ with no schooling	14 217	12 989	10 729			8
Population 15+ with no schooling (%)	28.2%	22.3%	17.5%	(-) (12.1%)	(-) (12.7%)	17
Population 15+ with matric only and matric & qualifications (%)	15.6%	18.8%	21.6%	(-) (27.2%)	(-) (29.6%)	17
Functional literacy rate (%)	47.0%	51.5%	52.7%	(-) (64.9%)	(-) (66.1%)	17

Stats SA - Census 2011

The communities do recognise the need of further education as in today's global economy there is a greater need of skills and other academic competencies. It is worth noting that 17.5% of the population above the age of 15 do not have matriculation certificates with only 21.1% having matric plus/Diploma or Bachelors certificates. The municipality is faced with a challenge of empowering the population in various sectors but in order to achieve that it would be of great assistance if there was at least an FET College in the municipal jurisdiction. The municipality is currently faced with an unemployment rate (official definition) of 23.5% as of 2010 which is an increase from the 22.8% during year 2009. This increase in unemployment has also attributed to the decline in the HDI which has decreased from 0.47 in year 2005 to 0.46 in the year 2010. *(IHS Global Insight)*.

The municipality together with key sector departments and stakeholders are faced with a task of empowering the community with skills development opportunities through initiatives such as the Expanded Public Works Programme (EPWP). It is indeed critical to place focus on the youth as they are the key to the prospering of the municipality's economy, hence there has to be an effect usage to the Local Economic Development (LED) unit within the municipality with the assistance of other stakeholders and Sector Departments.

The Education Summit

After the Cabinet Outreach that was held on the 12th – 14th June 2012 the honourable Premier gave the Municipality (Dr. Pixley Ka Isaka Seme Local Municipality) an instruction that it must convene a Strategic Planning Session.

However the Council during its meeting held on 14 August 2012 the Council resolved and adopted the document, and the resolution number is **"A67/2012"**. The Strategic Planning Session document as well as the resolution is hereby enclosed

The implementation of the Strategic Planning Session document kick started with the Education Summit which was held on 30 August 2012.

Various stakeholders from all sectors of society including the primary stakeholders in education (educators from Volksrust and Wakkerstroom Circuit as well as the Provincial Deputy Director from the Department of Education) took part in the summit.

Addressing the Summit on the day was Dr Pixley ka Isaka Seme Local Municipality Executive Mayor Councillor PV Malatsi. The Mayor decried the state of education which is currently tittering on the brink of disaster. The mayor said describing the situation of education in the municipality as in crisis was an understatement while in actual fact it was catastrophic.

The Mayor told scores of educators that the Summit carried a significant importance as it indicated that teachers were a critical component in the transformation of our education. He said the Summit should reflect on the advances made in the transformation of education in the post 1994 period.

He said the municipality has not succeeded in transforming the education system in both quality and quantity. The Mayor said Dr Pixley ka Isaka Seme area recorded the second highest percentage of citizen with no formal schooling.

However the DDG from the Provincial Department of Education Mrs Lucy Moyane said education in the Dr. Pixley ka Isaka Seme area needed a swift implementable turnaround strategy. Moyane said the situation is compounded by low students morale and societal ills. She then gave a moving detailed account on how our education system deteriorated from better to worse in the last few years.

7 MUNICIPAL TRANSFORMATION AND ORGANIZATION DEVELOPMENT

7.1 MUNICIPAL POWERS AND FUNCTIONS

Local Government must provide a vision and leadership for all those who have a role to play in achieving local prosperity. 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. **Table 10** below depicts Powers, Duties and Functions allocated to GSDM and the respective Local Municipalities within its jurisdictional area as enshrined in different pieces of National, Provincial and Local Government Legislation. Accountability challenges that come with the sharing of Powers and Functions cannot be further ignored, and must be accordingly attended to.

Other key aspects that contribute to the Municipality not optimally performing all its Powers and Functions are the following:

- Predominant rural nature of the municipal jurisdiction enhance inequality between the rural and urban areas
- IGR Structures; Provincial and Municipal structures not fully utilised thereby operating in silos
- Inability to acquire and retain skilled workers
- Bureaucratic processes and delayed turnaround time in the re-allocation of functions coupled with associated financial resources.

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

- Engage CoGTA in undertaking an audit of all the powers and functions currently performed by various stakeholders in the District.
- 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.

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

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

Table 20 - Powers, Duties and Functions

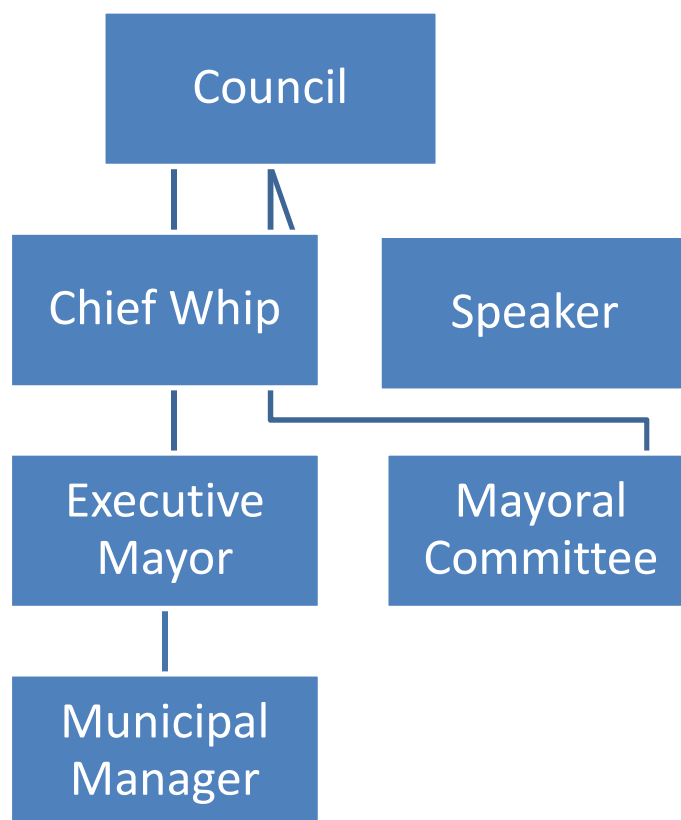
Constitutional Mandate, Powers and Functions	GSDM	Dr. PIXLEY KA ISAKA SEME
Water & Sanitation in terms of Section 84(3) 1(b) & 1(d) of the MSA	✓	✓
LED in terms of Schedule 4 & 5 part (b) of the constitution & Chapter 7 (153)	✓	✓
MHS in terms of Section 84(1) (i) of the MSA	✓	x
Municipal Airports in terms 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)	✓	✓

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

7.2 ORGANIZATIONAL DESIGN

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, Department of Finance and the Department Planning and Economic Development.

Figure 5 – Political Structure

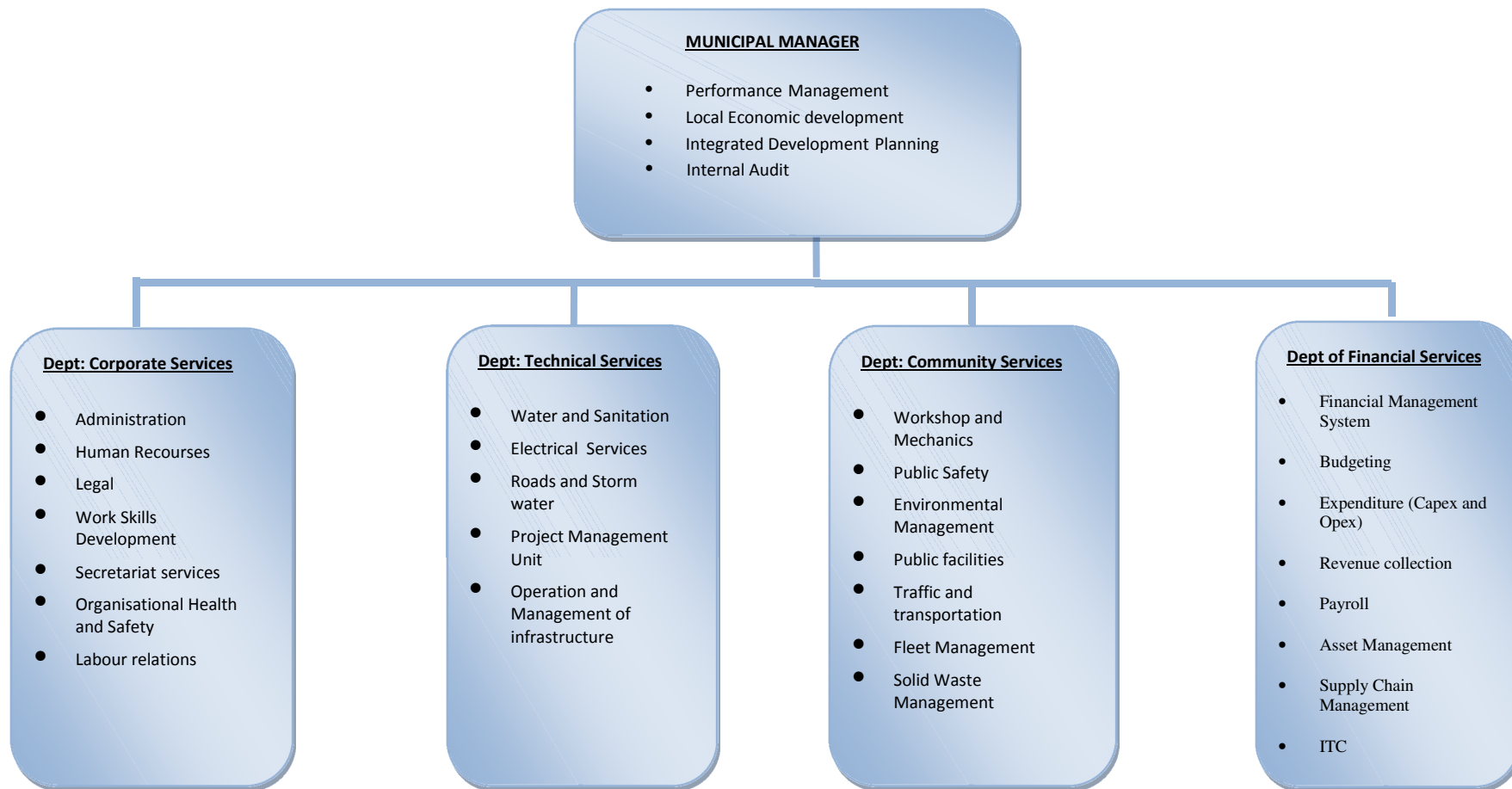


The table below depicts the functions of the administrative departments within the municipality:

Table 21 – 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
	Tenders
Department Community Services	Department Planning and Economic Development
Traffic & Protection Services	IDP
Fire, Rescue & Disaster Management	Performance Management
Licensing Administration (Motor Vehicles)	Town Planning
Fleet Management	Human Settlements
Libraries	LED
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	

Below is a figure that depicts the organisation structure of the municipality. It has to be borne in mind that the internal staff composition of the municipality is not detailed on the figure below, but the figure provides an overview of the departments and the units that support the municipal departments.

Figure 6 – Administrative Structure

7.3 INSTITUTIONAL CAPACITY

The various Departments within the municipality employ approximately 345 personnel at 31 December 2011. There are a number of policies, programmes and by-laws relating to the Institutional management of the municipality in place. The Workplace Skills Plan 2009/2010 was submitted to LGSETA on 30 June 2008.

The Employment Equity Plan for 2007-2011 was adopted and approved by Council during October 2007 as per CR A147/2007. The approved organogram is available on request.

The following table shows the Institutional plans and policies summary of Dr Pixley Ka Isaka Seme Local Municipality:

Table 22 – Sector Plans and Policies

Issues	Status	Council Resolution Number
Department – Corporate Services		
Total Staff Composition	359	
Filled Positions	359 Filled	
Organisational Structure	Adopted and Approved	
Councillors	21 Councillors	
Job Evaluation	Finalized	
Information Management System	Functional	
Website	http://pixleykaseme.gov.za	
By-Laws Reform	On-going process	
Risk Management Policy	Adopted	A70/2013
Records Management Policy	Adopted	A82/2013
Education, Training and Development Policy	Adopted	A83/2013
Overtime Policy	Adopted	A84/2013
Placement of Staff Policy	Adopted	A85/2013
Promotion Policy	Adopted	A86/2013
Draft Retention Policy	Adopted	A88/2013
Organizational Structure	Adopted	A89/2013
Skills Development Framework	Adopted and Approved	A107/2010
Communication Strategy	Approved	A113/2012
Human Resources Strategy	Approved	A12/2013
Employment Assistance Plan	Adopted and Approved	A16/2006
Employment Equity Plan	Adopted and Approved	A147/2007
Communication Plan/Strategy	Adopted and Approved	A117/2004
Customer Care Strategy	Adopted and Approved	A42/2010
Gender Equity Plan	Outstanding	
Department – Community Services		
Disaster Management Policy	Adopted and Approved	A89/2009
Integrated Transport Plan	Adopted and Approved	A97/2009
EPWP Policy	Adopted	A79/2013
Department – Financial Services		
Delegations	Adopted and Approved	A86/2010

Indigent Policy	Adopted and Approved	A26/2010
Financial Delegations	Adopted and Approved	A55/2008
Financial Plan	Adopted and Approved	A24/2010
Supply Chain Management Policy	Adopted and Approved	A90/2009
Credit Control Policy	Adopted and Approved	A92/2009
Fraud Prevention Plan	Adopted	A75/2013
Asset management Policy	Approved	A91/2011
Accounting Policy	Approved	A92/2011
Asset Register	In-process	
Revenue Enhancement Strategy	Approved	A98/2012
Property Rates Policy	Approved	A58/2009
Debt Collection Policy	Approved	A89/2009
Department – Technical and Engineering Services		
Water Services Development Plan	Adopted and Approved (under-review)	A114/2010
Integrated Waste Management Plan	Outstanding	
Master Electrification Plan	Outstanding	
Land Use Management Plan	Outstanding	
Spatial Development Framework	Approved	A81/2011
Housing Chapters 2010-2014	Adopted and Approved	A84/2009
Comprehensive Infrastructure Plan	Outstanding	
Department – Office of the Municipal Manager		
Performance Management Framework	Adopted and Approved	A61/2009
Audit Committee	Shared with GSDM	
Tourism Plan	Adopted and Approved	
Local Economic Development Strategy	Approved (Out-dated)	B17/2009
Environmental Management Framework	In-process	A61/2010
Economic Development Plan	Outstanding	

Key Issues regarding Institutional Capacity are as follows:

- Retention and scarcity of skills (Engineers, Accountants, Planners etc)
- Capacity development of officials and Councillors
- Job Evaluation process
- Organisational Performance Management and Monitoring
- Compliance with legislative requirements
- Human Resource Development System
- Organisational grading
- Employment Assistance Programme

7.4 COUNCILLORS' OVERSIGHT ROLE AND ACCOUNTABILITY IN TERMS OF THE MFMA

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.

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

s

Table 35 – Section 79 Committees of Council

Oversight Committee	Members
Local Labour Forum	Cllr T Dakile Cllr R Mndebele Cllr PRR De Kock Cllr Z Dlodlu Cllr F Mazibuko
Oversight Committee on Finance and Planning	Cllr PV Malatsi Cllr ZH Luhlanga Cllr ACE Botha
Local Geographical Names Committee	Cllr OT Shabangu Cllr P Mazibuko Cllr T Mbokane
Rules, Ethics and Disciplinary Committee	Cllr T Mazibuko Cllr Z Luhlanga Cllr CH Du Plooy
Municipal Public Accounts Committee (MPAC)	Cllr OT Shabangu Cllr EM Thwala Cllr BJ Mhlana Cllr MS Motha Cllr EM Hlakutshe Cllr L De Jager Cllr PRR De Kock Cllr TE Mbokane
IDP, LED and Budget Steering Committee	Cllr N Nxumalo Cllr F Mazibuko Cllr V Ntshalintshali

	Cllr ACE Botha Cllr P De Kock
Policies and By-laws	Cllr T Mazibuko Cllr Z Luhlanga Cllr T Shabangu Cllr L De Jager
Tourism Wetlands and Environmental Affairs Committee	Cllr ME Mndebele Cllr MS Motha Cllr T Mbokane Cllr CH Du Plooy
Agriculture and Rural Development Committee	Cllr PV Malatsi Cllr F Mazibuko Cllr MS Motha Cllr O T Shabangu Cllr CH Du Plooy Cllr EM Thwala

In ensuring the participation of councillors in decision making, Council takes a resolution on the programme for Council meetings, Portfolio meetings including Section 80 and 79 committees of Council.

During its meeting held on 29 May 2013 council resolved that the chairpersons of Section 80 committees be as enlisted below:

- Cllr B G Mavuso MMC of the Portfolio Committee on – Technical and Engineering Services
- Cllr T P Dakile MMC of the Portfolio Committee on – Community Services
- Cllr G O Ngwenya MMC of the Portfolio Committee on – Corporate Services
- Cllr E M Madonsela MMC of the Portfolio Committee on – Planning & Development

This Programmes ensure that the Mayoral committee has a sitting once a month, and that portfolio committees and Council meetings have a sitting on a quarterly basis. Oversight meetings have scheduled meeting like the MPAC which has delegated powers from Council to view all Council items referred to them and provide additional recommendations to items like – Annual Report, Management Report from the Auditor General e.t.c.

7.5 AUDIT REPORTS

Dr. Pixley Ka Isaka Seme Municipality has received Disclaimer audit reports for the 2007/8, 2008/9, 2009/10 and 2010/11 financial years. Fortunately in the 2011/12 assessment received an unqualified audit report.

Key Issues to be addressed in regard to Financial Viability include amongst others the following:

- Monitor successful implementation of the Property Rates Act No 6 of 2004 by all Local Municipalities
- Standardisation of financial aspects throughout with the District and receive adequate support when required.
- Sufficient financial resources to enable municipality to be in compliance with various legislation requirements.
- Compliance to all the Government Legislation's Financial Management prescripts.
- Ensuring as far as practicable unqualified Audit reports are being received
- Ensuring sound Internal control and Financial Management practices
- Ensuring that risk and fraud prevention plans are in place as mechanisms to mitigate corrupt practices
- Coordinating the implementation of GAMAP/GRAP standards for Local Municipalities.
- Ensuring that the Supply Chain Management and Procurement issues are in place and adhered to.
- Ensuring that all improvements implemented within the Local Municipality are sustainable.

7.6 RESPONSE TO COMMENTS BY THE AUDITOR GENERAL – 2010/2011

7.6.1 The queries raised numbered 4 -6, 9 have been addressed during the crafting and adoption processes of the IDP 2011/2012.

7.6.2 The municipality will ensure in future that all legislation is adhered to in terms of the approval of the SDBIP and the submission of the Annual Performance Report.

Table 23 – AG Queries: Management Responses

Management Responses – AG Findings		
Query Number	Response	Date
1. Service delivery and budget implementation plan	The process of developing the delegations in terms of section 79 of the MFMA is underway and the target date for completion is 31 March 2012	29/12/2011
2. Submission and tabling of annual reports -Section 127 reports	The recommendations are acknowledged. However the challenge facing the municipality is the absence of a performance management unit.	29/12/2011
3. Annual performance report not Submitted	The municipality will endeavour to comply with the requirements of section 72 of the MFMA in the compilation of the 2011/2012 midyear and budget assessment.	29/12/2011
4. IDP does not contain three year financial projections	The municipality will ensure that projections are captured correctly provided that Sector Departments and the District furnish the municipality with the 3 year projections	
5. Objectives, targets and indicators in the IDP not for the current financial year.	The municipality will ensure that new priorities are reviewed each year and planning documents will in future be audited by internal audit and reports there on submitted to council through the audit committee prior to approval of any documents.	29/12/2011
6. IDP not submitted in time to MECc	The municipality did submit the approved 2010/11	29/12/2011

	IDP on time to the MEC for COGTA. The 2011/12 IDP was submitted on time (proof of correspondence is available)	
7. The municipality did not conduct its affairs in accordance with IDP	The 2010/2011 SDBIP was not approved by the Executive Mayor due to concerns that the Mayor had regarding the document. However the 2010/2012 SDBIP was approved by the Executive Mayor. The 2010/2011 IDP was not submitted on time. However the 2011/12 IDP was submitted on time	29/12/2011
8. Performance contracts not in accordance with IDP.	The municipality believes that the section 57 employees' performance agreements are in line with section 57 (4) and (5) of the MSA. The recommendation is acknowledged. However the challenge facing the municipality is that it is currently impractical to establish a performance management unit due to limited financial resources.	29/12/2011
9. General KPI's not included in IDP	The recommendation is acknowledged. However the challenge facing the municipality is that it is currently impractical to establish a performance management unit due to financial constraints	29/12/2011
10. No control over performance planning and reporting	The recommendation is acknowledged. However the challenge facing the municipality is that it is currently impractical to establish a performance management unit due to financial constraints	29/12/2011
11. Employment contracts for the accounting officer and the managers directly accountable to the municipal manager are not in line with the Local Government: Municipal Planning and Performance Management Regulations, 2001.	According to the municipality the performance agreements are in line with the MSA. The recommendations are acknowledged. However the challenge facing the municipality is the absence of a performance management unit	29/12/2011
12. The municipality did not compile a SDPIB for 2010/11	The 2010/11 SDBIP was compiled. However as a result of certain concerns it was not signed by the Mayor. The municipality will endeavour to comply with the requirements of section 72 of the MFMA in the compilation of the 2011/2012 midyear and budget assessment.	29/12/2011

Audit report findings for the year ended 30 June 2010 and the action plan for the year ending 30 June 2011. Below is the Audit Action Plan that speaks to issues raised on financial issues:

Table 24 – Audit Action Plan (Audit Report 2010/2011)

No	AUDIT FINDING	ACTION PLAN	RESPONSIBILITY	DUE DATE
1	THE INTERNAL UNIT DID NOT HAVE SUFFICIENT PERSONNEL FOR THE YEAR UNDER REVIEW.	POSITIONS IN THE ORGANIZATIONAL STRUCTURE TO BE FUNDED IN THE 2013/14 FINANCIAL YEAR	MM	30-JUN-14
2	THE MID-YEAR BUDGET AND PERFORMANCE ASSESSMENT OF THE MUNICIPALITY WAS NOT DONE AS PRESCRIBED.	PMS FUNCTIONS HAS BEEN ALLOCATED TO THE MANAGER IN THE OFFICE OF THE MUNICIPAL MANAGER AND PERFORMANCE ASSESSMENT OF QUARTER 1-4 OF 2012/13 FINANCIAL YEAR WILL BE DONE AS PRESCRIBED	MM	30-JUN-13
3	A REGISTER OF BIDS FOR ALL TENDER PROJECTS WAS NOT PUBLISHED ON THE WEBSITE OF THE MUNICIPALITY	MUNICIPAL WEBSITE IS FUNCTIONAL AND UPDATED	CFO	30-JUN-13
4	AMOUNT IN THE AFS WERE ADJUSTED AFTER SUBMITTING THE AFS FOR AUDIT. THE ADJUSTMENT WERE CAUSED BY JOURNALS THAT WERE NOT PASSED IN TIME TO PRODUCE ACCURATE AND RELIABLE AFS.	JOURNALS WERE PROCESSED	CFO	
5	DURING THE AUDIT WE WERE UNABLE TO VERIFY THE EXISTENCE OF INFRASTRUCTURE ASSETS SELECTED FROM ASSET REGISTER.	ASSET REGISTER WILL BE REPOPULATED	CFO	30-JUN-13

No	AUDIT FINDING	ACTION PLAN	RESPONSIBILITY	DUE DATE
6	INVESTMENT PROPERTY ARE SHOWN AT NO VALUE IN THE ASSET REGISTER.	ASSET REGISTER WILL BE REPOPULATED	CFO	30-JUN-13
7	ASSETS COULD NOT BE TRACED TO THE FIXED ASSET REGISTER.	ASSET REGISTER WILL BE REPOPULATED	CFO	30-JUN-13
8	ASSETS COULD NOT BE PHYSICALLY VERIFIED. EXCEPT FOR THE VEHICLES OTHER ASSETS DID NOT HAVE BAR CODES	ASSET REGISTER WILL BE REPOPULATED	CFO	30 JUN-13

9	DURING THE AUDIT OF DEPRECIATION, DIFFERENCES WERE NOTED ON THE RECALCULATION OF DEPRECIATION	ASSET REGISTER WILL BE REPOPULATED	CFO	30-JUN-13
10	BASED ON THE REVIEW OF THE CASH FLOW STATEMENT AS PRESENTED IN THE ANNUAL FINANCIAL STATEMENTS, MISSTATEMENT WERE NOTED WHICH CONTRIBUTED TO THE MISSTATEMENT OF CASH FLOW IN THE ANNUAL FINANCIAL STATEMENT.	FOR 2012/13 FINANCIAL YEAR AFS WILL BE REVIEWED FOR COMPLETENESS AND ACCURACY PRIOR SUBMISSION TO AG	CFO	30-JUN-13
11	THE PERFORMANCE EVALUATIONS WERE NOT PERFORMED FOR THE YEAR UNDER REVIEW.	PERFORMANCE EVALUATIONS WILL BE CONDUCTED ON A QUARTERLY BASIS FOR ALL APPOINTED SECTION 56 EMPLOYEES	MM	30-JUN-13

No	AUDIT FINDING	ACTION PLAN	RESPONSIBILITY	DUE DATE
12	THE PERFORMANCE INFORMATION BROKEN DOWN INTO KPI'S WAS NOT PREPARED REFLECTING OUTPUTS AND OUTCOMES FOR THE 11/12 FINANCIAL YEAR	IDP AND SDBIP TO BE POPULATED WITH OUTPUTS AND OUTCOMES INDICATORS	MM	30-JUN-13
13	THE BUDGET IS NOT BROKEN DOWN INTO PRIORITY LEVEL AND THE ACTUAL EXPENDITURE WAS NOT AVAILABLE. BUDGET IS ONLY AVAILABLE ON VOTE LEVEL IN THE SDBIP.	2013/14 FINANCIAL YEAR BUDGET WILL REFLECT PRIORITY LEVEL	CFO	30-JUN-13
14	SDBIP WAS NOT ADEQUATELY PREPARED.	2012/13 FINANCIAL YEAR SDBIP WILL BE PREPARED ACCORDING TO APPLICABLE NORMS AND STANDARDS	CFO	30-JUN-13
15	EXPENSES PER PRIORITY CANNOT BE MONITORED TO ENSURE BUDGET IS NOT OVERSPENT.	2013/14 FINANCIAL YEAR BUDGET WILL REFLECT PRIORITY LEVEL	CFO	30-JUN-13
16	INDICATORS/MEASURES WERE NOT VERIFIABLE	INDICATORS WILL RECTIFIED DURING THE COMPILATION OF THE 2013/14 FINANCIAL YEAR IDP	MM	30-JUN-13
17	PERFORMANCE INDICATORS THAT ARE NOT WELL DEFINED	INDICATORS WILL BE RECTIFIED DURING THE COMPILATION OF THE 2013/14 FINANCIAL YEAR IDP	MM	30-JUN-13

No	Audit Finding	Action Plan	Responsibility	Due Date
18	TARGETS REPORTED FOR ACHIEVEMENT COULD NOT BE VALIDATED BY SUPPORTING DOCUMENTS.	PORTFOLIO OF EVIDENCE FILES WILL BE MAINTAINED TO VALIDATE THE ACHIEVEMENT OF REPORTED TARGETS WITH EFFECT FROM 3RD QUARTER REPORTING OF 2012/13 FINANCIAL YEAR	MM	30-JUN-13
19	ACTUAL ACHIEVEMENT WAS NOT REPORTED ON THE FOLLOWING TARGET/INDICATORS	HOD'S WILL BE INFORMED ABOUT THE ACCOUNTABILITY OF THEIR DEPARTMENTAL IDP SCORECARDS AND QUARTERLY MONITORING WILL BY CONDUCTED BY THE MANAGER IN OFFICE OF THE MM/PMS. THE PMS WILL BE UTILISED AND MONITORED BY THE MANAGER IN THE OFFICE OF THE MM/PMS TO HIGHLIGHT NON-PERFORMANCE ON A QUARTERLY BASIS	MM	30-JUN-13
20	SENIOR MANAGEMENT CONTRACTS CAME TO A CLOSE AND WERE NOT RENEWED. NEW MANAGERS WERE ALSO NOT APPOINTED	WE NOTE THE GAP LEFT BY OUTGOING SENIOR MANAGERS AND COUNCIL WILL TAKE ALL THE NECESSARY STEPS TO FILL THE VACANT POSITIONS.	MM	30-JUN-13
21	THE SDBIP WAS NOT APPROVED BY THE MAYOR WITHIN THE PRESCRIBED PERIOD	IN FUTURE SDBIP WILL BE APPROVED WITHIN 28 DAYS AS PER MSA	MM	30-JUN-13
No	Audit Finding	Action Plan	Responsibility	Due Date
22	The Budget and Adjusted budget and SDBIP was not made public in the required timeframes.	Management will ensure that going forward we comply with the requirement of MFMA and MSA as prescribed	CFO	30-Jun-13
23	The accounting officer did not, within 30 days after financial year end, submit a report on the implementation of the SCM policy of the municipality to the council of the municipality	The municipality will endeavour to improve its compliance with SCM regulations	MM	30-Jun-13
24	The policies of the municipality had not been reviewed on an annual basis	During the 2012/2013 financial year all policies will be reviewed	MM	30-Jun-13

25	The risk assessment done did not address the following	2012/13 financial year risk assessment will be reviewed to ensure that the various risks are covered within the available resources.	CFO	30-Jun-13
26	The fraud prevention strategy had not been approved	Fraud prevention strategy will be adopted by the end of 2012/13 financial year	CFO	30-Jun-13

No	Audit Finding	Action Plan	Responsibility	Due Date
27	Council did not assess the effectiveness of the audit committee for the 11/12 financial year	The municipality is participating in a shared audit committee which sits at the Gert. Sibande district municipality, the evaluation of the effectiveness of the committee is done centrally	MM	30-Jun-13
28	Not all minutes of meetings requested had been submitted to audit	In future all minutes of meetings will be made available to AGSA	DCS	30-Jun-13
29	A FNB Public sector Cheque Account #62315391269 with a balance of R583.59 was not disclosed in AFS but it appeared in the bank confirmation letter	The municipality is in a process of forcing the closure of the account with the bank or have the account in the name of the beneficiaries	CFO	30-Jun-13
30	No proper records were kept over inventory	Management will ensure that it improves its record keeping	CFO	30-Jun-13
31	Payment made not within 30 days	In future management will ensure that invoices are paid within 30 days unless there is a query that has been raised on the invoice.	CFO	30-Jun-13
No	Audit Finding	Action Plan	Responsibility	Due Date

32	Based on the review of the annual financial statement we have noted that management did not retrospective correct the misstatement of prior year error of provision for landfill site	The assessment of costs of rehabilitation was based on the assumption that the Municipality will start incurring the costs in the 2011/2012 year, hence the base year being 2011/2012	CFO	30-Jun-13
33	Cutt off on pre-paid electricity could not be tested as the municipality did not apportion between sold and when service is delivered as at 30 June 2012	In future systems will be put in place to mitigate the possible overstatement.	CFO	30-Jun-13
34	The measures variance were not disclosed in the Financial statements	Major variances will be disclosed	CFO	30-Jun-13
35	Information security responsibilities had not been formally delegated to an information security officer.	Organizational structure will be reviewed	CFO	30-Jun-13
36	The software license agreement that is supposedly entered into with Sebata Municipal Solutions was not properly and completely signed by the management of the municipality.	IT Unit to be sent to SLA Management training, policies to be implemented and measurement of performance and quality of service to be monitored	CFO	30-Jun-13
No	Audit Finding	Action Plan	Responsibility	Due Date
32	Based on the review of the annual financial statement we have noted that management did not retrospective correct the misstatement of prior year error of provision for landfill site	The assessment of costs of rehabilitation was based on the assumption that the Municipality will start incurring the costs in the 2011/2012 year, hence the base year being 2011/2012	CF	30-Jun-13

33	Cutt off on pre paid electricity could not be tested as the municipality did not apportion between sold and when service is delivered as at 30 June 2012	In future systems will be put in place to mitigate the possible overstatement.	CFO	30-Jun-13
34	The measures variance were not disclosed in the Financial statements	Major variances will be disclosed	CFO	30-Jun-13
35	Information security responsibilities had not been formally delegated to an information security officer.	Organizational structure will be reviewed	CFO	30-Jun-13
36	The software license agreement that is supposedly entered into with Sebata Municipal Solutions was not properly and completely signed by the management of the municipality.	IT Unit to be sent to SLA Management training, policies to be implemented and measurement of performance and quality of service to be monitored	CFO	30-Jun-13

No	Audit Finding	Action Plan	Responsibility	Due Date
37	The IT security policy is still in draft format and has not yet been approved by management since its submission for approval in 2010	New IT security policy will be developed, will be approved and implemented	CFO	30-Jun-13
38	IT management does not have standards and procedures in place to ensure that the municipality would remain up to date with the most recently discovered security vulnerabilities.	A formal patch management standards and procedures will be designed and implemented	CFO	30-Jun-13

39	There is no formal, approved and documented process that is used to manage the granting, updates to and termination of user access	A formal patch management standards and procedures will be designed and implemented	CFO	30-Jun-13
----	--	---	-----	-----------

No	Audit Finding	Action Plan	Responsibility	Due Date
40	Formal access request documentation was not completed for registering users, changing access rights, effecting password resets and terminating access rights. The lack of formal access request documentation could result in inappropriate or even unauthorised access being gained to the systems and could also result in a lack of audit trail.	A formal user account management policy will developed and implemented with access request documentation to be completed and authorised	CFO	30-Jun-13
41	Processes were not in place to ensure that periodic reviews would be undertaken to determine whether employees' current access rights and privileges on the system were still commensurate with their actual job responsibilities	A formal user account management policy will developed with periodic review of users access and implemented with access request documentation to be completed and authorised	CFO	30-Jun-13

No	Audit Finding	Action Plan	Responsibility	Due Date
----	---------------	-------------	----------------	----------

42	No processes were in place to ensure that the activities of the system administrators who grant user access and amend user access rights on the application systems would be reviewed periodically by an independent person	User access policies and procedures will have an option to review IT Administrator activities by IT Security officer that will be employed either on a fixed contract or permanent	CFO	30-Jun-13
43	Examination of the user list of the active SEBATA application system users revealed that each username is linked to a specific user except for one generic username (SECOFR) that is used by all vendor staff.	A formal user account management policy will developed with periodic review of users access and implemented with access request documentation to be completed and authorised	CFO	30-Jun-13
44	. Formally documented and approved program change control policies and procedures were not in place to detail the process that should be followed when system updates and changes were made to application systems.	A formal application change control standards and procedures policy will be developed and implemented with change control documentation to be completed and authorised by management	CFO	30-Jun-13

No	Audit Finding	Action Plan	Responsibility	Due Date
45	An approved formal change request form for system upgrades could not be provided. This could lead to upgrades being done without management's approval. Upgrades which do not meet users' needs could also be	A formal change control documentation to be completed and authorised by management	CFO	30-Jun-13

	made to application systems			
46	Change control forms are not completed and there is consequently no evidence that management is approving the changes prior to the implementation	A formal change control documentation to be completed and authorised by management	CFO	30-Jun-13
47	Vendors were granted access to the production environment but their activities were not being monitored by management. Unauthorised changes might consequently be made to programs and/or data and management might not identify such changes.	Vendors access to production environment will be blocked and controlled and all granted access will be monitored, approved, recorded and be reviewed by management	CFO	30-Jun-13

No	Audit Finding	Action Plan	Responsibility	Due Date
48	Backup and retention strategy had not been designed for systems to ensure that backups would regularly be performed to enable the municipality to recover critical data in the event of a disaster. Without a formal backup and retention strategy, standards might not be followed in the performance of backups which could have the effect that the organisation would not be able to recover critical data in the event of a disaster	Backup and retention strategy to be developed and implemented with recommendations above	CFO	30-Jun-13

8 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

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

- Assistance through a Credit Control and Debt Collection Strategy for Local Municipalities
- Maintain efficient Financial Management Strategies
- Support to Local Municipalities on Institutional and Financial matters
- Benchmarking and introducing Best Practices
- Identifying Funding Mechanisms
- Harnessing Accountability and Responsibility

The GSDM is dealing with a huge backlog in terms of providing in the basic needs of its community. Financial investments towards accelerating the provision of free basic services and other major infrastructural projects have assisted in making sure that more people are enjoying the benefits of democracy. Much has been done towards attaining the MDGs while improving the lives of all our communities, but access to additional funding from the Treasury Departments is of paramount importance. Currently the District has a fairly strong balance sheet and would be able to attract capital from the respective Government Departments. The factors influencing this year's budget preparation were the National Government priorities which, amongst others, include the following:

- Job Creation
- Education and skills Development
- Quality Health Care
- Rural Development and
- The fight against crime and corruption

Introduction

Long term financial planning is a fundamental discipline for creating and maintaining financial sustainability. However, it requires a shift away from the short term perspective associated with annual budgeting and towards a three- to five-year perspective not normally associated with

government financial management. As part of the Dr Pixley Ka Isaka Seme Local Municipality 2011/2012 IDP review process, the review of the Financial Plan initiated.

Financial strategies

The municipality will embark on the following financial strategies in order to link local imperative with strategic priorities thereby ensuring that the process is a holistic exercise.

- Maximizing of revenue and proper administration of subsidy and grant revenue strategy
- Management of asset management strategy
- Financial Management strategy
- Operational financial strategy
- Upgrading of cost effective strategy

The purpose of this strategy is to fully comply with the 2010 DORA legislation – with regard to inter – governmental transfers and grants or donations received. The external grant funding received from National Treasury is to be appropriately utilized for infrastructural purposes with a view of ensuring that this local municipality receives maximum benefit.

8.1 ASSET MANAGEMENT POLICY

Introduction

This policy for the management of assets has been designed to assist management and officials of the Dr Pixley Ka Isaka Seme Local Municipality with the description of management procedures for Property, Plant and Equipment, Investment Property, Agricultural Assets and Intangible Assets. It also should assist with the capacity to differentiate between activities, which are acceptable in terms of general authorization, supervisory responsibilities and limits of authority to the management of assets and functions of the organisation.

This policy will provide certainty with respect to the handling of asset management procedures undertaken within the organization and will ensure that management and employees understand their respective responsibilities and duties.

For the purpose of this policy, assets exclude inventory and monetary assets such as debtors.

This policy replaces all asset management procedures/instructions and memoranda that have been previously issued.

Failure to comply with this policy will result in the institution of disciplinary procedures in terms of the stipulated human resource policies and procedures of Dr Pixley Ka Isaka Seme Local Municipality.

Objective

The objective of this policy is to ensure that assets of the Municipality are properly managed and accounted for by:

- The accurate recording of essential asset information;
- The accurate recording of asset movements;
- Exercising strict physical controls over all assets;
- Treating the assets correctly in the Municipality's financial statements;
- Providing accurate and meaningful management information;
- Compliance with the Council's accounting policies and Generally Recognised Accounting Practices;
- Adequate insuring of assets;
- Maintenance of Council's assets;
- Ensuring that managers are aware of their responsibilities with regard to the assets; and
- Setting out the standards of management, recording and internal controls so as to safeguard the assets against inappropriate utilisation or loss.

Statutory Framework

The statutory framework for this policy is:

- The Constitution of the Republic of South Africa, Act 108 of 1996;
- Local Government: Municipal Structures Act, No 117 of 1998;
- Local Government: Municipal Systems Act, No 32 of 2000;
- Local Government: Municipal Finance Management Act, No. 56 of 2003;
- Regulation No. 31346 of 2008;
- Municipal Supply Chain Management Regulations No. 27636;
- Generally Recognised Accounting Practice.

Accounting Standards

This document constitutes a policy statement and shall not take precedence over the standards specified by the Accounting Standards Board. The relevant accounting standards include:

- GRAP 1 – Presentation of Financial Statements;
- GRAP 13 – Leases;
- GRAP 16 – Investment Property;
- GRAP 17 - Property, Plant and Equipment;
- GRAP 100 - Non – current Assets Held for Sale and Discontinued Operations;
- GRAP 101 - Agricultural;
- GRAP 102 – Intangible Assets; and
- IAS 36 - Impairment of Assets

Other relevant accounting standards are:

- GRAP 12 on Inventories
- GRAP 11 on Construction Contracts

8.2 ACCOUNTING POLICY

8.2.1 GRAP 24 :Presentation of Budget Information: Financial Statements

Municipalities are subject to budgetary limits in the form of appropriations or budget authorisations (or equivalent), which is given effect through authorising legislation, appropriation or similar.

General purpose financial reporting by municipalities shall provide information on whether resources were obtained and used in accordance with the legally adopted budget.

An entity shall present a comparison of the budget amounts for which it is held publicly accountable and actual amounts either as a separate additional financial statement or as additional budget columns in the financial statements currently presented in accordance with Standards of GRAP.

The comparison of budget and actual amounts shall present separately for each level of legislative oversight:

- the approved and final budget amounts;
- the actual amounts on a comparable basis; and
- by way of note disclosure, an explanation of material differences between the budget for which the municipality is held publicly accountable and actual amounts, unless such explanation is included in other public documents issued in conjunction with the financial statements, and a cross reference to those documents is made in the notes.

Where an entity prepares its budget and annual financial statements on a comparable basis, it includes the comparison as an additional column in the primary annual financial statements.

Where the budget and annual financial statements are not prepared on a comparable basis, a separate statement is prepared called the 'Statement of Comparison of Budget and Actual Amounts'.

This statement compares the budget amounts with the amounts in the annual financial statements adjusted to be comparable to the budget.

A comparable basis means that the budget and annual financial statements:

- are prepared using the same basis of accounting i.e. either cash or accrual;
- include the same activities and entities;
- use the same classification system; and
- are prepared for the same period.

The annual financial statements and the budget are on the same basis of accounting therefore a comparison with the budgeted amounts for the reporting period must be included in the annual financial statements.

Transitional provisions

An entity shall apply the requirements of the Standard of GRAP on Presentation of Budget Information in Financial Statements prospectively.

1) VAT

The municipality should ensure that on the face of the statement of financial position, the VAT creditor or debtor is disclosed and that a separate note to the AFS detailing the basis of VAT registration (invoice or cash) and the timing of payments to/ from SARS.

2) ACCUMULATED SURPLUS:

Disclosure of accumulated surplus/deficit

Implications of GRAP 3

- There are no longer appropriation accounts. Current practise of processing transactions as “prior year adjustments” no longer permitted

A statement of changes in net assets must be included in the Annual Financial Statements that will disclose:

- the effect of changes in accounting policies and correction of errors
- the balance of retained earnings at the beginning of the period and at the balance sheet date, and the changes during the period; and
- Reconciliation between the carrying amount of each class of reserves at the beginning and the end of the period.

Since fund accounting is not allowed in terms of GRAP, internal funds and reserves should form part of Accumulated Surplus and should not be disclosed on the face of the Statement of Changes in Net Asset. Municipalities can however disclose in a note to the financial statements the internal funds and reserves that are ring-fenced within the accumulated surplus.

CONCLUSIONS

The Seme Local Municipality recognises that there are Seme residents who, for various reasons, are enduring financial hardship, temporarily or over an extended period of time. As a service to its residents, the Council has committed itself, to launch a campaign that is aimed at determining the extent of the problem, analysing the situation and implementing a Scheme which will alleviate the financial hardship being endured by those members of the community who ultimately comply with the criteria prescribed by the Scheme, but also within the limit of funds received within the central Fescues and provisions made within the budget.

It is therefore necessary that a database to be controlled by the Chief Financial Officer be drawn up in respect of those members of the community who meet the criteria laid down by the Scheme and therefore qualifies for relief concerning the payment of municipal rates and service charges. It is of critical importance that the database provides information, which will enable the Council to assess each application for relief in a fair and consistent manner. The database need to be designed in a way that relief / assistance given to members of the community is carefully monitored and is not abused in any way. It is also essential that the Scheme provide mechanisms whereby members of the community are either encouraged or given incentives to maximise.

8.3 INDIGENT POLICY (2011/2012)

The purpose of this Policy is to provide subsidized services to the indigent household in Dr Pixley Ka Isaka Seme Local Municipality and thus give effect to constitutional and statutory requirements of our country. Such households are those that are unemployed, poverty stricken, living below the subsistence level or whose income is below the amount defined in this Policy.

This Policy will ensure that these households have an access to at least basic Municipal services.

8.3.1 Basis of the Indigent Policy

This Policy is based on section 152(1) (b) of the Constitution of the Republic of South Africa and section 73(1) (c) of the Municipal Systems Act.

8.3.2 POLICY GUIDELINES

- This Policy is applicable in Dr Pixley Ka Isaka Seme Local Municipal area.
- That each qualifying household will be subsidized for 6kl of water, 50Kw of electricity and refuse removal, sewerage and rates to a maximum of R210.00 per month.
- That the account holder may be registered with the ITC/Credit Bureau.

8.3.3 PROCEDURES

Qualifying households:

- A household, which has a total income of all occupants over 18 years of age excluding scholars, of R3 000 or smaller (three thousand rands only);
 - Child headed families, places of care, orphanage homes;
 - For a household to qualify for a subsidy on rates, the registered indigent must be both the owner and an occupant of the property concerned;
 - An Affidavit be required from the SAPS.
 - The Indigent relief shall apply for a period not exceeding twelve consecutive months;
 - The approved indigent household will have to reapply every year, two months before the end of the approved period of twelve months;
 - Only the households where the accountholder/property owner/hirer has registered as an indigent and whose registration has been approved shall qualify for the concessions mentioned under policy guidelines 3;
 - To register as an indigent, the relevant applicant or account holder must complete and sign the registration form.
-

This policy is due to be amended on an annual basis in order to ensure its alignment to the municipal annual budget.

8.4 CREDIT CONTROL POLICY

The objective of a credit control policy is to encourage payment and to prevent the need for enforcement.

The following policy is submitted for consideration:

1. All service accounts are payable on or before the 15th of every month. If an account is not paid by the due date, interest at a rate of 15% per annum is raised on the account.
2. If the overdue portion of the account is still unpaid when the next account is rendered, the services shall be suspended without further notice.
3. In the event of resuming the water supply, the consumer shall pay a reconnection fee together with any arrears which may be due. To be received from time to time.
4. After services have been disconnected and a consumer has not reacted and no tampering has taken place, a 14 day letter is sent to the consumer informing him/her of intended legal action to recover outstanding monies.
5. In the event of no reaction on the 14 day letter, the account will be handed over to Council's attorneys. If the consumer is handed over, all legal and collection cost will be for the account of the consumer. (Not applicable to Indigent consumers)
6. Tampering with the metering system would result in:
 - The system being completely removed
 - A fine is charged
 - The full outstanding amount is payable
7. If a consumer defaults more than 3 times within 12 month period and this consumer is not indigent, a Talbot valve should be installed at the consumers cost.
8. No Indigent consumer is allowed to fall into arrears. If the account is more than R70-00 outstanding, the services will be disconnected.
9. Assessment rates

The major source of local taxation is property tax (rates). The owners of properties in municipal arrears have to pay a tax based on valuation of their properties in order to finance municipal services.

Assessment rates and Sundry accounts

If the account is in arrears, a 14 day letter is sent to the consumer. If no reaction is received, the account will be handed over to the attorneys for collection. Indigent accounts will be referred to Council for a directive.

EXTENDED PAYMENT PERIOD

The credit control process automatically continues as determined in the credit control measures.

If after continuation the debtor applies for an arrangement, this may be considered by the Manager Financial Services or his/her delegate.

However, if services have been discontinued or restricted, such further arrangement will exclude the continuation of the service until the municipality has received full payment.

Arrangements will automatically include the condition that any future monthly accounts are paid by the standard due date.

All negotiated repayments/scheduled arrangements with customers, should be standardized and documented.

POSTPONEMENTS

A postponement will be allowed if a consumer's account has been timeously paid during the previous six (6) months.

No postponements will be allowed if:

It is a new account then no postponement is allowed for a period of 3 months. If a person has not paid regularly during the previous 6 months. People who qualify for Indigent are not allowed postponements.

If a person has been on the cut off list, then he/she may also not arrange to have postponement of payment for the following 6 months. Any person who issued a "Return to Drawer" cheque may not be given postponement. If a person has made a payment arrangement as per Council Resolution, and does not meet the payment, then they will not be allowed to arrange for any further postponement.

If a consumer's account has been handed over to the lawyers for collection, he/she may not arrange for postponement.

DEPOSITS

Deposits must be calculated on an overall average of 2 month's service account. Every year on the 1st of July the deposit amounts increases with 5%.

No postponements for the paying of connection deposits are allowed, unless ordered by the Financial Manager or Assistant Manager Financial Services.

8.5 SUPPLY CHAIN MANAGEMENT

The supply Chain management policy is put place to ensure that the implementation of the Service Delivery budget implementation plan is implemented as the guidelines set by National Treasury, the MFMA and the regulation of services delivered to the community

- (1) All officials and other role players in the supply chain management system of the municipality, must implement this Policy in a way that –
 - (a) Gives effect to –
 - (i) Section 217 of the Constitution; and
 - (ii) Part 1 of Chapter 11 and other applicable provisions of the Act;
 - (b) is fair, equitable, transparent, competitive and cost effective;
 - (c) Complies with –
 - (i) The Regulations; and
 - (ii) Any minimum norms and standards that may be prescribed in terms of section 168 of the Act;
 - (d) is consistent with other applicable legislation;
 - (e) Does not undermine the objective for uniformity in supply chain management systems between organs of state in all spheres; and
 - (f) is consistent with national economic policy concerning the promotion of investments and doing business with the public sector.
- (3) This Policy applies when the municipality
 - (a) procures goods or services;
 - (b) Disposes goods no longer needed;
 - (c) Selects contractors to provide assistance in the provision of municipal services otherwise than in circumstances where Chapter 8 of the Municipal Systems Act applies
- (4) This Policy, except where provided otherwise, does not apply in respect of the procurement of goods and services contemplated in section 110(2) of the Act, including –
 - (a) Water from the Department of Water Affairs or a public entity, another municipality or a municipal entity; and
 - (b) Electricity from Eskom or another public entity, another municipality or a municipal entity.

Amendment of the supply chain management policy

- 3. (1) The accounting officer must –
-

- (a) at least annually review the implementation of this Policy; and
 - (b) When the accounting officer considers it necessary, submit proposals for the amendment of this Policy to the council
- (2) If the accounting officer submits proposed amendments to the council that differs from the Supply Chain Regulations, Gazette no 27636 issued by the National Treasury, the accounting officer must –
- (a) ensure that such proposed amendments comply with the Supply Chain Regulations, Gazette no 27636; and
 - (b) Report any deviation from the Supply Chain Regulations Gazette no 27636, to the National Treasury and the relevant provincial treasury.
- (3) When amending this supply chain management policy the need for uniformity in supply chain practices, procedures and forms, particularly to promote accessibility of supply chain management systems for small businesses must be taken into account.

Delegation of supply chain management powers and duties

- 9 (1) The council hereby delegates all powers and duties to the accounting officer which are necessary to enable the accounting officer
- (a) To discharge the supply chain management responsibilities conferred on accounting officers in terms of –
 - (i) Chapter 8 or 10 of the Act; and
 - (ii) This Policy;
 - (b) to maximise administrative and operational efficiency in the implementation of this Policy;
 - (c) to enforce reasonable cost-effective measures for the prevention of fraud, corruption, favouritism and unfair and irregular practices in the implementation of this Policy; and
 - (d) To comply with his or her responsibilities in terms of section 115 and other applicable provisions of the Act.
- (2) Sections 79 and 106 of the Act apply to the sub delegation of powers and duties delegated to an accounting officer in terms of subparagraph (1).

8.6 TARIFF POLICY

Introduction

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

affordable, and that municipalities are able to recover the costs of service delivery. No bailout will be provided to a municipality that overspends its budget and/or fails to put in place proper financial management controls. It is the responsibility of the political leaders to ensure that they set realistic budgets. However, there is a need for subsidization to ensure that poor households, who are unable to pay even a proportion of service costs, have access to basic services.

The Municipality adopts this Policy in order to ensure that it achieves the objectives set out in the White Paper.

Statutory framework

In terms of section 75A of the Local Government: Municipal Systems Act 2000 (Act No.32 of 2000) the Municipality may levy and recover fees, charges or tariffs in respect of any function or service of the Municipality and recover collection charges and interest on any outstanding amount. Once the Council has levied a fee, charge or tariff, notice must be given that the Council has passed in resolution in this regard and the resolution must be made available for inspection.

In terms of section 74 of the Systems Act, the Council must adopt and implement a tariff policy on the levying of fees for municipal services provided by or on behalf of the Municipality. Such a tariff policy must reflect at least the following principles, namely that:

- (a) Consumers of municipal services should be treated equitably in the application of tariffs;
- (b) The amount individual consumers pay for services should generally be in proportion to their consumption of the service concerned;
- (c) Poor households must have access to at least basic services through tariffs that cover only operating and maintenance costs, special tariffs or life line tariffs for low levels of use or consumption of services or for basic levels of service or any other direct or indirect method of subsidization of tariffs for poor households;
- (d) Tariffs must reflect the costs reasonably associated with rendering the service, including capital, operating, maintenance, administration and replacement costs, and interest charges;
- (e) Tariffs must be set at levels that facilitate the financial sustainability of the service, taking into account subsidization from sources other than the service concerned;
- (f) Provision may be made in appropriate circumstances for a surcharge on the tariff for a service;
 - (g) Provision may be made for the promotion of local economic development through special tariffs for categories of commercial and industrial users;
 - (h) The economical, efficient and effective use of resources, the recycling of waste and other appropriate environmental objectives must be encouraged;
 - (i) The extent of subsidization of tariffs for poor households and other categories of users should be fully disclosed.

PRINCIPLES

In setting its annual tariffs the Council shall take into account:

- (a) The tariffs applicable for the same or comparable standard of service elsewhere in the economic region; and
- (b) Sewerage and refuse removal (solid waste) services shall be set in such a manner that the municipality, as far as possible, covers the cost of rendering the service.

The Municipality shall ensure that its tariffs are fairly applied throughout the Municipality.

Tariffs for the provision of-

- (a) Water and electricity shall be set in such a manner that the Municipality realizes a net trading surplus of approximately 10% in each financial year; and
- (b) Sewerage and refuse removal (solid waste) services shall be set in such a manner that the Municipality as far as possible covers the cost of rendering the service.

The tariff which a particular consumer pays in respect of water, electricity, sewerage and solid waste services shall therefore be directly related to the standard of service received and the quantity of the particular service consumed.

A trading surplus realized in respect of any service shall be applied

- (a) In relief of property rates; and
- (b) For the partial financing of general services; or
- (c) For the future capital expansion of the service concerned; or
- (d) Both the partial financing of general services and future capital expansion of the service concerned.

The extent to which these are cross-subsidisation between categories of consumers shall be evident to all consumers of the service in question.

The tariff structure for services shall, in appropriate cases, consists of two parts, namely-

- (a) A fixed cost charge, which is an availability levy that is payable regardless of whether or the volume of service that is consumed and which is payable for the availability of the relevant service; and
- (b) A variable cost charge, which a charge is directly related to the volume of the service consumed.

Below is the Tariff schedule for the financial year 2012/2013.

Table 36 – Tariff Schedule

DR PIXLEY KA ISAKA SEME MUNICIPALITY

TARIFFS		
Item 1 - Availability vacant stands	Tariffs 2013/2014	2012/2013
	R	R
Vacant stands provided that the stand can be connected to a network		
Stands without a water connection that can be connected	81.00	75.7

to a network		
Basic charge all consumers with a conventional meter	12.09	11.3
Item 2- Charges for the supply of water per month		
Purified water per kilo-litre (1000 litres):		
(a) Household		
(i) From 0 kl to 6 kl	nil	nil
(ii) From 7 kl to 15 kl	6.85	6.4
(iii) From 16 kl upwards	9.20	8.6
(iv) Indigent 0 to 6kl		
(V) Water restriction - (16kl and above based on council decision)	15	
(b) Business		
(i) From 0 kl to 10 kl	7.38	6.9
(ii) From 11 kl to 30 kl	7.90	nil
(iii) From 31 kl and more	8.45	6.4
Item 3 - Consumers outside Municipal Area		
(a) Household		
(i) From 0 kl to 6 kl	6.85	nil
(ii) From 7 kl to 15 kl	7.04	6.4
(iii) From 16 kl and more	9.46	8.6
(b) Business		
(i) From 0 kl to 10 kl	7.04	6.9
(ii) From 11 kl to 30 kl	7.25	nil
(iii) From 31 kl and more	9.75	6.4
<u>ELECTRICITY</u>	-	
Item 1 - Levy on Availability		
Monthly payable by the owner in respect of all vacant premises (lots) without an electricity connection		
Monthly payable by a consumer		
(i) Domestic Consumer	96.6	87.85
(ii) Commercial Consumer	193.6	176

The above exclude indigent pre-paid meters		
Item 2- Domestic Consumers		
(i) From 0 to 50kwh	0.87	
(ii) From 51 kwh to 350 kwh	1.04	
(iii) From 351 kwh - 600 kwh	1.17	
(iv) From 601 kwh upwards	1.38	
(ii) Indigents 0 kwh to 50 kwh - free		
Energy level per kwh		1.04
Item 3 - Commercial Consumers		
(i) From 0 to 500 kwh	1.33	
(ii) From 500 kwh and above	1.44	
Energy level per kwh		1.33
Item 4 - Pre-paid / indigent Consumers		
Residential/ Churches/ Welfare		
From 0 - 50 kwh	nil	nil
From 50 kwh and more	1.11	1.04c
Business		
From 0 upwards	1.44	1.04
REFUSE REMOVAL	-	
Removal of refuse per Standard refuse bin		
Item 1 - Levy on availability		
All vacant stands (availability charge)	68.09	61.9
Item 2 - Business/ Domestic		
Business per refuse bin per month	68.09	61.9
Households		
(i) Once per week - charge per month	33.384	31.2
Item 3 - Removal of Refuse Bins at all Schools		
Removal of refuse bins at all schools per month	126.39	114.9

Item 4		
Churches	34.32	31.2
Welfare	34.32	31.2
REFUSE YELLOW BIN		
Rental	448	
cost of removal per bin	220	140
<u>SEWERAGE / DRAINAGE</u>	-	
Item 1 - Basic Charge / Availability Charge		
(i) Basic charge (premises with improvements), one point per month per household per unit	81	75.7
(ii) Basic charge (premises without improvements), monthly payable by the owner	81	75.7
(iii) Business per stand per month	81	75.7
Item 2 - Standard Tariff Per Point		
More than one point - charge per additional point per month		
(a) Hospitals and Nurses homes (1 bed = 1 point)	12.43	11.3
(b) All other institutions: one soil, water fitting = 1 point		
Item 3 - Septic Tank		
Suction per request - Amersfoort/ Wakkerstroom/ Perdekop	81	75.7
item 4 - Basic Charge		
Basic Charge - Household		
(i) Basic charge per month Ezamokuhle/ Esizameleni	49	45.5
(ii) Basic charge per month Siyazenzela	19	17.6
Item 5 - Septic Tank		
Suction French Drain out of town actual cost	138	119.9
Item 6 - Schools		
All schools in the municipality area per month	106.37	96.7
Item 7		

Dana Tehuis per month - as per agreement	1331	1210
Kana Tehuis per month - as per agreement	1331	1210
<u>VOLKSRUST/WAKKERSTROOM/ AMERSFOORT CEMETERIES</u>		2012/2013
Adult	447	418
Child	232	217
Reservation of graves	76	71
Yearly Renewal	76	71
All 8ft graves (extra amount)	72	67
Pauper burial		Free
<u>VUKUZAKHE/ EZAMOKUHLE/ SIYAZENZELA/ PERDEKOP/ ESIZAMELENI CEMETERIES</u>		
Adult	87	81
Child	65	61
Reservation of graves	54	50
Yearly Renewal	19	18
All 8ft graves (extra amount)	83	78
Pauper burial	Free	Free
<u>BUILDING PLAN FEES</u>		
<u>BUILDING INSPECTION FEES</u>		
Foundation	100.5	67
Super structure (above 500sqm		
Roof	100.5	67
Sewer installation	100.5	67
Completion		
Final	100.5	67
Re-inspection- should any of the inspection fail	100.5	67
renewal of plans-a year after date of approval 100% of fees as it was calculated		
Application to commerce construction of building prior to approval of plans(Section 7(6) of the NBR	900	
Submission of as- build buildings-inspection fees + 100% of tariff		
Consent to use, prior to issue of occupation certificate(Section 14(1A) of NBR	900	
Demolition Permit		
Application for Installation of Masts		
Submission of plans due to contravention notice		
Submission fee +100%		
Search fee-building plan	75	
Printing of building plans	45.1	41

Consent use	567	67
Rezoning	3757	67
Consolidation	274	67
Sub-division	425 plus 17 per portion over 5	63
Relaxation of building line	323	
Second Dwelling	567	
Division of land	3217	
Township	3757	
Site development plan	567	
Removal of restrictions	600	
Simultaneous rezoning and removal conditions	2000	
swimming pool	603	
<u>RENTAL OF VUKUZAKHE FLATS</u>		
One bedroom flat- 6	800	204
Two bedroom flat - 25	1200	232
Three bedroom flat - 5	1700	258
<u>LIBRARY FEES: VOLKSRUST / VUKUZAKHE/WAKKERSTROOM/AMERSFOORT/DAGGAK RAAL</u>		
Membership fee		
Family	52.8	48
Adults	37.4	34
Children	18.7	17
Fine per book per week - late return	5	2
Members outside the Pixley Ka Seme Municipality area additiona R100 refundable deposit.		
the period of validity for membership be 3 years from date of approval of membership application, where-after the new membership fee is applicable.		
<u>HALLS: VOLKSRUST</u>		
Town Hall	375.1	341
Minor Hall	180.4	164
Deposit	304.7	277
<u>HALLS: VUKUZAKHE/AMERSFOORT/EZAMOKUHLE/WAKKERSTR OOM/ESIZAMELENI/SIYAZENZELA/DAGGAKRAAL</u>		

Community Hall/Agricultural Hall	151.8	138
Deposit	304.7	277
Multi Purpose	424.6	386
Deposit	595.1	541
Trade and Training Centre	151.8	138
Deposit	304.7	277
<u>DEPOSITS</u>		
Households		
Water only	641.3	583
Water and electricity	955.9	869
Electricity only	641.3	583
<i>plus 2 months equivalent consumption</i>		
Business		
Water only	955.9	869
Water and electricity	1982.2	1802
Electricity only	955.9	869
<u>SWIMMING POOL FEES</u>	-	
Daily tickets	10	3
Seasons ticket	120	25
<u>TRAFFIC PROTECTION SERVICES</u>	-	
Abnormal load	3000	20
<u>TECHNICAL SERVICES</u>	-	
Testing of meter	150	120
Re-issue of ED card	20	10
Electricity tempering (fine) <i>plus estimated consumption</i>	4500	1200
Second Offence plus estimated consumption	5500	
Third Offence plus estimated consumption	7500	
Valuation Roll Soft copy(Disc)	235	
Valuation roll hard copy	340	
tender documents	300	250
R/ D cheques	200	

valuation Certificate	50	5
rates clearance certificate	25	2
Disconnection fees - Indigents	20	11.4
Reconnection fees due to non-payment	20	11.4
Disconnection fees - others	290	
Reconnection fees due to non-payment	290	
Notice to disconnect		
disconnection fees as per customer request	190	
reconnection fees as per customer request	190	
connection fee new consumer : water	70	28.5
connection fee new consumer : electricity	70	28.5
Interest on outstanding accounts will be determined by CFO from time to time based on the prime rate		
TLB hire to dig graves only in private property	75	

ASSESSMENT RATES

That in terms of the provisions of the LOCAL GOVERNMENT ACT, SECOND AMENDMENT, ACT 97 OF 1996, SECTION 10G(7)©, the following tariffs for assessment rates be determined:

Table 37 – Assessment Rates 2013/2014

<u>ASSESSMENT RATES</u>	<u>2013/2014</u>	<u>2012/2013</u>
All stands without buildings	0.0102	0.0085
All business and industrial stands	0.01027	0.0096
All stands with liveable residence		
R 0 - R15 000		
R15 000 and more	0.006848	0.0064
Small holdings / Agricultural Land	0.001712	0.0016
State Owner	0.0132	0.011
Mining	0.0132	0.011
Public Service - rebate 20%	0.0132	0.011
Welfare/Church - non Rebate	0.00910	0.0085
Amajuba Park Shopping Centre	19.26	18
unregistered properties:residential	0.006848	
unregistered properties:all other categories	0.010272	

REBATES

Table 38 – reates 2013/2014

<u>REBATES</u>	<u>2013/2014</u>	<u>2012/2013</u>

Rebate - Pensioners on assessment rates		
(i) Income R0 to R48 000	40%	40%
(ii) Income R48 001 to R72 000	25%	25%
(iii) Indigent households who are not pensioners	20%	20%

8.7 MUNICIPAL FINANCIAL VIABILITY

The tables below reflect the financial viability of the municipality and the capacity it has in order to ensure proper and effective service delivery.

The main focus of the investments will be:

- To address community needs
- To meet the millennium targets
- To create jobs
- To improve service delivery
- To improve communication and community participation

Table 39 – A1 Budget Summary

[illegible]

Table 40 – A4 Budgeted Financial Performance (Revenue and Expenditure)

MP304 Pixley Ka Seme (MP) - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Revenue By Source											
Property rates	2	13 723	14 622	13 769	14 593	16 308	15 963	15 963	17 889	19 753	21 728
Property rates - penalties & collection charges		–	–	–	–	–	–	–	–	–	–
Service charges - electricity revenue	2	24 564	22 658	34 674	37 786	37 786	38 939	38 939	40 742	47 128	51 840
Service charges - water revenue	2	9 468	23 102	11 310	9 367	11 867	18 639	18 639	12 698	14 359	15 795
Service charges - sanitation revenue	2	7 398	11 566	9 675	10 256	10 256	10 375	10 375	10 974	12 410	13 651
Service charges - refuse revenue	2	8 705	6 745	5 861	6 209	7 709	9 760	9 760	6 269	9 328	10 261
Service charges - other		–	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment		274	571	575	269	269	592	592	428	486	535
Interest earned - external investments		1 421	1 922	1 129	720	1 720	2 519	2 519	2 375	2 686	2 954
Interest earned - outstanding debtors		6 625	7 460	10 028	11 257	9 757	9 300	9 300	10 440	11 807	12 989
Dividends received		–	–	–	–	–	–	–	–	–	–
Fines		192	421	307	108	152	317	317	206	186	204
Licences and permits		–	–	–	–	–	–	–	1	–	–
Agency services		2 704	2 970	3 042	3 710	2 810	5 033	5 033	3 006	3 400	3 740
Transfers recognised - operational		53 837	110 466	110 866	86 403	86 403	103 696	103 696	91 143	90 453	93 711
Other revenue	2	266	19 053	108	15 803	2 424	607	607	1 656	1 933	2 126
Gains on disposal of PPE		–	–	–	–	–	–	–	11	–	–
Total Revenue (excluding capital transfers and contributions)		129 178	221 557	201 344	196 481	187 461	215 738	215 738	197 838	213 928	229 534
Expenditure By Type											
Employee related costs	2	50 944	61 871	58 900	62 636	59 650	60 631	60 631	69 514	76 051	83 657
Remuneration of councillors		5 350	5 408	5 536	6 686	6 686	7 257	7 257	7 850	8 906	9 796
Debt impairment	3	–	24 506	8 617	27 759	27 759	444	444	27 259	29 985	32 984
Depreciation & asset impairment	2	219 865	218 626	127 000	14 598	14 598	–	–	15 506	17 537	19 291
Finance charges		60	35	8	–	–	–	–	657	–	–
Bulk purchases	2	20 173	22 666	35 319	42 346	42 346	32 139	32 139	45 806	51 239	56 363

Other materials	8	–	–	–	–	–	–	–	23	–	–
Contracted services		2 849	2 598	6 550	–	–	4 089	4 089	8 451	7 194	7 914
Transfers and grants		253	15 363	4 413	15 425	15 425	5 483	4 569	19 960	15 893	17 482
Other expenditure	4, 5	32 888	40 456	45 239	69 572	58 460	43 143	43 143	46 995	64 275	70 702
Loss on disposal of PPE		–	–	–	–	–	–	–	–	–	–
Total Expenditure		332 381	391 529	291 582	239 022	224 924	153 185	152 271	242 021	271 080	298 189
Surplus/(Deficit)		(203 204)	(169 971)	(90 238)	(42 542)	(37 463)	62 552	63 466	(44 184)	(57 152)	(68 655)
Transfers recognised - capital				27 688	32 237	38 967			29 331	25 233	
Contributions recognised - capital		–	–	–	–	–	–	–	–	–	–
Contributed assets											
Surplus/(Deficit) after capital transfers & contributions		(203 204)	(169 971)	(62 550)	(10 305)	1 504	62 552	63 466	(14 853)	(31 919)	(68 655)
Taxation											
Surplus/(Deficit) after taxation		(203 204)	(169 971)	(62 550)	(10 305)	1 504	62 552	63 466	(14 853)	(31 919)	(68 655)
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		(203 204)	(169 971)	(62 550)	(10 305)	1 504	62 552	63 466	(14 853)	(31 919)	(68 655)
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		(203 204)	(169 971)	(62 550)	(10 305)	1 504	62 552	63 466	(14 853)	(31 919)	(68 655)

References

1. Classifications are revenue sources and expenditure type
2. Detail to be provided in Table SA1
3. Previously described as 'bad or doubtful debts' - amounts shown should reflect the change in the provision for debt impairment
4. Expenditure type components previously shown under repairs and maintenance should be allocated back to the originating expenditure group/item; e.g. employee costs
5. Repairs & maintenance detailed in Table A9 and Table SA34c
6. Contributions are funds provided by external organisations to assist with infrastructure development; e.g. developer contributions (detail to be provided in Table SA1)
7. Equity method
8. All materials not part of 'bulk' e.g. road making materials, pipe, cable etc.

Table 41 – A5 Capex

[illegible]

Vote 13 - Electricity		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Vote		18 778	23 706	27 688	32 237	40 566	9 825	9 825	29 331	25 233	-
Capital Expenditure - Standard											
Governance and administration		2 199	929	391	-	-	-	-	-	-	-
Executive and council		2 199	-	229	-	-	-	-	-	-	-
Budget and treasury office		-	243	162	-	-	-	-	-	-	-
Corporate services		-	686	-	-	-	-	-	-	-	-
Community and public safety		359	3 887	980	-	1 600	-	-	-	-	-
Community and social services		92	-	129	-	-	-	-	-	-	-
Sport and recreation		267	-	-	-	-	-	-	-	-	-
Public safety		-	3 887	851	-	-	-	-	-	-	-
Housing		-	-	-	-	1 600	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
Economic and environmental services		5 568	8 688	15 008	5 551	5 551	6 126	6 126	-	-	-
Planning and development		-	-	43	-	-	-	-	-	-	-
Road transport		5 568	8 688	14 965	5 551	5 551	6 126	6 126	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-	-
Trading services		10 651	10 202	11 310	26 686	33 415	3 699	3 699	29 331	25 233	-
Electricity		95	3 785	226	2 800	6 729	189	189	4 497	6 600	-
Water		2 336	48	6 600	15 736	16 965	1 688	1 688	10 617	8 600	-
Waste water management		8 221	6 355	1 772	8 150	9 721	1 822	1 822	14 217	10 033	-
Waste management		-	14	2 713	-	-	-	-	-	-	-
Other											
Total Capital Expenditure - Standard	3	18 778	23 706	27 688	32 237	40 566	9 825	9 825	29 331	25 233	-
Funded by:											
National Government		18 778	23 706	27 688	32 237	40 566	9 825	9 825	29 331	25 233	-
Provincial Government											
District Municipality											
Other transfers and grants											
Transfers recognised - capital	4	18 778	23 706	27 688	32 237	40 566	9 825	9 825	29 331	25 233	-
Public contributions & donations	5										
Borrowing	6										
Internally generated funds											
Total Capital Funding	7	18 778	23 706	27 688	32 237	40 566	9 825	9 825	29 331	25 233	-

References

1. Municipalities may choose to appropriate for capital expenditure for three years or for one year (if one year appropriation projected expenditure required for yr2 and yr3).
2. Include capital component of PPP unitary payment. Note that capital transfers are only appropriated to municipalities for the budget year
3. Capital expenditure by standard classification must reconcile to the appropriations by vote
4. Must reconcile to supporting table SA20 and to Budgeted Financial Performance (revenue and expenditure)
5. Must reconcile to Budgeted Financial Performance (revenue and expenditure)
6. Include finance leases and PPP capital funding component of unitary payment - total borrowing/repayments to reconcile to changes in Table SA17
7. Total Capital Funding must balance with Total Capital Expenditure
8. Include any capitalised interest (MFMA section 46) as part of relevant capital budget

Table 42 – SA1 Supporting Table[illegible]

Net Service charges - sanitation revenue		7 398	11 566	9 675	10 256	10 256	10 375	10 375	10 974	12 410	13 651
Service charges - refuse revenue	6										
Total refuse removal revenue		9 292	6 745	5 861	6 209	7 709	9 760	9 760	6 269	9 328	10 261
Total landfill revenue											
less Revenue Foregone		587									
Net Service charges - refuse revenue		8 705	6 745	5 861	6 209	7 709	9 760	9 760	6 269	9 328	10 261
Other Revenue by source											
Building fees, Re-Issue ED Cards & Membership fees		266	19 053	108	15 803	2 424	607	607	45	1 933	2 126
Connections									116		
Valuation, Clearance Certificates									2		
Print of Building Plans, Building Plan Fees & Tender Deposits									83		
Testing of Meters									2		
Town Planning & Cemetery Fees									72		
Surplus Cash									0		
Lost & Damaged Books									0		
Gravel Sales									10		
Electric Connections New Serv Stands									36		
PMU Income									1 279		
Swimming Pool Fees	3								10		
Total 'Other' Revenue	1	266	19 053	108	15 803	2 424	607	607	1 656	1 933	2 126
EXPENDITURE ITEMS:											
Employee related costs											
Basic Salaries and Wages	2	34 196	39 221	42 635	44 135	40 945	60 631	60 631	50 003	50 155	55 171
Pension and UIF Contributions		9 735	10 136	10 383	8 881	9 014			9 485	10 731	11 805
Medical Aid Contributions					2 542	2 542			2 566	2 904	3 194
Overtime		3 339	5 049	4 036	3 815	4 540			4 640	5 461	6 008
Performance Bonus		2 088	2 616						–	4 285	4 713
Motor Vehicle Allowance		846	1 710	1 327	2 099	1 419			1 570	1 778	1 955
Cellphone Allowance											
Housing Allowances		739	115	520	182	182			206	234	257
Other benefits and allowances			3 023		982	1 008			1 044	503	554
Payments in lieu of leave											
Long service awards											
Post-retirement benefit obligations											
sub-total	4										
	5	50 944	61 871	58 900	62 636	59 650	60 631	60 631	69 514	76 051	83 657
Less: Employees costs capitalised to PPE											
Total Employee related costs	1	50 944	61 871	58 900	62 636	59 650	60 631	60 631	69 514	76 051	83 657

[illegible]

Other	-										
Total contracted services		2 849	2 598	6 550	–	–	4 089	4 089	8 451	7 194	7 914
Other Expenditure By Type											
Collection costs											
Contributions to 'other' provisions				3 534	1 060	1 060					
Consultant fees											
Audit fees		2 198	1 760	2 338					2 895		
General expenses		24 596	32 250	32 025	55 188	44 076	32 136	32 136	30 926	48 998	53 897
List Other Expenditure by Type											
R&M	5 413	6 446	7 342	13 324	13 324	11 007	11 007	13 174	15 277	16 805	
		681									
Total 'Other' Expenditure	1	32 888	40 456	45 239	69 572	58 460	43 143	43 143	46 995	64 275	70 702

Repairs and Maintenance by Expenditure Item	8										
Employee related costs											
Other materials											
Contracted Services											
Other Expenditure		5 413	6 446	7 342	13 324						
Total Repairs and Maintenance Expenditure	9	5 413	6 446	7 342	13 324	–	–	–	–	–	–

1. Must reconcile with 'Budgeted Financial Performance (Revenue and Expenditure)

2. Must reconcile to supporting documentation on staff salaries

3. Insert other categories where revenue or expenditure is of a material nature (list separate items until 'General expenses' is not > 10% of Total Expenditure)

4. Expenditure to meet any 'unfunded obligations'

5 This sub-total must agree with the total on SA22, but excluding councillor and board member items

6. Include a note for each revenue item that is affected by 'revenue foregone'

7. Special consideration may have to be given to including 'goodwill arising' or 'joint venture' budgets where circumstances require this (include separately under relevant notes)

8. Repairs and Maintenance is not a GRAP item. However to facilitate transparency, municipalities must provide a breakdown of the amounts included in the relevant GRAP items that will be spent on Repairs and Maintenance.

9. Must reconcile with Repairs and Maintenance by Asset Class (Total Repairs and Maintenance) on Table SA34c.

10. Only applicable to municipalities that have adopted the 'revaluation method' in GRAP 17. The aim is to prevent overstating 'depreciation and asset impairment'

9 LOCAL ECONOMIC DEVELOPMENT

Local economic development (LED) is seen as one of the most important ways of decreasing poverty. Local economic development must aim to create jobs by making the local economy grow. This means that more businesses and factories should be started in the municipal area. As part of the IDP, key stakeholders in a municipality must come together to reach agreement and take decisions to make the economy grow and create income opportunities for more people, especially the poor.

The LED strategies should be based on the overall vision outlined in the IDP and should take into account the result of the analysis done to identify problems and prioritize development projects. It should also look at things like integrating our residential and work areas, building development corridors between areas and supporting the economy with good public transport.

National and Provincial government provides support for municipalities in developing local economic strategies. 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 prioritize job creation and poverty alleviation
 - LED must target previously disadvantaged people, marginalized 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
-

In the pursuit of meeting the goals set by National and Provincial Government, the municipality has over the years worked in partnership with other Government Sectors. The municipality has an out-dated LED strategy of 2005 which is currently being reviewed with the assistance of from the Department of Economic Development Environment and Tourism.

This LEDS, even in its out-dated state, has some critical suggestions as to what the municipality can concentrate on in order to ensure that the local economy works for the Dr Pixley Ka Iseme area of jurisdiction. Listed below are issues that the municipality has to consider going forward to ensure that LED brings about economic human development:

- 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 artifacts, 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.

The LED unit of the municipality in partnership with other sector departments has managed to identify projects that are feasible and are sustainable in their nature. The unit participated on the proper implementation of poverty alleviation projects initiated by the Premier, Honourable DD Mabuza, these project include Masibuyele Emasimini which was initiated 2007 and is still being

implemented with DARDLA in all administrative units of the municipality. War-On-Poverty project is also a project initiated by the Premier; the project was initiated in 2008 and is still being implemented in all administrative units of the municipality. These projects made great impact on the livelihoods of the beneficiaries that were identified for the project.

There are other poverty alleviation projects that the municipality has initiated, which aim at capacitating the communities and its beneficiaries on the effective usage of natural resources, mainly agriculture, as a means of making a living. These projects are being implemented around the administrative units with local beneficiaries; the details of the projects are listed below:

Figure 7 – LED Poverty alleviation projects

Project Name	Year initiated	Administrative Unit
Brick and Tile Manufacturing	2005 – to date	Vukuzakhe
Sewing Project	2005 – to date	Perdekop
Apple project	2005 – to date	Amersfoort and Daggakraal
Daggakraal Baker	2006 – to date	Daggakraal
Poultry Project	2007 – to date	Perdekop

The municipality has no plans to implement other projects in future that will meet a number of goals such as human development, reduce poverty, reduce the unemployment rate and boost the local economy whilst contributing to the GDP. The municipality is pursuing the success of a number of projects that will assist in reaching the abovementioned goals. The projects are listed below.

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. Gel project

The Gel Project is an initiative following the Policy on Alternative Energy from the Department of Energy to supply those residents not having access to electricity to be provided with ethanol gel and start-up stoves. The project is aimed at all Dr Pixley ka Isaka Seme Local Municipality's residents and the beneficiaries are youth, women and people living with disabilities.

3. 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 Project

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.

4. Dr Pixley Ka Isaka Seme Monument

The Dr Pixley Ka Isaka Seme Museum, Monument and Hospitality Complex is in honour of the founder of the municipality. It is intended to create employment; curb poverty and sustain the Tourist attraction of our area in terms of heritage. The monument was funded by the Department Sports, Culture and Recreation; it was constructed and unveiled in Daggakraal during the 2011/2012 f/y.

5. Mahatma Gandhi Monument and Hospitality Complex

Mahatma Gandhi Monument and Hospitality Complex is in honour of the late Mahatma Gandhi and is spear-headed by the municipality and the Department of Culture, Sport and

Recreation in terms of our heritage restoration. It is intended to create jobs and fight poverty.

10 Fly ash Project

Eskom has a footprint in the Mpumalanga Province and currently operating in 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.

11 Recycling Project

The LED unit is primarily responsible for job creation and ultimately reduce poverty through projects initiation. Recycling project that will include paper, tins, bottles and plastic is one move that anticipate administering the set goals. Youth cooperative from Vukuzakhe has been identified from through EPWP initiative to be trained and supported for this project. This project will create number of jobs and further assist in cleaning campaign to keep our township clean.

12 Majuba Rail Project

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.

LED Project Prioritization

Name of project	Project description	Project location	Number of jobs created	Source of funding	Support required
Truck Stop	Truck Stop and filling station with an overnight facility	Amersfoort		Eskom Municipality	
Gel Project	Alternative energy	Dr. Pixley ka		Dr. Pixley ka	Funding

	project	Isaka Seme LM		Isaka Seme LM	
Expansion of Kangra Coal Mining	Mining activity			Kangra Coal	
Phase 2 - Uthaka Game, Bird and Nature Park	Provision of camping facilities, accommodation, restaurants, bird viewing, etc. (Social Responsibility Project)	Wakkerstroom		DEA	Funding is being Requested to DEA
Dr. Pixley ka Isaka Seme Monument	Construction of the Dr. Pixley ka Isaka Seme Statue and Monument	Daggakraal		DSCR Dr. PKISLM	
Mahatma Gandhi Monument and Hospitality Complex	Construction of the Mahatma Gandhi and Monument	Volksrust		Indian Embassy, DSCR	
Farm Paardekraal	Poultry, Vegetable and fruit packing hub			Dr. PKISLM DEDET COGTA	
Family eco-adventure resort at Hey/ Shope dam	Construction of a resort to include restaurants, accommodation and conference facilities, indoor fitness centre, etc.	Wakkerstroom		GSDM	

Other projects that are being proposed for implementation are enlisted below, but do not have funding for implementation. These projects are as follows:

- Steel Project – Construction of window frames, Door frames etc... (Ward 6)
- Gyser Manufacturing Project (ward 6)
- Dairy Project (Ward 6)
- Dr Pixley Ka Isaka Seme Greening Project
- LED Recycling Project
- LED Toilet Paper Manufacturing Project

SEDA has assisted the municipality in educating local SMME's on various issues these include:

- The development of bankable Business Plans
- Tendering processes,
- Tendering procedures

- Registration of Co-ops with CIPRO
- Capacitating of SMMES
- After-care mentoring

With all the assistance from SEDA and other sector departments including MEGA, the municipality has 48 Co-ops operating within its jurisdiction. The municipality aims at future making use of these Co-ops in order for them to reach their maximum potential. To show its commitment to the growth of the local municipality, the Finance Department has set up a data base system that encourages local contractors and business owners to register so they too can benefit from the local economy.

9.1 COMMUNITY WORKS PROGRAMME

Introduction



The Community Work Programme (CWP) is an initiative designed to provide an employment safety net, by providing participants with a predictable number of days of work per month- thus supplementing their existing livelihood strategies and affording them a basic level of income security through work. The programme is targeted at unemployed and/or underemployed people of working age, including those whose livelihood activities are insufficient to lift them out of poverty. It is implemented at the local level at a 'site' and is designed to employ a minimum of 1000 people per site for two days a week, or eight days a month.

Programme's Background

The CWP was initiated by the Second Economy Strategy Project, an initiative of the Presidency located in the Trade and Industrial Policy Strategies (TIPS), a policy research NGO. Implementation of a pilot programme to test the approach began in 2007 under the auspices of a partnership between the Presidency and the Department of Social Development, who constituted a Steering Committee and provided oversight. With donor funding from the Employment Promotion Programme (EPP), the pilot phase was implemented in four local areas, viz Munsieville and Bokfontein, Alfred Nzo and Sekhukhune. The EPP Reference Group included representatives from Government (the Presidency, the Department of Labour), Cosatu and BUSA. It was funded by the Department for International Development- Southern Africa (DFID-SA).

As a result of its performance during the pilot phase, the CWP was accepted in 2008 as a new element within the second phase of the Expanded Public Works Programme (EPWP), and provisionally located within its new 'non-state' sector. In 2009, as further lessons from the pilot emerged, it became clear that the CWP could achieve significant scale, and could also contribute to a number of key strategic goals of Government. In his State of the Nation Address on 3 June 2009, President Jacob Zuma committed Government to 'fast-track' the CWP.

To go to scale and achieve these outcomes, it would be necessary to establish the CWP as a fully-fledged Government programme, with access to full programme funding. Accordingly, the decision was taken to locate the CWP within the Department of Cooperative Governance (DCoG), which is a department within the Ministry of Cooperative Governance and Traditional Affairs (CoGTA), with effect from 1 April 2010. The Steering Committee was also expanded to include DCoG, National Treasury and the Department of Public Works.

Implementation of the Programme

The programme was first implemented in July 2012 at Dr Pixley ka Isaka Seme local Municipality, on three wards (Ward 5, Ward9 and Ward 11) with the number of 84 participants per ward. It later went on to the other wards(1,2,3,4,6,7,8,10,11) of the Municipality. The total number of participants to date is 1186.

CWP PARTICIPANTS DEMOGRAPHICS	NUMBER	GENDER		WITH PHYSICAL DISABILITIES	NUMBER
				GENDER	
Female-Youth	515	Male-Youth	197	Female-Youth	5
Female-Non Youth	361	Male-Non Youth	102	Female-Non Youth	3
TOTAL FEMALE	876	TOTAL MALE	299	Male-Youth	0
Male-Non Youth			3		
TOTAL			11		

PROGRAMME DELIVERY

CWP work is allocated in different sector per ward. Sectors in which participants work per ward is as follows:

- Agriculture
- Infra-structure
- Environment
- Health, Social and Economy
- Education support

9.2 EXPANDED PUBLIC WORKS PROGRAMME

The EPWP is a nationwide program covering all spheres of government and state –owned enterprises and it draw significant numbers of the unemployed into a productive work, so that workers gain skills while they work, and also increase their capacity to earn an income. The EPWP aims to create 4.5 million work opportunities during phase 11 of the program.

While the EPWP provides an important avenue for labor absorption and income transfers to poor household in the short to medium-term, it was not designed as a policy instrument to address the structural nature of the unemployment crisis.

Key Components in EPWP

1. Target and accountability across government
 - Each public body to have annual job creation targets
 - Political and Administrative heads to commit and held accountable for achieving these targets.
 2. EPWP Incentive Grant
 - Phase 2 has introduced the wage incentive model through a grant to increase job creation efforts by public bodies by providing financial performance rewards.
 - Incentive grant for public bodies to create EPWP employment through providing R50 for every person-day of work created above a set minimum threshold-Infrastructure.
 - Social Sector Grant
 - Additional funds available to national environment programmes if they meet labor intensity targets.
 3. Non-state sector
 - Mobilize the capacity outside the state (capacity of NGOs, CBOs, non-profit organizations) to create work for EPWP targets group.
 - Work will focus on a wide range of activities as identified by local communities or the NGO's and CBO's.
 - Funding provided on the basis of the wage incentive.
 4. Technical Support to spheres, sectors and implementing bodies
-
-

- Implementing bodies requiring capacity can access support through the EPWP Unit other support programmes like the Technical Assistance Unit from National Treasury.
 - Technical Support to spheres, sectors and implementing bodies
- Implementing bodies requiring capacity can access support through the EPWP Unit other support programmes like the Technical Assistance Unit from National Treasury.

EPWP in Dr. Pixley Ka Isaka Seme Local Municipality

Dr. Pixley Ka Isaka Seme municipality did satisfy the criteria to be eligible to receive the EPWP incentive Grant for 2010/11 financial year. The goal of the incentive grant is to incentivize municipalities to increase job creation efforts in infrastructure and environment and culture programmes through labour intensive employment and the expansion of job creation in line with the EPWP guidelines.

The incentive grant allocation for the 2011/12 municipal financial year was based on:

- The number of full time equivalent jobs (FTEs) to be created above the predetermined minimum threshold (expressed as the minimum number of FTEs to be created from the municipality's infrastructure budget).
- The reward per FTE created @R13 800 FTE (R60 per person day of work for 230 calendar days).

The incentive grant is disbursed quarterly based on the actual quarterly job creation performance. National DPW will disburse the incentive based on the FTE reward of R60 per day for every person day of work created by our municipality above the set minimum threshold, in accordance with terms of this Agreement. Once received, the incentive grant is separate for EPWP so thus it cannot be used for any other purpose except EPWP.

Job Creation Targets

The national Department of Public Works (DPW) has determined the job creation targets which must be achieved to earn the incentive:

- For 2010/11 municipal financial year 1259 FTEs was the performance target for DPKIS municipality, which was the total number of FTEs that the municipality was required to create in 2010/11 municipal financial year. The municipality has already been rewarded for actual performance above the minimum threshold for quarters 1,2, & 3 of the 2010/11 municipal financial year.

- An indicative incentive grant allocation of R13 538 000 has been allocated to the municipality for the 2011/12 municipal financial year, which will be disbursed to the municipality based on actual quarterly performance validated.

The tables below depict the number of jobs created in during quarter 2 of the 2011/2012 financial year:

Table 29 – Job Creation (Infrastructure)

Project Description	Number of Job opportunities	Youth employed	Women employed (incl. youth and disabled)
Construction of internal street and storm water drainage in Esizameleni	24	4	2
Sewer Reticulation phase 2 in Perdekoop	12	8	5
Extension of Sewer reticulation in Ezamokuhle phase 3	14	9	5
Installation of Streetlight in Perdekop / Siyazenzela	38	11	5
Construction of Raods and stormwater in Vukuzakhe ward 3	41	23	14
construction surfaced street in Daggakraal	19	13	10
Vukuzakhe top structure VIP	43	32	22
Street and Storm Water Drainage in Wakkerstroom (internal)	11	7	5
Installation of water meter in Daggaakraal	81	9	9
Fencing of Cemeteries (All admin units)	22	19	3
VIP Sanitation in Daggakraal	98	70	45
Construction of Paving Blocks Road and Stormwater in Vukuzakhe (Ward 1, 2 & 3)	19	10	14
Brick making	35	15	12
Rehabilitation of internal Street in Volksrust	26	16	4
Construction of roads and storm water drainage	52	35	21
Total	535	281	176

Table 30 – Job Creation (Social)

Project Description		Number of Job opportunities
1	Account Folders	4
2	Indigent Monitors	25
3	Security Guards	45
	Total	74

Table 31 – Job Creation (Environmental)

Programme	Name of active Projects reported	Number of worked days	Jobs Created
Waste management	cleaning campaign	10484	169
Waste management	Roads & Storm water cleaning	2120	59
Total		12 604	228

9.3 MASIBAMBISANE RURAL DEVELOPMENT INITIATIVE (MRDI)

Background

The Masibambisane Rural Development Initiative is a programme that was initiated by President Jacob Gedley'hlekisa Zuma as the chairperson of MRDI. The unit which is an initiative aimed at eradicating poverty and stimulating economic growth in rural areas, launched on 6 November 2011. On that day he handed over RDP houses that were part of the presidential housing project, 2 bulls and 25 heifers and 1 ram and 25 ewes to a myriad of beneficiaries to the delight of the local community, the unit was initiated in all municipalities that are currently under the comprehensive rural development programme (CRDP), piloted in the Mkhondo Local Municipality in the Gert Sibande District Municipality. The unit was then spread to all three local municipalities under CRDP in the 2012/13 financial year i.e. Mkhondo Local Municipality, Dr. Pixley Ka Isaka Seme Local Municipality, and Chief Albert Luthuli Local Municipality.

The GSDM Agricultural unit (GSDM-MRDI) is mandated by and reporting direct to the portfolio committee, informed by the GSDM IDP 2012/2013 – 2016/17 and 2013/14 budget to assist the struggling cooperatives and other initiatives e.g. CWP in the rural areas that are involved in agricultural production. The operational arena of the unit is the local municipalities.

Table 43 – Earmarked Projects for MRDI Plan (2013/14) Dr. Pixley ka Isaka Seme Local Municipality

PROJECT	COOPERATIVE	AREA	ACTIVITY	BUDGET	TIME FRAME	JOBS CREATED		
						MALE	FEMALE	DISABLED
Crop production (Maize & Drybeans)	Igugulethu Agricultural Cooperative	Wakkerstroom (Ward 5)	Fencing of 2ha of Maize, seeds, Fertilizers, and LAN.	R200 000.00	July 2013	4	10	2
Vegetable Garden	Isidingo Vegetable Project	Amersfoort (Ward 8)	Equipment, Vegetable seedlings, fertilizers, and LAN	R50 000.00	August 2013	2	5	0
	Qedusizi Vegetable Project	Wakkerstroom (Ward 5)	Equipment, vegetable seedlings, fertilizers, and LAN	R 50 000.00	August 2013	3	12	0
	Phokophela Vegetable Project	Perdekop (Ward 6)	Equipment, Vegetable seedling, Fertilizers, and LAN	R 50 000.00	August 2013	4	16	1
	Siyazenzela Vegetable project	Perdekop (Ward 6)	Equipment, Vegetable seedlings, fertilizers and LAN	R 50 000.00	August 2013	2	3	0
Maize & Vegetables	Sinqobile Vegetable Project	Daggakraal (Ward 10)	Maize and vegetable seeds, production inputs, fertilizer & LAN	R70 000.00	August 2013	3	22	0
Vegetable Gardens	Community Worker Programme (Volksrust, Wakkerstroom, Perdekop, Amersfoort, Daggakraal)	All Wards	Garden tools, seedlings, fertilizer, irrigation pipes, LAN,	R150 000.00	July - On-going			

Outline on Support Required for Garden Projects

- Most Projects are not properly established and they require training at various skills that can assist the board to manage the business at an efficient manner. Workshops need to be organised for cooperatives on timely basis in equipping members with all necessary skills, and this can only be attained by working with other sister departments in government to provide specific assistance where possible. The perfect example is with Gugulethu Vegetable Cooperation, the infrastructure is good but 2Ha fencing is still required though. They still need training in managing a number of activities in their business e.g. finances, bookkeeping, record keeping, and so many more challenging skills.
- Wearing out infrastructure e.g. fencing, tanks, etc. is a major challenge all cooperatives are faced with. In order to establish a progressive project, security should be the primary concern as theft plays a leading role in the failure of most fallen businesses. The budget should spare an amount that may assist in restoring the worn out infrastructure to ensure security.
- Fertilisers, seeds and garden implements.

Outline on Support Required for Poultry Projects (Eggs)

- The same issue of training is the biggest challenge for the egg producing cooperatives. There are ways of handling Layers as a farmer that you need to be trained on. This act will help in creating responsible and progressive farmers.
- The egg producing cooperatives lack infrastructure that enables them to produce at a larger scale, as their production cannot be able to supply large businesses such as the Shoprite, Checkers, Spar, Town Businesses, township Businesses, and local people at the same time as they produce in small Cops which are either in their backyard or somewhere in the area provided by the municipality. The development of an organised setting to produce in is necessary to expand these cooperatives production capacity.

New Project

- a) Asivuke Siyonqoba Cooperative is not a well-developed cooperative, it is functioning though. They are registered as a secondary cooperative and all the registration documents (certificate & tax clearance) are in their proprietorship. The cooperative only lack land to start their projected vegetable garden that can produce at a larger scale.
 - b) CWP Agricultural Projects in all wards that are intended to support the schools feeding scheme programme and the supply of vegetables in clinics and Home Based Care Centres. The projects are also playing a role in supporting the families that do not have people working in them with vegetables. There should be assistance that is provided to these projects as the CWP workers are engaged in the projects with the aim of giving it back to
-

the communities they work in. Seedlings, other agricultural inputs and garden implements. Some of their areas they operate in still need to be fenced properly.

Project Requiring Assistance from DARDLA and Other Departments

1. Daggakraal bakery
2. Sihlosile Project
3. Kwasa farming Cooperative

Area	Name	Ward	Products	Status	Supporting Departments
Daggakraal	1. Daggakraal Bakery	9	Bread and Flour Products	Active	DARDLA
	2. Mosakong/Sihlosile	10	Variety of vegetables and Apples	In-Active	DARDLA & DEDET
	3. Phezukomkhono Mill	10	Milling Maize	Active	DARDLA
Amersfoort	4. Sinalo Apples Project	7	Apples and a few vegetables	Active	DARDLA & DEDET

CWP Earmarked project Break-down

Area	Ward	Institution	Challenges	Status	Contact
Volkstrust	2	Theu-Theu Primary School	<ul style="list-style-type: none"> • Spades X 4 • Forks X 4 • Wheel Barrows X 2 • Hand hoes X 4 • Watering cans X 8 • Snap sac X 1 • Rakes X 4 • Diamond Mash fence 20M X 50M X 1M • Slim Type Gate X 1 • Gate Poles X 2 • Balance Poles X 4 • Seeds (Variety of Vegetables) winter and summer crops • Fertilizers • Hose pipe 150M 	Active	Thandi Ntsuntsha 083 689 0558
	2	Zizameleni Primary School	<ul style="list-style-type: none"> • Spades X 4 • Forks X 4 • Wheel Barrows X 2 • Watering cans X 8 • Hand Hoes X 4 • Snap Sac X 1 	Active	Charlie Hlatshwayo 083 986 1480

			<ul style="list-style-type: none"> • Rakes X 4 • Training 		
	1	DSD Offices	<ul style="list-style-type: none"> • Rakes X 4 • Hand Hoes X 4 • Spades X 4 • Garden Forks X 4 • Watering Cans X 8 • Snap Sac X 1 • Wheel Barrows X 2 • Seeds (variety of Vegetables) winter and summer crops • Fertilizers • Diamond Mash Fence = 200M • Poles • Training • Slim Type Gate X 1 • Gate Poles X 2 • Balance Poles X 2 • Pliers x 3 • Side Cutters • Plain Wire 600M 	Active	Thandi Ntsuntsha 083 689 0558
Wakkerstroom	5	Bambelela Primary School	<ul style="list-style-type: none"> • Diamond Mesh Fence (30m x 80M) + (120M x 30M) + (30M x 110M) • Slim Type Gates X 3 • Gate poles X 6 • Balance Poles X 30 • Fencing Poles • Wheel Barrows X 3 • Rakes x 6 • Spades X 6 • Snake Repellent Plants • Seeds (Variety of Vegetables) winter and summer crops • Fertilizers • Watering cans x 10 • Grass Lashes X 6 	Active	Nomkhosi Mposula 073 820 3387
	5	Uthaka	<ul style="list-style-type: none"> • Rakes X 4 • Spades x 4 • Garden forks x 4 • Hand Hoes X 4 • Wheel barrows X 2 • Seeds (Variety of Vegetables) • Fertilisers 	Active	Nomkhosi Mposula 073 820 3387
Amersfoort	7	Ext 4 Vegetable	<ul style="list-style-type: none"> • 60M x60M Diamond Mesh 	Active	Thandeka Shabangu

		Garden Project	fence <ul style="list-style-type: none"> • Slim Type Gate X 1 • Gate Poles X 2 • Corner Poles X 4 • 10 000 M wire (plain) • Wheel Barrows X 4 • Spades X 8 • Garden Forks X 8 • Watering Cans X 15 • 10000L Jojo Tank • Rakes X 8 • Hand Hoes X 8 • Grass Lashes X 8 • Snap sac X 2 • Seeds (Variety of Vegetables) Winter and Summer crops • Fertilisers • Snake Repellent Plants 		078 296 7021 Sina Mabuza 073 165 9687
	8	Hlelimfundo High School	<ul style="list-style-type: none"> • Diamond Mesh Fence 400M² • Slim Type Gate X 1 • Gate Poles X 2 • Corner Poles X 4 • Balance Poles X 10 • Fertilisers • Hand Hoes X 4 • Rakes X 4 • Spades X 4 • Seeds (Variety of Vegetables) winter and summer crops • Hose Pipe 800M long • Garden Forks X 4 • Watering Cans X 8 • Training 	Active	Ayanda Nzima 073 271 9601
	8	Amersfoort Combined Public School	<ul style="list-style-type: none"> • Garden Forks X 4 • Spades X 4 • Rakes X 4 • Watering Cans X 8 • Hand Hoes X 4 • Wheel Barrows X 2 • Snap Sack X 1 • Seeds (Variety of Vegetables) winter and summer crops • Fertilisers • Hose Pipe 800M long • Watering Cans X 8 	Active	Ayanda Nzima 073 271 9601

	8	HBC Garden	<ul style="list-style-type: none"> • 60M x60M Diamond Mesh fence • Slim Type Gate X 1 • Gate Poles X 2 • Corner Poles X 4 • 10 000 M wire (plain) • Wheel Barrows X 4 • Spades X 8 • Garden Forks X 8 • Watering Cans X 15 • 10000L Jojo Tank • Rakes X 8 • Hand Hoes X 8 • Grass Lashes X 8 • Snap sac X 2 • Seeds (Variety of Vegetables) Winter and Summer crops • Fertilisers • Snake Repellent Plants 	Not Active	<p>Ayanda Nzima 073 271 9601</p> <p>Mxolisi Zwane 078 463 2424</p>
Daggakraal	9	Sinqobile A Clinic	<ul style="list-style-type: none"> • Garden Forks X 10 • Spades X 10 • Rakes X 10 • Watering Cans X 15 • Hand Hoes X 10 • Seeds (Variety of Vegetables) summer and winter crops • Snap Sacs X 2 • Silver Enamel Paint X 25l • Oxide Paint X 25l • Hose Pipe 800M • Wheel Barrows X 4 • Training 	Active	Gcinile Dlamini 072 915 2117
Perdekop	6	Perdekop	<ul style="list-style-type: none"> • Garden Forks X 10 • Spades X 10 • Rakes X 10 • Watering Cans X 15 • Hand Hoes X 10 • Seeds (Variety of Vegetables) summer and winter crops • Snap Sacs X 2 • Silver Enamel Paint X 25l • Oxide Paint X 25l • Hose Pipe 800M • Wheel Barrows X 4 • Training 		Lucy Nkosi 078 296 1269

10 INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY

10.1 ACCESS TO SERVICES

Outcome 8

The apartheid legacy of spatially and economically marginalizing the poor has meant that people live far from job opportunities and major services, typically in “dormitory” type residential areas. Many of our people who have jobs and a consistent salary find it difficult to sustain a decent quality of life, as they fall outside of the subsidy bracket but at the same time are unable to afford and access the mortgage products available from commercial banks.

The current housing development approach with a focus on the provision of state subsidized houses will not be able to meet the current and future backlog and there are questions related to its financial sustainability. We need to diversify our approach to include alternative development and delivery strategies, methodologies and products including upgrading of informal settlements, increasing rental stock, and promoting and improving access to housing opportunities in the gap market. The core subsidized housing product must be but one of many approaches.

The outcome is of critical importance for various reasons. Firstly, it is a requirement of the Constitution and Bill of Rights. Secondly, it is core to human dignity and social stability and is a key enabler of health, education and social cohesion outcomes. Lastly, with good planning, it can also serve as a catalyst for economic development and job creation. Ultimately, the outcomes of the national effort around human settlements must be seen in the context of social development and transformation as well as meeting the objectives of rolling back under-development.

Outcome 8 has the following outputs and measures:

Output 1: Upgrading 400 000 units of accommodation within informal settlements

Output 2: Improving access to basic services

Output 3: Improving the provision of 600 000 accommodation units within the gap market for people earning between R3 500 and R 12 800

Output 4: Mobilization of well-located public land for low income and affordable housing, with increased densities on this land and in general.

The Dr Pixley Ka Isaka Seme Local Municipality still has a huge legacy in terms of addressing the basic needs of its community, much is being 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, faces a main challenge in ensuring that rural communities also enjoy the same rights and benefits as urban communities in terms of basic services, much has being 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 and housing is still a major challenge, the level of access [Roads & Transport] to key service facilities [clinics, schools, government services, etc.] need attention as the district is rural by its spatial nature.

10.2 WATER AND WASTE TREATMENT PLANTS

The municipality has four Water Treatment Plants and five Waste Water Treatment Plants which are fully functional. The plants are maintained by the municipality, the plants are in the following areas:

Table 32 – Water and Waste Treatment Plants

WATER AND WASTE TREATMENT PLANTS	
WATER TREATMENT PLANTS	WASTE WATER TREATMENT PLANTS
Vukuzakhe WTP	Vukuzakhe WWTP
Amersfoort WTP	Amersfoort WWTP
Wakkerstroom WTP	Wakkerstroom WWTP
Volkstrust WTP	Volkstrust WWTP
	Perdekop WWTP

All the WTW are registered in terms of section 26 of the National Water Act 36 of 1998 as Class C Works. There is although urgent needs for the upgrading of the Vukuzakhe and Volkstrust WTP as the plants have reached full capacity. GSDM will be assisting the municipality in the upgrading of the Amersfoort WWTP.

10.3 WATER PROVISION

Dr Pixley Ka Isaka Seme supported by the District through its Water Blue Print will strive to contribute towards attaining the Millennium Development Targets through ensuring access of water to all by 2014 through partnerships with all spheres of government and the private sector (the National target of 2008 is not achievable due to insufficient funding and human resources capacity).

The GSDM is currently assisting the municipality with the provision of water in rural and farm areas. These projects include construction of boreholes and windmills; there have been challenges in private farms wherein admission is reserved.

Emanating from the Resolutions of the GSDM Council and other forums, roles and responsibilities have been shared to encourage intergovernmental cooperation, in terms of Section 88 of the Structures Act, between municipalities and other Spheres of Government so as

to harness improvements in service delivery. The Roles and functions have been defined as follows:

Table 33 – Water provision roles and functions

LOCAL MUNICIPALITIES	DISTRICT MUNICIPALITY
Planning (WSDP)	Planning (IWSDP)
Water Services Authority Activities	Bulk Water & Sanitation Supply (including plants treatments)
Water Reticulation and Distribution	Water Quality Management & Pollution Control
Water and Sanitation network O & M	Rudimentary Water Supply (Rural and Farms Area)
Water metering installation & maintenance	Water Loss Management
Meter reading for distribution	Water Conservation and Water Demand Management
Tariff and standards	Bulk meter installation / maintenance & reading
Billing and collection	

The estimated backlogs for the provision of a basic water and sanitation service is as provided in the section below (10.4.1) and has been derived from information obtained from a number of sources which is also available in the WSDP of the municipality.

In the pursuit to address the backlogs, the Premiers Coordinating Forum recommended that the backlog in projects to be implemented be categorised according to an order of priority, as follows:

- **Category “A”:** Those communities with no infrastructure given the highest priority and including sanitation bucket eradication projects.
- **Category “B”:** Projects that require refurbishment or its replacement as a matter of urgency.
- **Category “C”:** Projects which are of the purposed to improve the level of service to a community.

The Pixley Local Municipality does not purchase potable water in bulk from a Water Board or from a bulk Water Services Provider (WSP). All raw water is abstracted from local resources, which include Martin’s Dam, Amersfoort Dam and Paardekop Borehole, and from boreholes and rivers

on farm and in rural areas. Majuba Power Station is provided with water through a pump line from the Zaaihoek Dam. Dr Pixley Ka Isaka Seme LM is situated in the catchment area of the Upper Usuthu and the Vaal River.

Major Rivers in the area include the following:

- Mahawane River
- Sandspruit
- Waterval River
- Coldstream
- Papale
- Buffels River
- Gelykwater River

10.4 STATUS QUO

The municipality is currently embarking on a number of projects aimed at the basic provision of water around the municipality's jurisdiction. These projects are conducted in partnership with the Gert Sibande District Municipality and with funds from the MIG. There are 12 borehole projects around the municipality's jurisdiction aimed at providing basic water in rural/farm areas. With the known historical background of the Daggakraal area, there is a bulk water pump line project which is aimed at benefiting all the households in the area as it is currently in Phase 3.

As the population within the municipality's jurisdiction grows there needs to be control measures that ensure that water is readily available in the reservoirs. But this also requires that the whole scheme to be fully functional and have quality water that meets all the Green and Blue drop requirements. Moreover the scheme has to be in a standard that prevents water loss; all these aspects are discussed on the WSDP 2009-2013. These aspects assist in identifying loop holes in the scheme and possible areas that require this basic service. Below is a table that looks at the consumption units in the residential areas, a table that looks at the consumption for other industries and institution in the municipality's jurisdiction is available on the WDSP 2009-2013.

Table 44 – Water Consumer Units

Consumer Units for water			
No. of consumer units with:	Urban: Formal Town	Rural: Farmland	Total
1. None or inadequate	0	1750	1750
2. Communal water supply	4946	0	4946
3. Controlled volume supply	0	0	0
4. Uncontrolled volume supply: house connection	15449	750	16199
5. Total Served (2+3+4)	20395	750	21145
6. Total (1+5)	20395	2500	22895

Source PKSLM: WSDP 2009

In view of the table above it is evident that a total of 1750 consumer units do not have access to water in the rural area of the municipality and this affects 11% (9 770) of the population. There is also a portion of the population that has access to uncontrolled supply of water through yard connections. This indicates that the municipality has to fast track projects to upgrade the level of service in the areas that are of concern.

The table below (Table 35 – Water Services Infrastructure) depicts the overall value of the current infrastructure, refurbishment cost including O&M. It should also be noted that since the municipality does not have a compiled Infrastructure Assets register the information contained is a gross estimate hence the refurbishment cost are calculated for bulk infrastructure only.

Table 35 – Water Services Infrastructure

WATER INFRASTRUCTURE						
Value: RM			Operation and Maintenance – Cost RM/a			
Replacement Cost	Present Value	Refurbishment Cost	Operating	Maintenance	Bulk Water Purchase	Total
R 349,480m	R187,210m	R1 227 870	R 4 783m	R 935 000	R 50 000	R 5 768 000

Source PKSLM: WSDP 2009

10.4.1 Backlog

The table below depicts the current backlog in terms of the provision of water in all areas of the municipal jurisdiction. The majority of population does have access to water in exemption of the population in the rural areas which consist of 8% of the population.

Table 36–Water Backlog

Water Backlog			
Area	No. of Households	Adequate Water	No water service
Amersfoort	1697	1697	0
Daggakraal	5362	5362	0
Esizameleni	1642	1642	0
Ezamokuhle	2171	2171	0
Paardekop	268	268	0
Rural PKSLM	2710	960	1750
Siyazenzela	2175	2175	0
Volksrust	3709	3709	0
Vukuzakhe	2819	2819	0
Wakkerstroom	344	344	0
Total	22897	21147	1750
Percentage (%)		92%	8%

Source PKSLM: WSDP 2009

10.5 SANITATION

10.5.1 Status quo

Currently the municipality is embarking on projects that are aimed at the provision of sanitation that is above the RDP standard. The municipality is in partnership with the GSDM in the pursuit to deliver this basic service, more especially in the rural areas. The municipality's main focus in terms of the provision of sanitation is to provide sanitation that is above RDP standards for all its residents.

The table below clearly indicate that a total of 20 395 (89%) households have access to sanitation that is above RDP level.

Table 36 – Sanitation Consumer Units

Consumer Units for Sanitation			
No. of consumer units with:	Urban: Formal Town	Rural: Farmland	Total
1. None or inadequate: Below RDP: Pit	0	2500	2500
2. None or inadequate: Below RDP: Bucket	0	0	0
3. Consumer installation: On site dryer equivalent, including VIP, USD, composting system	7512	0	7512
4. Consumer installations: Wet (Septic tank, digester or taker dislodge or effluent discharge to an oxidation pond etc.)	0	0	0
5. Discharge to sewer treatment works (intermediate or full waterborne)	12883	0	12883
6. Total Served (3+4+5)	20395	0	20395
7. Total (1+2+6)	20395	2500	22895

Source PKSML: WSDP 2009

10.5.2 Backlog

The municipality has implemented a number of projects mostly in the more rural areas of the municipality's jurisdiction in order to address the backlog. As indicated on Table 45 – Sanitation Backlog, it is clear that the provision of sanitation has to be focused to the more rural areas of the municipality's jurisdiction.

Table 45 – Sanitation Backlog

Sanitation Backlog				
Area	No. of Households	Sanitation above-RDP	Sanitation above-basic	Sanitation below-RDP

Amersfoort	1697	1649	48	0
Daggakraal	5362	416	4946	0
Esizameleni	1642	1642	0	0
Ezamokuhle	2171	1697	474	0
Paardekop	268	268	0	0
Rural PKSLM	2710	210	0	2500
Siyazenzela	2175	169	2006	0
Volkstrust	3709	3709	0	0
Vukuzakhe	2819	2819	0	0
Wakkerstroom	344	306	38	0
Total	22897	12885	7512	2500
Percentage (%)		56%	33%	11%

Source PKSLM: WSDP 2009

The municipality has been implementing projects that are aimed at addressing the sanitation backlog, more especially to households that have sanitation that is below the RDP level. In the previous financial years (2009/2010; 210/2011) the municipality has provided VIP toilets to 700 households.

10.6 ELECTRICITY SUPPLY

10.6.1 Status quo

Majuba Power Station



Majuba Power Station is located between Volksrust and Amersfoort it is a coal-fired power plant operated by Eskom. Majuba is Eskom's only power station that is not linked to a specific mine and it receives its coal from various sources. Construction started in September 1983 and by April 1996 the first unit was connected to the grid.

The last unit was commissioned in April 2001. Majuba has three 665MW dry-cooled units and three 716MW wet-cooled units with a total installed capacity of 4,110MW with a turbine Maximum Continuous Rating of 35.3% on the dry-cooled turbines and 37.7% on the wet-cooled units.

Eskom's **Underground Coal Gasification** UCG demonstration plant commenced delivery of gas to Unit 4 at Majuba Power Station. The gas is being co-fired with coal, and contributes 3MW to the unit's current electricity production of approximately 650MW. This is a historic occasion, as it marks the first production of commercial electricity from UCG gas outside of the former Soviet Union.

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. The electricity is provided through both the conventional method and the prepaid system.

Volksrust

The distribution of electricity in Volksrust is mostly underground and streetlight upgrades are on-going and not all roads have streetlights which is a concern. Currently there are no network upgrades in process. The connection to houses are provided by the municipality and the available capacity on the network was estimated at 8 MVA with a backlog estimate of 3,5 MVA. One of the critical general projects to be executed in the near future is the provision of street lights for all the roads in town. Volksrust can only be supplied with transformer banks that are paralleled. An application is in place with ESKOM to increase the demand of Volksrust.

Vukuzakhe

The distribution of electricity in Vukuzakhe is mostly underground and provided by the local municipality. No streetlights are installed in the town which is of great concern. The available capacity of electricity was estimated at 8MVA with a backlog of 3,5 MVA. One of the critical general projects identified was the installation of streetlights which will form part of the MIG funding provided. The substation in Vukuzakhe needs to be upgraded from 9 MVA to 12,5 MVA and applicable network switched need to be installed to distribute the additional power.

Amersfoort

The distribution of electricity in Amersfoort is mostly overhead and provided directly by ESKOM. Limited streetlights are installed in the town and no network upgrades are currently proposed. The available capacity for the town is 500 kVA and no backlog capacity was identified. One of the critical general projects to be executed is the installation of streetlights in the town. Furthermore both Amersfoort and Ezamokuhle are currently close to peak capacity and new applications are dealt with on an on-going basis.

Ezamokuhle

The distribution of electricity in Ezamokuhle is mostly overhead and no streetlights are installed which is of great concern for public safety in the town. MIG funding has been secured for the installation of streetlights. No other network upgrades are currently proposed. Ezamokuhle shares the 500 kVA capacity with Amersfoort and therefore no capacity backlog is also recorded for the town.

Perdekop & Siyazenzela

The distribution of electricity in Perdekop and Siyazenzela is mostly overhead and provided by ESKOM. Siyazenzela has no streetlights installed and an amount of R 1 600 000-00 was allocated to Perdekop for the installation of streetlight. The available capacity for the two towns is approximately 1 MVA with a 100 kVA capacity backlog. Critical general projects to be executed are the installation of streetlights in both towns. ESKOM is currently underway to supply electricity to approximately 80 outstanding applicants.

Wakkerstroom & Esizameleni

The distribution of electricity in the two towns is mostly overhead and it is supplied by ESKOM. Limited streetlights are installed in Wakkerstroom and none in Esizameleni. The available capacity for both towns is approximately 500 kVA with an approximate 200 kVA backlog. Critical and general projects to be executed are the installation of streetlights in both towns. Currently there is an ESKOM embargo on all new connections until the completion of the Zaaihoek Dam Substation.

Daggakraal and Sinqobile

The distribution in Daggakraal and Sinqobile A, B and D is mostly overhead and the supply of electricity is directly from ESKOM. No streetlights are currently installed in either of the towns. The available capacity in the above mentioned area is approximately 1 MVA with an approximate 300 kVA capacity backlog.

The distribution in Sinqobile C is mostly overhead and the supply of the electricity comes from the municipality. Some streetlights have been installed in the area but the installation of streetlights is still a critical and general project that needs to be executed in future. Critical and general projects to be executed is a supply line auto-recloser of 600A with remote switch to the value of R 300 000.

Rural Areas

The distribution of electricity in the rural areas is supplied by ESKOM on an ad hoc basis.

Table 46 – Access to electricity and usage

Access to Electricity and Usage			
Access	2000	2005	2010
Electrical Connections	71.6%	79.4%	82.6%
No electrical Connections	5 152	4 532	4 105
Usage	2000	2005	2010
Lighting only	7 847	10 219	8 845
Lighting and other	5 128	7 252	10 621
Total	12 975	17 470	19 465

Source: IHS Global Insight Regional eXplorer version 588

For the programmes and projects intended for the provision of Electricity please refer to Part Two of this IDP under Projects and Programmes.

10.7 ROADS AND TRANSPORTATION

The municipal roads are in a bad state due to high volumes of coal haulage trucks that transport coal to the Majuba 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 its 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.

10.7.1 Status Quo

National, provincial and municipal roads construction and maintenance is joint effort from three spheres of government, hence the significance of a joint alliance to be established towards addressing matters of common interest. The construction and maintenance of all these roads is

ongoing, not only does it improve the road infrastructure but also creates employment as part of EPWP.

Table 38 – Total Roads

Status	Total Roads in length
Total Km	281.36 km
Interlocking bricks surfaced	3 km
Gravel roads	193.56 km
Tarred roads	84.8 km

Table 38 above clearly depicts the current status on the road infrastructure, 68% of the roads in the municipalities jurisdiction is gravel. The municipality, with assistance from National and Provincial, will have to invest in upgrading these roads.

Even in the absence of a roads and storm water plan that will clearly outline the plans for the upgrading and maintenance of all the roads, the municipality ensures on allocating funds towards the general maintenance of roads and also upgrading.

The most prominent road in the municipal jurisdiction is the N11, crossing the area from north to south. The responsibility of this road falls under the jurisdiction of SANRAL. Other National routes traversing the area are the R23 from Standerton to Volksrust and the R35 from Bethal to Amersfoort. Both these roads fall under the jurisdiction of SANRAL.

Provincial roads in the study area are as follows:

- P7/2 Piet Retief to Wakkerstroom (tarred)
- P7/1 Wakkerstroom to Volksrust (tarred)
- P7/3 Volksrust to Vrede (tarred for 20 km)
- P97/1 Amersfoort to Perdekop (tarred)
- P48,3 Amersfoort to Daggakraal (tarred)
- P97/2 Amersfoort to Piet Retief (Not tarred)
- P96/1 R35 to Standerton (Not tarred)

These roads as well as a number of District roads fall under the jurisdiction of the Mpumalanga Department of Public Works, Roads and Transport. Roads Department, Ermelo branch is the responsible office for the maintenance of these roads. The District roads are in a bad state due to a lack of maintenance and high volumes of coal haulage trucks that transport coal to the power stations within and beyond its jurisdictional area. As indicated on the attached plan (**Figure 2**) Pixley Ka Isaka Seme Local Municipality area of jurisdiction is well serviced with a network of National, Provincial and District roads. Internal roads consist mainly of tar roads and graded gravel roads as discussed below for each of the settlements.

Volksrust

The majority ($\pm 95\%$) of the roads and streets in Volksrust are tarred and provided with storm water drainage, either with underground storm water pipes or with concrete side drains. Roads are in good condition with certain patches of road that needs upgrading and approximately 5% of the road in the town needs to be tarred.

Vukuzakhe

Approximately 40% of all roads in Vukuzakhe are tarred, with side drains to accommodate storm water. All main roads as well as taxi and bus routes have been tarred to a good standard and are well maintained.

Amersfoort and Ezamokuhle

Only the thorough ways as well as the link roads have been tarred with side drains and kerbing to accommodate storm water.

Perdekop and Siyazenzela

Relatively few roads, mainly thorough ways to Standerton and Amersfoort ($\pm 13\%$) are tarred. Storm water is accommodated by means of side drains. The remainder of the streets are graded gravel streets with no storm water drainage.

Wakkerstroom

Only the thorough way to Volksrust, Piet Retief and Newcastle as well as link roads are tarred with no storm water management system in place.

Daggakraal and Sinqobile

There are no tarred roads, except for the road from Amersfoort, which is a district road maintained by the Department of Public Roads and Transport. Attention will have to be given to address the problem of gravel streets because of the maintenance cost implication, as well as accommodation of storm water drainage.

Rural Areas

Access to rural areas is by means of district roads or public roads which are gravel roads. The issue of the level of access (Roads & Transport) to key service facilities (clinics, schools, government services) need attention as most of the municipality is rural by its spatial nature.

10.8 WASTE MANAGEMENT

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 reference to the differentiation provided above the table below shows the 2010 waste quantities per category.

Table 47 – Refuse Removal Serviced Areas

ADMINISTRATIVE UNIT							
	Volksrus	Vukuzakhe	Amersfoort	Ezamokuhle	Wakkerstroon	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

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 sits 20 005 are households that are serviced. The municipality faces a great challenge in terms of having an effective waste management programme due to the absence of a Integrated Waste Management Plan (IWMP). The municipality is partially covered within the IWMP of the GSDM, but the need for a IWMP that specifically deals with all the waste management issues in the area.

11 SOCIAL DEVELOPMENT AND COMMUNITY SERVICES

11.1 COMMUNITY FACILITIES SUMMARY

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 48 – 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
Hospices	3
Social Workers	12
Old Aged Homes	2
Day Care Centres	24
Multi-Purpose Community Centre	1
Community Hall	10
Police Station	5
Post Office	5
Education Institutions	
Independent Schools	1
Public Primary Schools	36
Public Secondary Schools	7
FET	None

In relation to the population of 97 173 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 institutions as the unavailability of this institution is regarded as the element that contributes to the level of unemployment.

Thusong Services Centres (TSCs)

The PCF chaired by the Honourable Premier of Mpumalanga Province resolved during 2005/06 financial year to support municipalities for the development of additional Thusong Service Centres. This was to be done through the conversion of identified unused municipal buildings to serve marginalized communities with a variety of government services. An amount of R6, 1 million was initially allocated to renovate the following buildings in Gert Sibande District Municipality:

- Mbangwane Thusanong Center
- Wonderfontein Thusanong Center
- Leandra Thusanong Center
- Breyten Thusanong Center
- Driefontein Thusanong Center
- Marapyane Thusanong Center
- Moremela Thusanong Center
- Louiseville Thusanong Center, and
- Siyathemba Thusanong Center

The Department of Local Government and Housing has also budgeted for further renovation of additional 2 TSCs buildings in Sakhile and Siyathuthuka in the 2007/08 financial year.

An amount of R11,355 million was made available for the 2007/08 financial year for the appointment of the Centre Managers and IT Specialists to the already renovated TSCs buildings that were to be commissioned in the first quarter of 2007/08. Sixteen (16) positions were advertised and Service Level Agreements were to be finalized with the relevant sector departments by July 2007.

At Dipaleseng, the TSC in Siyathemba is working well and the Department of Local Government & Housing is in the process of appointing the Centre Manager. The Centre is currently housing the Department of Home Affairs, the Department of Health and the office of the Community Development Workers; and applications from the Department of Labour, Agriculture and Education are still being considered. As soon these applications have been finalised, arrangements will resume launching the centre, as the requirement for an official launch is that there should be six (6) departments in the facility.

Albert Luthuli Municipality has a service centre at Empuluzi, Fernie B and are planning to open another one in Tjakastad. As indicated above, Govan Mbeki currently has a service centre in Leandra and plans to establish operational centres in Embalenhle and Emzinoni respectively.

Apart from the above, the following Thusong Service Centres have been in existence in the GSDM area since before 2005:

- Mpuluzi Albert Luthuli Municipality
- Tholulwazi Govan Mbeki Municipality

Key Issues pertaining to Thusong Service Centres includes among others the following:

- Rate at which TSCs are build/established;
- Buy in by all Government Departments;
- Need for Youth and Women empowerment services therein; and
- Inadequate government services provided in the centres

Provision of housing remains the function of the Provincial Department of Human Settlements; to this extent the PKISLM has a crucial role to play to ensure that the basic services are in place in order to create human settlements and to develop communities sustainably. Programmes such as the Comprehensive Rural Development Programme (CRDP) also assist in the development of human settlements more especially in our rural areas.

It is also imperative to note that the municipality has a large demand for housing as the last allocation. The municipality has been fortunate in that the Department of Human Settlement has made allocations in via the PHP in 2010/2011 and 2011/2012. There are however structures from 2001 that were built in all administrative units which now have structural defects which pose great harm to the families. The Department of Human Settlements is thus urged to positively respond to the issues that are emanating from the community in respect to backlogs (0) and structural damages.

11.2 STATUS QUO

The dwelling structures around the municipality's jurisdiction differ from one administrative unit to another. It cannot be said that there is a particular dwelling type in a specific area, as one area can comprise of all the dwelling types. The dwelling structures are characterized in the table below, which also indicates the number of dwelling typologies per structure:

The total number of households in the municipal area amounts to 19 383. The municipal jurisdiction comprises of 11 wards as explained in the municipal overview. The table below indicates the number of households per ward within the municipal area.

Table 49 – total number of Households

Dr Pixley Ka Isaka Seme Local Municipality – Households		
Area	Ward	No of Households

Vukuzakhe	Ward 1	4 958
Vukuzakhe	Ward 2	3 451
Vukuzakhe	Ward 3	2 611
Volksrust	Ward 4	2 509
Wakkerstroom	Ward 5	1 866
Perdekop	Ward 6	1 286
Amersfoort	Ward 7	1 027
Ezamokuhle	Ward 8	676
Daggakraal & Sinqobile	Ward 9 – 10	1 454
Total		19 838

The municipality is currently implementing a programme on the evaluation of all properties under the municipal jurisdiction. This information will be utilized to determine the growth of household, the value of erven within the municipal area, and more especially it will assist the municipality in the determination of areas that can be zoned for economic benefit.

Table 50 – Housing Typologies

TYPOLOGY	NUMBER
Very Formal	3 278
Formal Households	16 485
Informal Households	1 479
Traditional Household	2 329
Other	0
Total	23 571

Source: IHS Global Insight Regional Explorer version 588

11.2.1 Tenure Status

The municipality currently faces challenges in terms of the correct ownership status of many sites in the area. In areas like Daggakraal the two main owners of land in the area are Mr J Kennard and the Hlanganani Trust. This ownership status in Daggakraal has posed a huge challenge in the provision of services to the areas concerned. Mr J Kennard has had engagements with the municipality in terms of handing over some portions of land to the municipality. In doing that, the municipality will then facilitate a transfer of ownership to the beneficiary concerned. This process will require intervention from the Office of the Premier Mpumalanga, Department of co-operative governance and traditional Affairs and also the Department of Land Affairs.

In other administrative units there are challenges in terms of ownership rights, there are instances wherein the occupant of a erven is making payment for rates and services wherein the

owner of that site is still demanding the land after it being purchased by the occupant. A lot of community members in the municipal area are faced with similar cases of which some of tenure issues fall under deceased estate.

The statements above are supported by the fact that in 2001 only 37.05% of the population in the municipality had ownership to land. With the Census survey conducted by Statistics SA the ownership status increase to 39.99% which is close to 3%.

11.2.2 Housing Backlog

The municipality is facing backlogs in terms of provision of housing for the people, even though the core function of housing provision is a responsibility of the Provincial Human Settlements, the allocations are not addressing the needs. There were however allocations for housing for the 2010/2011 and the 2011/2012 financial year that looked at addressing informal housing in Ezamokuhle and the provision of Rural subsidy housing in Daggakraal, special housing projects were also initiated throughout the municipal area to ensure that the most impoverished families have access to adequate housing. Not only did these projects assist in providing shelter for our communities, it also provided a platform for job opportunities and acquiring of skills. These projects are a step in the right direction but do not resolve the backlogs that are faced by the municipality faces annual population growth.

The table below (Table 51 – Housing Backlog) depicts the picture on the ground in terms of housing provision. The provision of social housing is an option that can be considered as means of providing housing as there are people within the working class whom do not have enough financial strength to purchase property but can afford rental on social housing.

The municipality is currently initiating projects aimed at the provision of land through Township Establishment. This will address the issues of over crowing, more especially in the townships. Some of the land is given to indigents and some of the land is sold to those who are in the working class. In terms of provision of land to indigents the municipality works in partnership with the Department of Home Affairs and the Department of Human Settlements.

Even with such efforts, the need for land and formal housing is not decreasing hence there need to be programmes that will address the backlogs before the issue of demand is monitored accordingly.

Table 51 – Housing Backlog

NO.	AREA	WARD	LAND AVAILABILITY (OWNERSHIP)	TOWNSHIP ESTABLISHMENT	SOCIAL AMENITIES REQUIRED	HOUSING BACKLOG	2012	2013	2014	2015	2016	Total of proposed backlog allocation
1	Vukuzakhe	1	Municipal	Land to be identified and proclaimed for Township Establishment for and estimated: 410 properties	Hall, school, sports field, crèche, police station, old age home, park renovation 1x4, graveyard, taxi rank, bus shelters 1x3, clinic, orphanage	275	225	185	155	155	155	875
2	Vukuzakhe	2	Municipal	Land to be identified and proclaimed for Township Establishment for and estimated: 310 properties	Hall, school, sports field, crèche, police station, old age home, park renovation 1x6, graveyard, taxi rank, bus shelters 1x3, clinic, orphanage	275	155	155	155	155	105	725
3	Vukuzakhe	3	Municipal	Land to be identified and proclaimed for Township Establishment for and estimated: 390 properties	Hall, school, sports field, crèche, police station, old age home, park renovation 1x6, graveyard, taxi rank, bus shelters 1x3, clinic, orphanage	275	235	155	155	155	105	805

4	Wakkerstroom	5	Land for Development is insufficient. New Area needs to be identified and acquired	Land to be identified and proclaimed for Township Establishment for and estimated: 450 properties	Halls 1x2, primary and secondary schools, clinic, crèche, old age home, parks 1x3, grave yard, taxi and bus rank with shelters 1x4	500	200	225	200	150	180	955
5	Perdekop	6	Municipal	There are existing sites that have been surveyed and subdivided	Grave yard, primary school, crèche, bus shelters 1x5, skills development center, Thusong center, old age home, trauma center	500	325	175	200	150	150	1000
6	Daggakraal	11	Private	Land to be identified and proclaimed for Township Establishment for and estimated: 500 properties	Hall, crèches 1*2, clinic, trauma centre, drop in centre, park, sport ground, 1*2 bus/taxi station 1*6, police station, Taxi rank, old age home, grave yard, skills training center.	500	300	300	250	250	200	1300
7	Daggakraal	9	Private	Land to be identified and proclaimed for Township Establishment for and estimated: +-500 properties	Bus shelets 1*2, youth centre, sports centre, orphanage, street lights, internal roads upgrading, sewer system, skills training center,	500	300	300	250	250	300	1400

					shopping mall, gravel road upgrading to join N11 to Volksrust, bank or Arm, Taxi rank, grave yard.							
8	Amersfoort	7	Municipal	Land to be identified and proclaimed for Township Establishment for and estimated: 450 properties	Clinic, multipurpose hall, multi sports center, high school, old age home, orphanage home, skills training center, regional court, police station, trauma center, tourist hotel, parks 1x3, moral regeneration center, human rights commission center, public protector office, departments office (Labour, social development, home affairs)	500	450	200	200	200	200	1250
9	Amersfoort	8	Municipal	Land to be identified and proclaimed for Township Establishment for and estimated: 450 properties	School, hall, crèche, old age home, parks 1x6, grave yard, taxi rank, bus shelters 1x 8, orphanage home, skills training center,	500	250	200	200	200	200	1050

					trauma center, florist, police station.							
10	Volksrust	4	The land belongs to Khulani Balimi: land to be developed in accordance to rural subsidies as prescribed above		Old age home, orphanage, police station, clinic, Thusong centre	275	155	155	155	105	105	675
11	Daggakraal	10	A total of 1100 household have to be rectified	Land to be identified and proclaimed for Township Establishment for and estimated: +- 500 properties	Bus shelters 1x15, grave yard, community hall, primary school (Sinqobile D), bank or ATM, orphanage, crèche upgrades, youth center, stormwater upgrade, internal gravel road upgrading, shopping complex or mall, post office, water yard connection, street lights, tar roads from Daggakraal to Volksrust, library, skills training center,	500	320	320	320	320	320	1600

				drop-in center, trauma center, water borne toilets.							
TOTAL ALLOCATIONS					4600	2915	2370	2240	2090	2020	11635

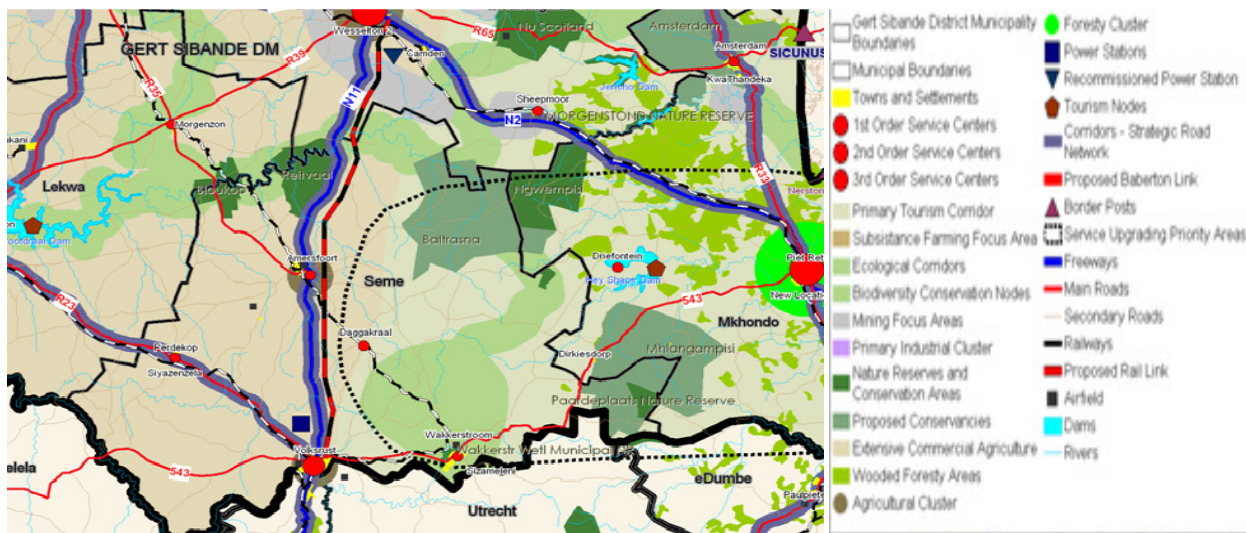
RURAL SUBSIDY AREAS									
NO.	AREA	FARM NAME	WARD	LAND AVAILABILITY	TOWNSHIP ESTABLISHMENT	SOCIAL AMENITIES		HOUSING BACKLOG	2012/2013
				OWNERSHIP		EXISTING	REQUIRED		
1	Vukuzakhe	Khulani Balimi	4	Private	No, though zoning is agricultural	None	Yes	50	50
2	Wakkerstroom	Emahhashini	5	Private	No, though zoning is agricultural	None	Yes	50	50
3	Perdekop	Palmfort / walfontein	6	Private	No, though zoning is agricultural	None	Yes	10	10
4	Amersfoort	Zoo Alce Jy Lyt	8	Private	No, though zoning is agricultural	None	Yes	50	50
5	Daggakraal	Kalkoenkrans	10	Private	No, though zoning is agricultural	None	Yes	20	20
TOTAL ALLOCATIONS								180	180

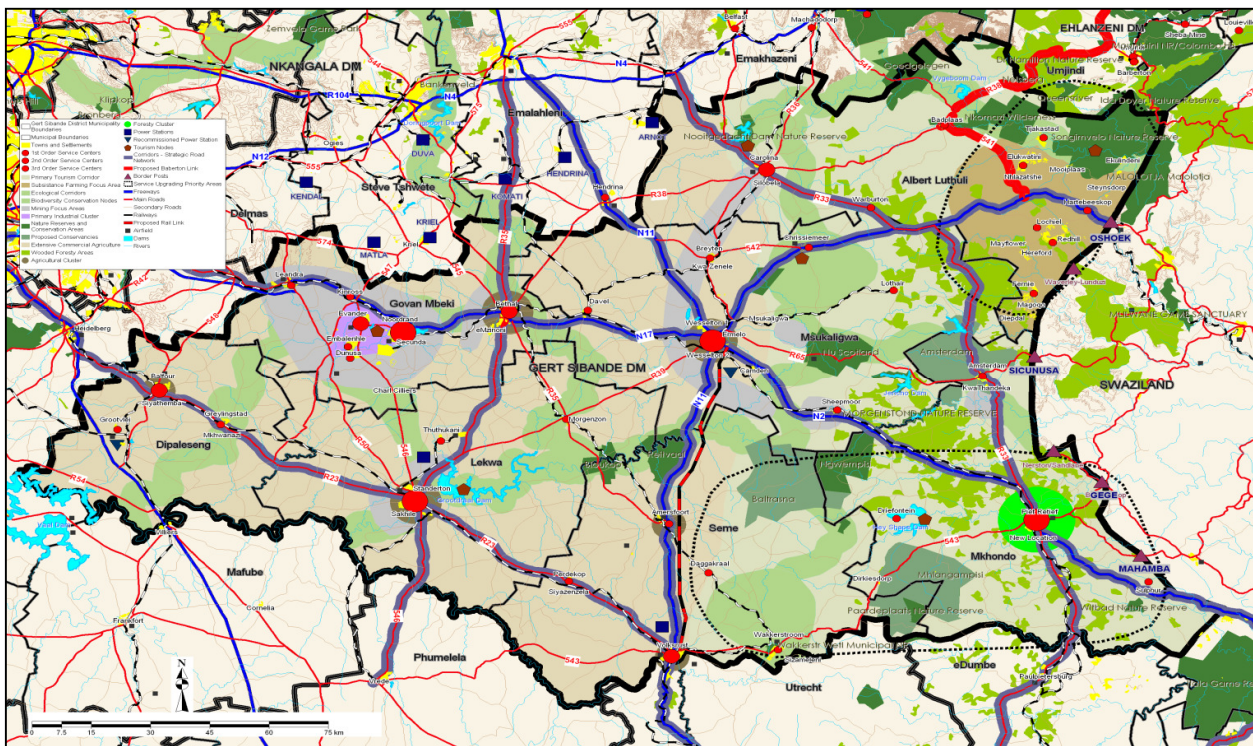
12 LAND USE AND SPATIAL DEVELOPMENT

Map 2 – Spatial Structure: Dr Pixley Ka Isaka Seme LM *focuses on the spatial structure of the Dr Pixley Ka Isaka Seme LM*, Map 3 – Spatial Structure: GSDM *reflects the spatial structure of the GSDM area of jurisdiction*. Currently the municipality is in the process of compiling its own SDF with the assistance of consultants; the document will then table all the uses in the area and provide detailed information on the spatial structure of the area. On Map 1 it is depicted that the majority area of the Wakkerstroom Admin unit is wetland area. The south boundary of the municipality borders on two provinces, Kwa-Zulu-Natal (via N11) and the Free State respectively (via R 543).

The only large urban settlement, defined as a second order service centre settlement within the PKSLM is Volksrust/Vukuzakhe. There are second order service centres that fulfil the function of a central place to surrounding rural areas and small villages. The third order service centres within the PKSLM include Amersfoort/eZamokuhle, and its role is to serve nearby farming and mining communities at a lower scale than the second order service centres. The remaining settlements within PKSLM are defined as smaller towns or villages and include: Wakkerstroom/eSizameleni; Daggakraal and Perdekop/Siyazenzela.

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



Map 3 – Spatial Structure: GSDM

Key issues pertaining to Land Use and Spatial Structure includes among others the following:

- Inconclusive and less informative Spatial Development Frameworks;
- Fragmented Town Planning Schemes.
- Inadequate knowledge of land ownership and uses of varying pockets of land across the District
- Addressing the problems related to using obsolete Town Planning Schemes that are reactive to development
- Addressing the capacity related issues with regard to planning.
- Lack of exclusive authority to create Townships and amend Municipal planning schemes. Developers may choose whether to lodge Land Use applications Municipalities or to the Provincial Development Tribunals, two Forums that use differing criteria to make decisions.

PROMOTION OF URBAN RENEWAL PROGRAMMES WITHIN THE MUNICIPALITY

The district is characterized by substantial urban decay in a number of towns within the various local Municipalities. It will be therefore imperative to embark on a project to identify the areas needing priority intervention to enable the future budgeting and sourcing of funding for urban renewal projects like the Neighborhood Partnership Development Grant which will also benefit Local Economic Development within the District

12.1 ENVIRONMENTAL MANAGEMENT AND PROTECTION

Dr Pixley ka Isaka Seme is home to some of the country's rich wetlands, it also has a huge unique environment that is not only sensitive but unique Bio – Diversity, the challenge is maintaining a balance between the economic needs and environmental protection and conservation, the municipality's lakes, streams form tributaries that feeds water to Vaal River system that sustain and supply the country's economic hub with water (Gauteng).

The municipality through the District aims through its environmental management programmes to support all development that is geared towards meeting the following objectives:

- Bio-diversity
- Promotion and protection of indigenous plants and vegetation
- Rehabilitation and revival of local streams, wetlands and rivers (water networks)
- Conservation and Rehabilitation of the Environment
- Pollution and waste Control
- Awareness and promotion of sustainable environmental use and practices
- Development and revival of parks

Key Issues pertaining to Environmental Management and protection includes among others the following:

- Development of District By- laws
 - Air quality Management
 - Environmental Management
 - Protection and rehabilitation of sensitive areas and wetlands
 - Prevention of Pollution of our rivers and streams
 - Control of Invasive plants and trees
 - Water conservation
 - Bio- diversity
 - Air Quality Management
 - Conservation of natural resources
 - Prevention Soil Pollution
-
-

- Community and social partners involvement in conservation and pollution control
- Economic development with balance to environmental protection
- Facilitation and development of Environmental clubs and support for NGO's and CBO's involved in environmental promotion and conservation

ACTION FOR TREES & CLIMATE CHANGE AWARENES PERADE 26 APRIL 2013

In the face of unprecedented occurrences of extreme weather, loss of species, and growing problems of air, water and soil pollution, it is more important than ever that communities do their part to help protect the planet.

The face of climate changes is evident and all arrowed the world people, animals and the environment experience extreme changes. Although it is a global challenge each and every person can take action doesn't matter how small. Actions for trees and climate change walk for the earth parade was initiated by Earth day celebrations on 22 April 2013.

In Dr. Pixley Isaka Seme, there is not many large industries causing air pollution, but the area do face large veldt fires especially during autumn winter seasons, large volumes of traffic and heavy vehicles travelling true Volksrust, ambient air pollution from cross boundaries and borders, domestic coal wood burning is common face

Objective

The objective is to promotes environmental awareness and calls for the protection of our planet and by encourage, government departments, schools, communities and businesses to take action to protect our planet

Methodology

The methodology of this project is to focus on awareness by;

1. Giving learners a chance to create their own banners and posters with a message relating to this year's Earth days theme "the face of climate change" and to walk in a parade to promote their views to the public.
2. To promote an understanding of the importance of trees and planting of trees
3. Recycling especially paper
4. Promoting climate change the reasons, control and carbon footprint.
5. Promoting the negative effects of burning bio-mass, grassland and trees.
6. Schools receives trees to be planted at their yards

The Parade

An official invitation was sent out to the MMC for GSDM Community and Social Services Department, Councillors, Municipal Manager, Head of the department, Gert Sibande District Municipality, Dr Pixley Le ka Seme Officials and the Local Newspaper, businesses to attend the event. Several notices and other informal invitations was delivered to schools, businesses etc.

4 high schools and 2 primary schools was personally visited to inform principals of the parade and to request their support and the making of banners and posters for their awareness to the public.

Educators and Learners of Qhubulwazi combined school volunteer to paint the local Municipal Refuse Removal Truck with motivational pictures and message on global warming. They did a splendid job on such very short notice

The Primary school were supplied by green golf shirts' from Gert Sibande District municipality, which give a greening feeling to the parade.

Banners and a large notice was placed one week before the parade up on to the town hall at Dr. Pixley ka Seme Local municipality.

The street decorations and green flags give a festival feeling to the event.

Fire and rescue, traffic officers ensure the safe and secure parade for the approximately 600 learners, including officials and businesses who attend the parade on Friday 26 April 2013.

12.2 WATER CONSERVATION AND WATER DEMAND MANAGEMENT

Responsibility

Every Water Service Authority has a duty to all customers or potential customers in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to Water Services [Water Services Act of 1997 Section 11].

Thus, a Water Service Authority has the duty to provide water services with the focus on: Ensure, Efficient, Affordable, Economical and Sustainable deliverables.

Principles of Water Service Provision

- To ensure: effectiveness, efficiency, viability, sustainability
-
-

- Requires: proactive approach, pre-thinking, deliberation, understanding....thus coordinated planning
- Therefore: Every Water Services Authority must,....
Prepare a Water Services Development Plan for it's area of jurisdiction [Water Service Act of 1997 Section 12].

WSA's Area of Jurisdiction

Areas within the jurisdiction of the WSA are:

Urban areas:

- Amersfoort
- Daggakraal
- Esizameleni
- Esamokuhle
- Paardekop
- Siyassenzele
- Volksrust
- Vukuzakhe
- Wakkerstroom

Peri-urban/rural dense areas:

- Rural Pixley ka Seme

The total number of residents living within the area of jurisdiction is: 70178

During the period 2009 – 2010 the WSA provided:

- Water services to 82440 consumers, thus 89% of residents received water services, and
- Sanitation services to 73733 consumers, thus 80% of residents received sanitation services from the WSA.

Demand Management Activities Undertaken

Water resource management interventions should be dealt with in supporting text and should deal with interventions such as the removal of invading plants, artificial recharge of aquifers, and rehabilitation of wetlands and clean up campaigns of rivers.

One of the key elements of a sustainable WC/WDM strategy is to develop and promote activities that are also beneficial to consumers. WSA's are encouraged to adopt a "win-win" approach and not introduce punitive measures unless they have to. One of the most effective ways to encourage consumers to use water more efficiently is through tariff mechanisms.

Unaccounted for water is defined as the difference between the measured volumes of water put into the supply system and the total volume of water measured to authorized consumers. Internal plumbing leaks are leaks past the consumer meter. Such leaks can be assessed through sample surveys of consumer households and by analysing the minimum night flow of bulk meters.

Public information and school education programmes are key to highlighting the need and benefits of initiating WDM/WC strategies. These programmes could include brochures, paid advertising, newsletters or magazine inserts demonstrations, exhibits, Internet web pages, informative billing, and demonstration gardens.

For DWAF's monitoring role, WSA's should report the information in the tables that follow.

Table 52 - Water Resource Management Interventions

With Reference to: DWA WSDP Guideline Aug 2010	Current 2010/2011	1ST Previous Financial Year 2009/2010	2ST Previous Financial Year 2008/2009
* 8.1.1 Reducing unaccounted water and water inefficiencies			
8.1.1.1 Night flow metering			
8.1.1.2 Day flow metering			
8.1.1.3 Reticulation leaks		15	
8.1.1.4 Illegal connections		25	
8.1.1.5 Un-metered connections		25	
8.1.1.6 Internal plumbing leaks		7	
* 8.1.2 Reducing high pressures for residential consumers			
Number of consumer units with water supply pressure of:			
8.1.2.1 <300kPa		4800	
8.1.2.2 300 –600kPa		1400	
8.1.2.3 600 –900kPa			
8.1.2.4 >900kPa (>9Bar)			
* 8.1.3 Leak and meter repair programmes			
Consumer units targeted by:			

8.1.3.1 Leak repair assistance programme	Y	Y	Y
8.1.3.2 Retro-fitting of water efficient toilets	Y	Y	Y
8.1.3.3 Meter repair programme	Y	Y	Y
8.1.4 Consumer/end-use demand management: Public Information & Education Programmes			
8.1.4.1 % Schools targeted by education programmes			
8.1.4.2 % Consumers targeted by public information programmes			

With Reference to: DWA WSDP Guideline Aug 2010	2010/2011	1ST Previous Financial Year 2009/2010	2ST Previous Financial Year 2008/2009
Yes /No			
8.1.7 Does the municipality have a Water Conservation Demand Management Plan(WCDM)?	Y		
8.1.8 Does the municipality have a strategy to meet 2014 targets?	Y		
8.1.9 Is there an internal budget?	Y		
8.1.10 Does the municipality apply through IDP funds for WCDM?	Y		

- The 78% **Reducing unaccounted water and water inefficiencies** indicate an increase of Unknown % over the past three years.
- The 64% **Reducing high pressures for residential consumers** indicate an increase of Unknown % over the past three years.
- The 100% **Leak and meter repair programmes** indicate an increase of Unknown % over the past three years.
- The 0% **Consumer/end-use demand management: Public Information & Education Programmes** indicate an increase of Unknown % over the past three years.

Progress Made in the Installation of Water Efficient Devices

Assistance projects are interventions of best management practices, which are funded or partially funded by WSA's. Examples include projects to repair plumbing leaks, to retrofit dual-flush toilets, installation of dual water distribution systems (i.e. the use of readily available saline groundwater for the flushing of toilets and treated potable water for drinking and other purposes) and to replace exotic gardens with alternative water wise gardens. More efficient use can also be made through recycling of water. This can be to different standards depending on what it will be used for. For example, consumers can be encouraged to use grey water, i.e. bath, shower, etc. for watering of their gardens.

12.3 DISASTER MANAGEMENT

The Disaster Management Act, Act No 57 of 2002 stipulates that Disaster Management Centers be established at National, Provincial and Local government levels. The Act also specifies that an integrated and coordinated Disaster Management Policy Framework and other Disaster Management Plans, focusing on the prevention and reduction of the risks of Disasters, mitigating of the severity of disasters, emergency preparedness, rapid and effective response to Disasters and post-disaster recovery be put in place by all three spheres of government.

According to the Local Government: Municipal Structures Act: Section 84(j) –
Fire fighting services serving the area of the District municipality as a whole, which includes -

- i. Planning, co-ordination and regulation of the fire services.
- ii. Specialized fire fighting services such as mountain, veld and chemical fire services;
- iii. Co-ordination of the standardization of infrastructure, vehicles, equipment and procedures;
- iv. Training of fire officers.

Dr Pixley Ka Isaka Seme in partnership with Gert Sibande District Municipality performs the function of planning, monitoring, evaluation of the services and delivery mechanisms within its area through the Disaster Management Forum. Funding is partly provided for some capital and operational needs, training and support for Volunteer cops. The recent veld fires caused destabilizing disruption, loss of life, crops and livestock within the Wakkerstroom, Luneburg and Daggakraal areas.

The Disaster Management Act compels the District and its seven constituent LMs to collectively harness their emergency response during or prior and after the occurrence of disasters. It is through the GSDM Disaster Management Plan that PKSML was able to compile its Disaster Management Policy in terms of the Disaster Management Act 57 of 2002 which is being implemented as approved by Council (A76/2009).

This policy serves as base for tackling disasters within the Dr Pixley Ka Isaka Seme jurisdiction and also serve as a communication tool as to what preventative and or remedy measures are being taken to mitigate such occurrences. Hence, the policy makes provision of the establishment of Disaster Management Coordinating Committee (DMCC) as stipulated in the White Paper. The role of the committee is to coordinate the involvement of Business Units in Disaster Management issues on the following basis;

- Identification of primary roles in terms of various phases of the Disaster Management Continuum;
- Identification of secondary roles in order to provide support to other Departments;
- Coordinate and identify critical resources which will be utilised during the response and recovery phases of the Disaster Management Continuum;
- Coordinate the compilation of basic plans and checklists on their roles and functions;
- Coordinate the identification of deficiencies, and address in conjunction with the Disaster Management Coordinating Committee of PKSLM.

Amongst the roles stipulated above the committee also has to fulfill the following roles as stipulated in the Terms of Reference:

1. Coordinate the adequate undertaking of risk and hazard assessment in respect of the Dr Pixley Ka Isaka Seme Municipality development projects;
 2. Coordinate the results of studies on vulnerability assessment, hazard and risk analysis;
 3. Facilitate and monitor, in accordance with identified community needs, and with community participation, Disaster Management awareness and preparedness programmes;
 4. Coordinate the development and implementation of vulnerability reduction programmes;
 5. Maintain close liaison with NGO's, CBO's SANDF and the SAP in conjunction with other disaster relief agencies, to assist in coordinating effective Disaster Management practices;
 6. Gert Sibande District Municipality will assist in the coordination of humanitarian aid in circumstances, which are not declared a local disaster for PKSLM, but are regarded as major incidents in the District area of jurisdiction;
 7. The DMCC will be required to meet at least quarterly where they will report and request back up on any disaster from the GSDM Disaster Section for effective dealing with the situation.
-
-

12.4 SAFETY AND SECURITY

Like any other municipality across the country, the Municipality is crippling with crime related issues, and the following are some of the criminal atrocities prevalent at Dr Pixley Ka Isaka Seme Local Municipality:

According to the 2008 Crime Statistics Dr Pixley Ka Isaka Seme Local Municipality is in fact safer compared to other years as different types of crime have drastically declined. This however does not imply that we should relax as if there is no more crime. It simply means as a municipality in collaboration with the Department of Safety and Security we need to be more vigilant in working towards ensuring that our neighbourhood are safer.

Key Issues pertaining to Safety and Security

- Poorly designed human settlement.
- Houses in particular RDP component constructed with minimal or zero consideration of safety and security aspects for the inhabitants or their belongings.
- Vehicle parking systems in most CBD's too congested and thus complicating security measures.
- High number of liquor stores and their location in relation to other community amenities, of which more licenses, are still awaiting approval.
- Poor lighting in some of the areas coupled with conditions of roads particularly in rural areas.
- Lack or insufficient support by communities to community safety programs
- Insufficient or lack of support by communities to provide evidence , report crime or information on crime
- Lack of duty of care by some communities or taking precautions to prevent crime.

The Municipality is committed to strengthening partnership with all stakeholders to meaningfully contribute towards crime prevention, elimination of crime and violence through the following strategies:

- Infrastructure development e.g. street lighting
- Full participation and support of CPF
- Promotion of awareness campaign and support of visible policing

12.5 SPORTS AND RECREATION PROGRAMMES

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 District 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

12.6 GENDER, DISABILITY AND CHILDREN (GDC)

Gender

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.

Disability

The Municipality, as 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 53 – Number of disabled persons per category

1996				2001				2007			
	Mpumalanga	DC30: Gert Sibande	MP304: Seme Local Municipality		Mpumalanga	DC30: Gert Sibande	MP304: Seme Local Municipality		Mpumalanga	DC30: Gert Sibande	MP304: Seme Local Municipality
<i>Sight</i>	99177	30640	2873	<i>Sight</i>	51317	15529	1489	<i>Sight (blind/severe visual limitation)</i>	18437	5167	115
<i>Hearing</i>	34252	9624	879	<i>Hearing</i>	28994	7861	700	<i>Hearing (deaf)</i>	12986	3739	502
<i>Physical</i>	44549	13381	1412	<i>Communication</i>	6103	1615	148	<i>Communication (speech impairment)</i>	7020	1489	132
<i>Mental</i>	13349	3480	322	<i>Physical</i>	43355	14155	1556	<i>Physical (needs wheelchair)</i>	54068	17697	1477
<i>Multiple</i>	9856	2976	389	<i>Intellectual</i>	14323	3632	333	<i>Intellectual (serious difficulties in learning)</i>	8122	2285	249
<i>Total</i>	201183	60102	5875	<i>Emotional</i>	22041	6261	607	<i>Emotional (behavioural)</i>	25183	7490	466
<i>No disability</i>	2841225	712422	61888	<i>Multiple</i>	22766	5851	659	<i>Multiple disabilities</i>	7516	2034	-
<i>Grand Total</i>	3042408	772524	67763	<i>Total</i>	188898	54904	5492	<i>Total</i>	133333	39901	2941
				<i>No disability</i>	3176987	845104	75244	<i>No disability</i>	3475652	840705	62313

Children 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

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.

12.7 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:

- Learnership 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.

ESTABLISHMENT OF A REGIONAL SPORTS COMPLEX BY GSDM

The District has a challenge in terms of sub-standard Sports Facilities which in most cases might not meet the minimum standards for the various national sports codes. The following key issues have identified with regards to sports facilities.

- Addressing the substandard nature of sports facilities.
 - Upgrading/developing at least one sports facility in the District into a regional sports complex.
 - Upgrading six other facilities to meet the standards acceptable for the various national sport codes.
-
-

12.8 KEY ISSUES

Objective:

To develop and implement a comprehensive municipal IDP that will meet all the basic service backlogs, infrastructural shortages, institutional arrangement challenges, capacity building, etc. to strengthen public participation through Izimbizo, IDP Forums and other Communication platforms.

Strategies and Key intervention for key focus areas

- Dr Pixley Ka Isaka Seme Local Municipality will ensure that gaps identified in terms of service backlog, institutional arrangements, developmental strategies, etc. are addressed in a strategic and holistic manner.
- Dr Pixley Ka Isaka Seme Local Municipality through partnership with other stakeholders during its IDP reviews will enhance capacity and improve its strategic developmental approach.
- Dr Pixley Ka Isaka Seme Local Municipality will strive to have positive stakeholder participation on the IDP Forums.
- Dr Pixley Ka Isaka Seme Local Municipality will strive to have sector department giving the necessary hands-on support and technical assistance through engagement.

Private Sector	Sector Departments
Public Private Participation in accelerating provision of services and addressing infrastructural challenges.	Support Dr Pixley Ka Isaka Seme Local Municipality's basic services backlog, infrastructural challenges, institutional arrangements in order to meet its municipal mandate.
Participate in local Forums.	Participate in local and district forums.
Capacity building and technical support.	Share strategic plans and interventions in time with Dr Pixley Ka Isaka Seme Local Municipality.

12.8.1 Financial Services

Objective:

To ensure that Dr Pixley Ka Isaka Seme Local Municipality maintains a clean audit record and has good financial management.

- Dr Pixley Ka Isaka Seme Local Municipality will strive to have good Financial Management and financial control systems.
- Dr Pixley Ka Isaka Seme Local Municipality will provide technical support to other municipality to build capacity.
- Dr Pixley Ka Isaka Seme Local Municipality will strive to timeously comply with the requirements of Municipal Finance Management Act and related regulations.
- Dr Pixley Ka Isaka Seme Local Municipality will promote effective and efficient implementation of its Supply Chain Management Policy.

Private Sector	Sector Departments
Public Private Participation in support of the implementation and sustainability of these institutions and infrastructure	Support Dr Pixley Ka Isaka Seme Local Municipality in the developing business plans and capacity to implement and support these initiatives.
Participate in local and policing forums.	Facilitate partnerships and support for the municipality.
Capacity building and technical support.	Share strategic plans and interventions in time with Dr Pixley Ka Isaka Seme Local Municipality.

12.8.2 Provision of Basic Services

Objective:

To accelerate the Provision of Water, Sanitation, Roads & Storm Water & Electricity Services in partnership with key stakeholders to meet millennium targets and improve the living conditions for all.

Strategies and intervention for key focus areas:

- Dr Pixley Ka Isaka Seme Local Municipality will implement projects that are identified in its water and sanitation blue print on annual basis in partnership with sector departments and Gert Sibande District Municipality.
- Dr Pixley Ka Isaka Seme Local Municipality in partnership with Gert Sibande District Municipality to ensure integrated planning and provision of roads and storm water, sanitation, water and electricity to all un-serviced communities.
- Dr Pixley Ka Isaka Seme Local Municipality will conduct annual audits to determine the level of services to be given to each community, effective mechanisms to deliver such services in consideration to spatial circumstances and other circumstances and available resources.

Private Sector	Sector Departments
Public Private Partnerships in accelerating implementation and investment infrastructure.	Support in development and implementation of WSDP / Transport and Electricity Plans.
Skills transfer and training of municipal staff	Co-funding for key projects to accelerate service delivery.
Form partnerships and provide technical expertise	Provide advice and technical assistance (hands-on support)

12.8.3 IGR, Social and Community Service

Objective:

To facilitate, support provision of comprehensive services to the communities through accelerated service delivery and ensuring that communities can have access to services which are closer to them.

Strategies and Key intervention for key focus areas:

- Dr Pixley Ka Isaka Seme Local Municipality will facilitate and contribute its resources to support protection services and crime prevention initiatives and police forums
 - Dr Pixley Ka Isaka Seme Local Municipality in partnership with Gert Sibande District Municipality will facilitate and contribute resources to promote and support sports and recreation development
 - Dr Pixley Ka Isaka Seme Local Municipality together with Gert Sibande District Municipality will strive to contribute resources and support for youth development, gender and disability and building capacity initiatives.
 - Dr Pixley Ka Isaka Seme Local Municipality together with Gert Sibande District Municipality will support government comprehensive plan on HIV/AIDS including capacity building of those infected and affected, support groups and care givers.
 - Dr Pixley Ka Isaka Seme Local Municipality together with Gert Sibande District Municipality will strive to facilitate and source resources to ensure effective and adequate provision and maintenance of community facilities (MPCC's).
 - Dr Pixley Ka Isaka Seme Local Municipality will offer support and contribute resources to ensure an effective house of Traditional Leaders.
 - Dr Pixley Ka Isaka Seme Local Municipality will facilitate a comprehensive Environmental Management plan and provide resources to promote and implement its key projects for promotion, protection and conservation of the environment.
 - Dr Pixley Ka Isaka Seme Local Municipality will facilitate and support targeted education and skills training in partnership with all role-players and SETA's to support economic and developmental challenges and needs as set by Gert Sibande District Municipality.
-

Private Sector	Sector Departments
Public Private Participation in support of the implementation and sustainability of these institutions and infrastructure	Support PKSLM in the developing business plans and capacity to implement and support these initiatives.
Participate in local and policing forums.	Facilitate partnerships and support for the municipality.
Capacity building and technical support.	Share strategic plans and interventions in time with PKSLM.

12.8.4 Corporate Service

Objective:

to increase the capacity of the Dr Pixley Ka Isaka Seme Local Municipality, to provide efficient and effective support services to its administration and political office bearers.

- Dr Pixley Ka Isaka Seme Local Municipality will strive to have effective and efficient administration.
- Dr Pixley Ka Isaka Seme Local Municipality will strive to continuously provide effective and efficient administration support and Council services

Private Sector	Sector Departments
Public Private Participation in support of the implementation and sustainability of these institutions and infrastructure	Support Dr Pixley Ka Isaka Seme Local Municipality in the developing business plans and capacity to implement and support these initiatives.
Participate in local and policing forums.	Facilitate partnerships and support for the municipality.
Capacity building and technical support.	Share strategic plans and interventions in time with Dr Pixley Ka Isaka Seme Local Municipality.

12.8.5 Organizational Restructuring and Transformation

Objective:

To increase the capacity of Dr Pixley Ka Isaka Seme Local Municipality promotes tourist attraction areas and increase the participation and beneficiation of the previously marginalized communities.

- Dr Pixley Ka Isaka Seme Local Municipality is undergoing institutional restructuring to be able to meet its new mandate, mission and vision.
- The restructuring is aim at bring capacity to the municipality to improve service delivery.

Organogram:

Dr Pixley Ka Isaka Seme Local Municipality finalized its Organogram during January 2010 which was adopted at a Council meeting. The changes in the current Organogram are meant to align the municipal organizational structure to meet the new challenges and service delivery needs.

Organogram / Equity targets / alignment with vision and mission and the objectives for the political term of office.

All Section 57 Managers have been appointed in line with the municipality's Employment Equity targets and its mandate to transform the municipality.

In support to the vision, mission and strategic values of the municipality, addressing the objectives for the political term of office, the municipality will continue to strive to address issues of restructuring and transformation.

12.8.6 Planning And Economic Development**Objective:**

To increase the capacity of Dr Pixley Ka Isaka Seme Local Municipality to promote tourist attraction areas, increase the participation and beneficiation of the previously marginalized communities

- Dr Pixley Ka Isaka Seme Local Municipality will through its IDP strive to meet the Basic Needs of the community, Promote and encourage Economic growth and Development through Spatial Development Planning frame work to be reviewed.
- Dr Pixley Ka Isaka Seme Local Municipality and GSDM will facilitate a comprehensive and integrated approach to rural, town and regional planning in order to maximize the municipal potential and advantage.
- Dr Pixley Ka Isaka Seme Local Municipality will through its economic growth & development strategy seek partnership with all role players to promote investments and economic growth and development.
- The District will invest in Geographic Information Management to improve its planning and service delivery mechanism that will add value to Dr Pixley Ka Isaka Seme Local Municipality.
- The District will support and partner the Sector Department in its land restitution program, land reform and administration.
- Dr Pixley Ka Isaka Seme Local Municipality will commission a study to maximize economic potential and beneficiation in the following key economic node in line with the District SDF in line with its own SDF:

DR PIXLEY KA ISAKA SEME LOCAL TOURISM AND AGRICULTURE

Private Sector	Sector Departments
Public Private Partnerships in support the implementation and sustainability of these initiatives.	Support Dr Pixley Ka Isaka Seme with resources and capacity to implement and support its initiatives
Participate in local forums	Facilitate partnerships and support for Dr Pixley Ka Isaka Seme Local Municipality.
Capacity building and technical support	Share strategic plans and interventions in time with Pixley Ka Seme.
Investments	Incentives and support for investors in Dr Pixley Ka Isaka Seme Local

Proposed developmental nodes: N11 Development Corridor	Municipality
--	--------------

12.8.7 Promotion of Local Tourism

Objective:

To increase capacity of Pixley Ka Seme, promote tourist attraction areas and increase the participation and beneficiations of the previously marginalized communities.

Strategies and Key intervention for key focus areas:

- Dr Pixley Ka Isaka Seme Local Municipality will strive to provide resources and facilitate partnerships for all roll players to ensure good service to the tourism industry.
- Dr Pixley Ka Isaka Seme Local Municipality will facilitate the formation of a platform for all role players to share skills and good practices, mentorship and shared growth.
- Dr Pixley Ka Isaka Seme Local Municipality will strive in partnership with all stakeholders to have a comprehensive marketing drive to promote tourism in the municipal boundaries.

Private Sector	Sector Departments
Public Private Participation in support of the implementation and sustainability of these institutions and infrastructure	Support Dr Pixley Ka Isaka Seme Local Municipality in the developing business plans ad capacity to implement and support these initiatives.
Participate in local and policing forums.	Facilitate partnerships and support for the municipality.
Capacity building and technical support.	Share strategic plans and interventions in time with Dr Pixley Ka Isaka Seme Local Municipality.

12.8.8 Housing**Objective:**

To facilitate provision of adequate housing services to meet community needs and stimulate economic growth and development.

Strategies and Key intervention for key focus areas:

- Dr Pixley Ka Isaka Seme Local Municipality in partnership with other stakeholders will investigate the feasibility and need for development of PHP / RDP housing projects.
- Dr Pixley Ka Isaka Seme Local Municipality will assess the current state of its local housing needs in order to prepare for forward planning and future needs.
- Dr Pixley Ka Isaka Seme Local Municipality through the Provincial Department Human Settlements will involve stakeholders in assessing the needs for further housing within the municipal area.

Private Sector	Sector Departments
Public Private Participation in support of the implementation and sustainability of these institutions and infrastructure.	Support GMM in the developing business plans and capacity to implement and support these services.
Participate in local Forums.	Facilitate partnerships and support for the municipality.
Capacity building and technical support.	Share strategic plans and interventions in time.

12.8.9 Town Planning and Building Control**Objective:**

To increase capacity of Dr Pixley Ka Isaka Seme Local Municipality to have comprehensive town planning in support of economic growth and development.

Strategies and Key intervention for key focus areas:

- Dr Pixley Ka Isaka Seme Local Municipality will, in partnership with the sector departments, develop a comprehensive Town Planning that will respond to the current developmental needs and economic growth.
- Dr Pixley Ka Isaka Seme Local Municipality will partner with the private sector and the sector departments to meet the challenges posed by providing adequate Town Planning facilities that meet the needs of the community including access to community facilities.
- Dr Pixley Ka Isaka Seme Local Municipality will in partnership with all stakeholders facilitate and promote integration of all Town Planning Processes.
- Dr Pixley Ka Isaka Seme Local Municipality will, through Technical expertise ensure that Building Control is in compliance to relevant legislation.

Private Sector	Sector Departments
Public Private Participation in accelerating Provision of disaster management, fire and emergency services.	Support in the development and implementation of Municipal and District Disaster Management Plans.
Support Dr Pixley Ka Isaka Seme with resources and technical assistance.	Provide resources to municipalities to improve their infrastructure and service delivery mechanism.

12.8.10 Disaster Management**Objective:**

To provide a comprehensive Disaster Management, Fire and Emergency Services that will ensure that all communities are safe and can get timely and adequate assistance and responses in time of need.

Strategies and Key intervention for key focus areas:

- The district will strive to provide capacity to Dr Pixley Ka Isaka Seme Local Municipality to provide these services through partnerships, infrastructure development, training and provision of critical equipment needed.
- The district will investigate through provincial and national institute for disaster management and other recognized bodies an assessment mechanism for existing facilities, fleet and training needs.
- The district will, in partnership with Dr Pixley Ka Isaka Seme Local Municipality, develop a standard service delivery mechanism to plan and improve current service delivery in its disaster management centre and satellite disaster management offices.

Private Sector	Sector Departments
Public Private Participation in accelerating Provision of disaster management, fire and emergency services.	Support in the development and implementation of Municipal and District Disaster Management Plans.
Support Dr Pixley Ka Isaka Seme with resources and technical assistance.	Provide resources to municipalities to improve their infrastructure and service delivery mechanism.
	Timorously guide the district in line with the Disaster Management Act.

12.8.11 Municipality Health Services

Objective:

To accelerate the Provision of quality Municipal health Services to all Communities in line with National Department of Health guidelines to ensure effective, affordable and accessible Municipal Health Services to all.

Strategies and Key intervention for key focus areas:

- Dr Pixley Ka Isaka Seme Local Municipality through the Gert Sibande District Municipality Integrated Waste Management Plan will address backlogs and in partnership with the District Municipality and Sector departments fund key identified projects.

- Dr Pixley Ka Isaka Seme Local Municipality will be informed by the district which will undergo a Section 78 assessment in line with the MSA to determine the best service delivery mechanism for the delivery of Municipal Health Services.
- Dr Pixley Ka Isaka Seme Local Municipality will strive to develop a Comprehensive Municipal Health Plan, Air Quality Management Plan and an Integrated Environmental Framework Plan in Promoting, Protecting and Conserving the Environment
- Dr Pixley Ka Isaka Seme Local Municipality will consult and partner with Gert Sibande District Municipality to align its by-laws and spatial development plans to incorporate these plans once completed.

Private Sector	Sector Departments
Public Private Participation in accelerating Provision, Promotion of Municipal Health Services	Support in the development and implementation of Municipal Health Plan, Integrated Development Plan, and Air Quality Management Plan.
Skills transfer and training of municipal staff	Co-funding for key projects identified to accelerate service delivery.
Form partnerships and provide technical expertise.	Provide advice and technical assistance (hands-on support)

12.8.12 Traffic Law Enforcement

Objective: To increase compliance to traffic legislation and licensing services within the Dr Pixley Ka Isaka Seme Local Municipality area.

Strategies and Key intervention for key focus areas:

- Dr Pixley Ka Isaka Seme Local Municipality will strive to provide resources and facilitate partnerships for all role players to ensure good services in terms of traffic law enforcement and licensing.
- Dr Pixley Ka Isaka Seme Local Municipality will facilitate the formation of a platform for all role players to share skills and good practices, mentorship and shared growth.
- Dr Pixley Ka Isaka Seme Local Municipality will strive, in partnership with all stakeholders, to have a comprehensive marketing and awareness drive to promote compliance to required legislations dealing with traffic law enforcement and licensing in the municipality.

- Dr Pixley Ka Isaka Seme Local Municipality through the signing of a Memorandum of Understanding (MOU) carries these duties on behalf of the Province.

Private Sector	Sector Departments
Public Private Participation in accelerating Provision of disaster management, fire and emergency services.	Support in the development and implementation of Municipal and District Disaster Management Plans.
Support Dr Pixley Ka Isaka Seme with resources and technical assistance.	Provide resources to municipalities to improve their infrastructure and service delivery mechanism.
	Timorously guide the district in line with the Disaster Management Act.

13 CONCLUSIVE SUMMARY: SWOT ANALYSIS AND KEY ISSUES

The GSDM and its constituent local municipalities face a number of backlog and developmental challenges that could prevent it from achieving the Millennium Development Goals. Over and above the infrastructural backlog, the District is faced with an unemployment rate of 39.4% (expanded definition) and a poverty rate of 54.8%.

As guided by the National Spatial Development Perspective (NSDP), the District has developed a 5-year Development Programme that seeks to balance infrastructural gaps with interventions that will address poverty and unemployment. As with the infrastructural backlog, this 5-year programme needs serious financial injection in order for most of the projects to take off and be implemented. The programme is estimated to cost more than R350 million over the 5 year period, comprising of Capital Infrastructure and Planning/Investigation costs.

It is, however envisaged that, should this programme be fully implemented, it will attract good investment into the District, and this will have a direct impact on many people's lives within the District by creating long-term, sustainable employment, push back the frontiers of poverty, and build more skilled young people and entrepreneurs.

13.1 SWOT ANALYSIS

Based on the situational analysis conducted by the municipality, the participants during the Strategic Planning Session held 13/14 May 2013 identified the Strengths, Weaknesses, Opportunities and Threats that the municipality must consider towards its development.

Table 54 – SWOT Analysis

Strengths (Internal)	Weaknesses (Internal)
Human Resource which is experience and capable	Lack or respect by some politicians and officials
Ability to meet basic service delivery needs /Stable community/ Good stakeholder relations	Lack of asset management
Training opportunities	Lack of long-term planning
Sound financial management	Lack of skills of some staff
Sound labour relations	Lack of operations and maintenance plans and insufficient funds
Basic compliance with legislation	Failure to review and approve By-laws and Policies
Strong leadership (Political and Administrative)	Low revenue base/ low capacity
	Poor communication (internal and external)
	Lack of sufficient resources (human-, capital-, financial resources)
	Turn-around time for filling of critical vacant positions
	Lack of retention strategy
	Rumour-orientated attitude (e.g. dissatisfaction about positions)
	Failure by the staff to distinguish between political and administrative responsibilities

	Lack of cohesion
	Lack of comprehensive LED Strategy (Tourism-, Investment Strategies)
	Poor internal controls and systems
	Time Management
Opportunities (External)	Threats (External)
Geographical location	HIV Aids
Agricultural development	High Unemployment / High rate of school drop-outs
Tourism development	Natural disasters
Mining opportunities	Poverty
CRDP Municipality	Lack of skills / Illiteracy rate
Job creation through EPWP, CRDP, CWP, internal projects	Instability (political and administrative)
R23 and N11 corridor	Crime / Drugs / Rape
Availability of land for Agricultural Development	Corruption
Weather and topography	Brain drain by affluent parastatals and municipalities
Interactions/relations between Council and businesses	Land issue (e.g. shortage of land to meet the demand for human settlement, uncontrollable land invasion, lack of mixed land use)
Sources of revenue (e.g. advertising)	Sensitive natural eco-system
Capable political and administrative leadership	Lack of confidentiality
Training opportunities	High dependency rate / Bankruptcy
	Public expectations
	Ageing infrastructure and backlogs
	Illegal connections
	Cyber-threat
	High level of Teenage pregnancy
	Declining of Agricultural sector
	Non-payment of services
	Vandalism of infrastructure
	Lack of implementation of By-laws
	Theft of municipal assets
	Illiteracy level of community

PART TWO: DR.PKSLM VISION, DEVELOPMENT OBJECTIVES AND STRATEGIES AND MUNICIPAL PROJECTS/PROGRAMMES

14 OUR VISION, MISSION AND CORE VALUES

Vision : To be a credible, affordable, customer friendly and well developed municipality.

Mission : We are committed to deliver affordable and quality services, in accordance with our Integrated Development Plan. This will be achieved through community participation, skilled and motivated staff, rapid economic development and a tourism friendly environment.

Core values : Honesty, Openness, Responsiveness, Nurturing, Mutual Respect

We subscribe to the principles of Batho Pele:

- **Consultation** : Citizens should be consulted about service levels and quality when possible
 - **Service Standards** : Citizens must be made aware of what to expect in terms of level and quality of services
 - **Access** : Citizens should have equal access to the services to which they are entitled
 - **Courtesy** : Citizens should be treated with courtesy and consideration
 - **Information** : Citizens must receive full and accurate information about their services
 - **Openness & Transparency** : Budgets and management structures
 - **Redress** : Citizens are entitled to an apology, explanation and remedial action if the promised standard of service is not delivered
 - **Value for Money** : Public services should be provided economically and efficiently.
-
-

The 2013 – 2014 Integrated Development Plan document is meant to guide development and planning for the political office bearers with emphasis on improving socio-economic situation, meeting millennium targets, improving service delivery mechanisms, strengthening and improving inter-governmental relations and community participation. The aim of the document is to ensure comprehensive Integrated Planning and Economic Development within the Dr Pixley Ka Isaka Seme Local Municipality.



15 STRATEGIC DEVELOPMENTAL OBJECTIVES, STRATEGIES AND KEY PERFORMANCE INDICATORS (KPI'S)

Taking cognisance of the developmental challenges that the local municipality is faced with, coupled with the availability of funding allocated to support these initiatives and ultimately realise the aforementioned Vision and Mission, the municipalities has set for itself the following Developmental Objectives and Strategies to be pursued in the short- to medium term. The Developmental Objectives and Strategies are presented by Key Performance Area as listed below, and in the format of Strategic Scorecards as reflected on the following pages.

- KPA 1: Municipal Transformation and Organizational Development
 - KPA 2: Basic Service Delivery and Infrastructure Development
 - KPA3: Local Economic Development
 - KPA 4: Municipal Financial Viability and Management
 - KPA 5: Intergovernmental Relations, Good Governance and Public Participation
-
-

KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL TRANSFORMATION

Municipal & Institutional Development and Transformation					
Objective	Key Performance Indicator	Portfolio of evidence	Baseline	Budget	2013/2014 Target
To ensure development of institutional capacity and efficient financial management geared towards efficient service delivery	Compilation and delivery of Municipal Council Agenda	Delivery register	5 Ordinary Council meeting Agendas and 2 Special Council meeting agendas		4 Ordinary Council meeting Agendas (1 per quarter)
	Compilation and delivery of Portfolio and Mayoral Committee Agendas	Delivery register	7 x Mayoral Committee agendas 18 x portfolio Committee agendas		10 Mayoral Committee agendas 36 Portfolio Committee Agendas
	Provision of secretarial support to Mayoral and Portfolio committees	Number of Mayoral and Portfolio Committee minutes completed	Secretarial support given to all Mayoral- and Portfolio committees		10 Mayoral Committee 36 Portfolio Committee
	Implementation of Customer Care Queries System implemented	Register of all queries resolved	Book wherein queries are registered		Fully implemented the approved Customer Care Queries System
	Service Standards Developed	Approved Service Standards	No Service Standards		Approved Service Standards implemented
	Customer satisfaction survey conducted	Approved scorecard	None		Customer satisfaction scorecard developed and approved.
	Manage and process Resolution Management System of the Municipality	Number of resolutions recorded on the MUNADMIN system	Council resolutions for 7 Council meetings recorded in the MUNADMIN system		All resolutions of Council recorded in the Resolution Management System (MUNADMIN)
	Effective and efficient record keeping	Approved File Plan	File Plan in place		Approved File Plan and implementation

To provide high quality legal service and guidance to Council, Municipal Manager and Departments	To ensure constant review and updating of legal instruments	Approved Delegation register, and Standing orders	Reviewed delegation register, reviewed standing orders, reviewed and new by-laws		Implement the reviewed Delegation register and Standing Orders
	Timeous completion of grievance/ disciplinary and ligation cases	Reports to Council	2 x Pending cases: Human Brothers case & Barry Robberts case		All cases to be administratively processed as received within 30 days on grievances, 90 days for disciplinary cases.
	Contracts Management	Approved contract register	Manual Contract Management Register		To use an automated system of contract management
To ensure development of institutional capacity and efficient financial management geared towards efficient service delivery	Reviewed organizational struction implemented	Resolution of Council	The current structure approved on 29 May 2012	R 850 000.00	To fully implement the approved organisational structure.
	Job evaluation completed	Approved job evaluation report	Job evaluation conducted on 3 July 2006 and the results have been held until the matter is resolved between Labour and the Bargaining Council		To have all jobs evaluated and approved.

	Job evaluation recommendations implemented	Implementation report	Job evaluation conducted on 3 July 2006 and the results have been held until the matter is resolved between Labour and the Bargaining Council		To implement recommendations of the job evaluation subject to availability of Funds
	Implementation of Collective Agreements	Training Reports or Certificates; Attendance Registers for Workshops conducted	Approved HR Policies and Draft Policies		To build capacity for the general management on Collective Agreements and Basic Labour Relations skills during the first quarter using SALGA and COGTA intervention. To ensure that our approved HR policies are workshopped to all employees and general management of Council through open workshops and available consultative forums.
	Compliance with Legislation	Monthly reports; OHS Minutes; Inspection reports; training reports of safety reps.	OHS Committee in place; Appointed Safety Representatives	R 50 000.00	To operationalise all identified Safety Committees and submit qualitative and quantitative monthly reports. To put more effort on the Reduction of the Workplace Injuries by conducting monthly inspections and holding meetings of OHS Committee at least once per quarter and ensure continuous capacity building of committees and safety representatives in the beginning of a financial year.
	Approved Employment	Approved EEP; EER	Draft 5 Year EE Plan		To have an approved 5 year EEP with

	Equity Plan				clear targets. Submission of the EER by 15 January 2014 to the DOL
To ensure development of institutional capacity and efficient financial management geared towards efficient service delivery	Employment Equity Forum established to monitor the implementation of the EE Plan	Reports and Minutes	None		To establish Equity Forum to monitor implementation of the EE Plan
	2013/14 Workplace Skills Plan developed	Council Resolution of the approved WSP	2012/13 WSP in place and implemented		To facilitate capacity building aimed at developing skills of human capital to improve its efficiency and productivity using accredited service providers as per the approved WSP.
	Number of Wellness Programmes held	Reports	None	R100 000.00 - EAP Vote	To promote the Employee Assistance Programme to all permanent employees and Councilors and facilitate interventions to address the key challenges affecting our staff in order of priority.
	Number of Local Labour Forum Meetings	Resolutions of the LLF and Minutes	4 x LLF meetings held in 2012/13		Promote sound labour relations
	Number of By-Laws promulgated	By-laws register	None		Approved By-laws promulgated
	Number of Human Resource policies approved	Council Resolutions	4 x Human Resource policies approved by Council		Human Resource policies approved and implemented

	Human Resource Strategy implemented	Implementation report	HR Strategy approved and in place		Implementation of the HR Strategy
To create IT Mechanisms to improve efficiencies, effectiveness and accountability	Stabilise ICT operations	Policies, structures, procedures and guidelines in place	–		To have stable ICT operations
	Buil enabling ICT Infrastructure	Riliable network with broadband capacity	ICT Network		To establish an enabling ICT Infrastructure with broadband capacity
	Develop municipal ICT Services	Internet and Intranet Applications	Internet and Intranet applications in place		To develop and implement Information Technology Services

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Basic Service Delivery (Community Services Department)					
Objective	Key Performance Indicator	Portfolio of Evidence	Baseline	Budget	2013/2014 Target
To Provide Effecient & Effective Waste Management Services	Domestic & Business refuse removal	Monthly reports	All formal household & registered business sites [except Daggakraal]		90% Provision of business & household (ones a week household-daily business) refuse collection services
	Control & management of illigal dumping	Monthly reports	Ones a month removal of illigal dumped refuse per admin unit		Ones a month collection of illigal waste dumped in all units
	Provision and management of mass & domestic refuse bins	Monthly reports	Current 500 domestic refuse bins / current mass containers		Allocation of 500 domestic refuse bins in terms of executive mayoral resolution

	Provision and management of landfill sites & cleansing services	Monthly reports	Monthly grading and covering of waste. Daily paper picking around landfill sites. Daily street sweeping and cleaning		Monthly grading and covering of waste. Daily paper picking around landfill sites. Daily street sweeping and cleaning
Traffic Signs , road marking and boards management	Maintenance and replacement of traffic signs, street marking and boards	Monthly reports	10 signs replaced/maintained per quarter. 500 markings done per quarter.		10 signs replaced/maintained per quarter. 500 markings done per quarter.
To Provide Municipal support through Mechanical Workshop Services	Minor repairs & maintenance services on municipal fleet to be done within three weeks after booked for service	Monthly reports	2012-2013 maintenance data base		Appointment of a qualified mechanic.
	Minor maintenance of steel structures and refurbishment [welding services]				Additional working equipment to achieve three weeks turn around service time
					Approve database of suppliers to provide consumables
To Provide Efficient and Effective Fire, Rescue & Disaster Management Services	Provide efficient Fire, Rescue and Disaster Services , through less than 30 minutes response time in Volksrust unit and less than one hour response time for other units per call.	Monthly reports	30 minutes response time for Volksrust unit per call, one hour response time for other units.		1x Fire vehicle with equipment 3 x Draft Fire & Disaster centre

To Provide Efficient and Effective Fire, Rescue & Disaster Management Services	Awareness campaigns [Fire & Safety]	Monthly reports	One awareness campaign per quarter		4x awareness campaigns
To Facilitate Provision of Sports , Arts & Culture Services	Promote & Support Youth involvement in Sports , Arts & Cultural activities through effective and efficient Sports , Arts & Culture Council	Monthly reports	2012-2013 Sports Forum Reports / Functioning federations / Implemented programmes		Support effective coordination and functioning of Sports federation, Support Sports Council through coordination of quarterly meetings
					Promotion of involvement of Youth in Sports, Arts & Culture programs, through 2 x annual Sports ,Arts and Culture tournaments
To provide Accessible Recreational Services and Accesss to Ammenities	To Provide accessible Recreational facilities and Amenities to all (90% availability of halls)	Monthly reports	2012-2013 Sectional Reports Implemented programmes and facility bookings		Ensure council amenities and halls are 90% in good usable condition and available for use [Cleanliness, water and sanitation availability]
	To Provide accessible Recreational facilities and Amenities to all (80% clean accessible parks & open spaces]	Monthly reports	2012-2013 Sectional Reports Implemented programmes and facility bookings		Ensure 80% of proclaimed parks and open spaces are clean and accessible
To facilitate and Promote Accessible Library & Information Services	To provide services for part-time students	Monthly reports	Current library usage stats for 2012 - 2013 financial year		30 x Procurement of Academic books , to be distributed in all libraries, 5% increase recruitment of new library users per annum 1x Promotion program to increase access and use of library information services by 5% per annum
	To provide annual children program per library facility				
	To increase usage of IT services by 5% annual in all	Monthly reports	Current IT usage		IT & membership

	libraries		stats for 2012-2013 financial year		
To provide Efficient and Effective Public Safety Services	To ensure availability of licencing services per week	Monthly reports	Bookings & testing for licensing services available for public as per service standards of 2012-2013 financial year		Testing and Licensing services available to public 97 % of the time monthly
	Traffic Law Enforcement programmes per month		4x weekly programmes for Law Enforcement to be done. 2 x Arrive Alive-campaigns/programmes per annum (Easter & December)		4x Traffic Law Enforcement programmes per month implemented per month
To provide Efficient and Effective Public Safety Services	Ensure availability of vehicle testing services	Monthly reports	Bookings & testing for licensing services available for public as per service standards of 2012-2013 financial year		Vehicle testing services available to the public 97.5 of the time per month
	Ensure Awareness campaigns on road safety per annum		2 x Arrive alive campaigns per annum		2x Awareness campaigns per annum on road safety
	Increase revenue generation through public safety services	Monthly reports	Current licensing stats for 2012 - 2013 financial year Current vehicle testing stats for		Increase revenue generation by through public safety services by 5% per annum Provision of two traffic officer vehicles

			2012-2013 financial year		Provision of a reaction vehicle Provision of office support services (back office) Provision of 1x clerk [licencing and cash collections]
Basic Service Delivery (Technical- and Engineering Services Department)					
Objective	Key Performance Indicator	Portfolio of evidence	Baseline	Budget	2013/2014 Target
Provision of adequate water	Water Sector Development Plan approved	WSDP developed	WSDP in place		Update or review the WSDP
	Number of Households provided with Free Basic Water	Infrastructure report	18 056 Households have access to Free Basic Water		All households to be provided with Free Basic Water
	Integrated Infrastructure Master Plan developed	Approved Integrated Infrastructure Master Plan	None		Approved Integrated Infrastructure Master Plan (IIMP)
	Provision of water to communities in rural areas by means of boreholes: windmills and hand pumps	Monthly reports to the Portfolio and Mayoral Committee	2597 households in rural areas do not have access to water	5 500 000	Installation of 40 boreholes to serve 200 households
	Provision of water in ward 1: Construction of a water reticulation network with house connections / stand pipes		110 households do not have access to water	791 959	110 households should have access to water

	Provision of water in wards 7 & 8: Construction of water reticulation networks with house connections / stand pipes		86 households do not have access to water at Ezamokuhle, ward 7 & 8	1 070 095	86 households should have access to water
	Provision of water in ward 10: Construction of water reticulation networks with house connections / stand pipes		350 households do not have access to water	1 683 830	175 households should have access to water
	Reduce water pipes burst		Summer: 90 and Winter: 175	-	Replace old AC pipes with uPVC and HDPE (provided Council allocates budget)
	Reduce unaccounted for water		Currently water losses are at 33%	-	Install bulk water metres
	Procurement of Water Tankers for delivery of Portable water		1x Water Tankers- (Amesfoort & Daggakraal), 1x Water Tanker Truck- (Volksrust, Perdekop and Wakkerstroom)	-	Procurement of 1x Tanker Trucks
	Procure vehicles to enhance operations and maintenance		3 X LDV's responsible for water operations	-	Procurement of 4x LDV's
Provision of sanitation	Provision of sanitation in ward 1: Construction of the waterborne toilets top structures system	Monthly reports to the Portfolio and Mayoral Committee	182 households do not have access to sanitation	1 500 000	182 households should have access to proper sanitation

	Provision of sanitation to communities in rural areas: Construction of VIP Toilets	2597 households in rural areas do not have access to sanitation	4 000 000	390 households should have access to sanitation
	Provision of sanitation to communities in Daggakraal, Sinqobile & Hlanganani Trust: Construction of VIP Toilets	700 households do not have access to sanitation	2 000 000	270 households to have access to sanitation
	Provision of sanitation to communities in Perdekop, ward 6: Construction of sewer reticulation networks	350 households do not have access to sanitation	3 051 615	230 households to benefit
	Provision of sanitation to communities at Ezamokuhle, ward 7 & 8: Construction of sewer reticulation networks with waterborne toilets top structures	240 households do not have access to sanitation	2 979 628	240 households should have access to sanitation
	Ensure effective maintenance of all sewer pumps stations	Currently it's a reactive maintenance which leads to high deviations to SCM processes	-	Conduct maintenance of 7 pumps stations
	Procurement of Sewer Suction Tanker Trucks	3x Suction Tanker Trucks-(Amersfoort), 1x Sewer Suction Tanker-(Wakkerstroom), 1x Sewer Suction	-	Procurement of 3x Sewer Suction Tanker Trucks

			Tractor-(Perdekop)		
	Provision of sanitation to communities in Wakkerstroom, ward 5: Construction of a sewer reticulation network		249 households do not have access to sanitation	2 400 000	125 households to benefit
Provision of Public lighting Electricity and maintenance	Reduce power interruptions	Monthly reports to the Portfolio and Mayoral Committee	2x Cherry Trucks, 4x LDV's to be used in admin units	-	Purchase 2x chery picker trucks and 2x LDV's (provided Council allocates budget)
	Reduce power interruptions		Ageing Electricity infrastructure and reactive maintenance which leads to high deviations from the SCM processes	-	Replace 3.2 km cables and install 6 new switches and 8x Transformers (provided Council allocates budget)
Provision of Public lighting Electricity and maintenance	Provision of Public lighting in 5, 9, 10 & 11: Installation of high mast lights		5700 households do not have access to public lighting in the wards	3 300 000	Installation of 4 high mast lights to benefit 120 households
	Ensure maintenance of existing street lighting and high mast lightings in all wards		2362 of street lighting and 707 not illuminating	-	707 street lights
	Number of Households provided with Free Basic Electricity	FBS report	All households received free basic electricity in the Municipal Licensed		Free basic electricity to be provided only to the registered indigent

			area		
Roads and Storm water	Provision of storm water drainage system in ward 1	Monthly reports to the Portfolio and Mayoral Committee	Insufficient storm water controls affects 590 households in ward 1	798 573	590 households to benefit
Roads and Storm water	Ensure regravelling of internal roads	Monthly reports to the Portfolio and Mayoral Committee	Regravelling programme not effective due to limited plant	-	Re-gravelling of 80 km of internal roads
	Procure/Lease Plant and equipment to enhance roads regravelling programme		1xTLB, 1xTipper truck, 1x Front End Loader-(Perdekop), 1x TLB, 2x Tipper Trucks, 2x Graders-(Amersfoort), 1x TLB, 1x Tipper Truck, 1x Compact Roller,1x LDV, 1x Grader-(Daggakraal), 1x TLB, 1x Grader, 1x Tipper Truck, 1x Front End Loader, 1x LDV-(Wakkerstroom), 1x TLB, 1x Front End Loader, 2x Graders, 1x Compact Roller, 2x Tipper Trucks, 1x LDV-(Volksrust)	-	Procurement of 2 x graders
			-	Procurement of 3 x TLB's	
			-	Procurement of 1 x low-bed truck	
			-	Procurement of 1 x compact roller	
			-	Procurement of 4 x tipper trucks	
			-	Procurement of 3 x LDV's.	

	Patching/Re-surfacing of internal Roads		6,4km roads patched	-	27km to be patched/re-surfaced
Town Planning & Human Settlements	Achieve the Township Establishment in all wards to address housing backlog	Monthly report to the Technical Portfolio & Mayoral Committee	Establishment of 3700 stands	7 400 000	1840 sites
	Access to lease and donations	Monthly report to the Technical Portfolio & Mayoral Committee	Land audit approved by Council	1 500 000	As per applications and Council Approval
	Spatial Development Framework (SDF) reviewed	SDF document	SDF in place		Review the SDF
	Land Use Management Scheme developed and adopted	LUMS document	None		LUMS developed and adopted
Town Planning & Human Settlements	Improved turn-around time in the approval/disapproval of building plans	Reports	None		Turn-around time for the approval/disapproval of building plans within 30 days
	Improved turn-around time in the approval/disapproval of rezoning applications	Reports	None		Turn-around time for the approval/disapproval of rezoning applications within 90 days
Facilitate provision of Human Settlement	Housing Sector Plan developed	Approved Housing Sector Plan	None		Develop a Housing Sector Plan with the assistance of the Department of Human Settlements
	Number of low cost housing development facilitated	Reports	200 low cost housing facilitated		Number of low cost housing development facilitated

KPA3: LOCAL ECONOMIC DEVELOPMENT

Local Economic Development					
Objective	Key Performance Indicator	Portfolio of Evidence	Baseline	Budget	2013/2014 Target
To ensure the approval and adoption of the credible LEDS that is aligned to the IDP,CRDP and SDF	LED Strategy	Approved LED strategy	Outdated LED Strategy from 2005		Approved LED Strategy
To create projects that will provide sustainable jobs to youth,females and people living with disabilities .This will include agricultural projects from initiatives like MRDI.	Jobs created	List of Projects and number of jobs created	<u>Number of jobs created i.t.o. Public Works Protocol:</u> EPWP Projects: 190 CWP Projects: 1100		<u>Number of jobs anticipated i.t.o. Public Works Protocol:</u> EPWP: Work opportunities: 291 Full-time equivalent: 158 <u>CWP:</u> 1200
	LED Projects	List of LED Projects and number of LED jobs created	<u>Number of jobs created:</u> 20 <u>Number of projects:</u> 2		5 LED Projects and 200 LED Job opportunities created
To organise capacity building workshops, registration and trainings assisted by government agencies like SEDA,MEGA,NYDA and MRTT.	Cooperatives and SMMEs trained	Attendance register	Registration of co-operatives: 20 <u>Number of trainings conducted in 2012/2013:</u> Co-operatives: 15 SMME: 0		Registration of co-operatives: 15 <u>Indicate the number of co-operatives and SMMEs to be trained:</u> Co-operatives: 20 SMME: 10

To establish a functional LED forum with relevant stakeholders	LED forum	Minutes of the LED forum	Interim LED Forum established		Functional and well constituted LED forum
To ensure that all the municipality projects including sectors departments projects are implemented according to CRDP principle	CRDP Projects	Monthly and quarterly reports	CRDP Strategy not fully implemented		To assist the co-operatives and local communities to benefit from all 2013/14 CRDP projects.

KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Municipal Financial Viability					
Objective	Key Performance Indicator	Portfolio of Evidence	Baseline	Budget	2013/2014 Target
To ensure provision of free basic services to all indigent households earning amount equal or lower than minimum threshold	Number of reports on indigent registration	Submission of reports	12		12
To support BBBEE as part of local economic development by properly implementing the procurement policies.	Reports on the percentage of bids below R200 000 awarded to local companies	A report with list of local companies appointed	None		4
	Number of reports on procurement statistics	Submission of reports	None		4

To practice sound and sustainable financial management by strengthening internal control measures and compliance to relevant legislations and policies.	% of capital budget actually spent on capital projects identified for the financial year	Expenditure report on all capital votes	10%		12%
	Timeous submission of quality revised estimates for the budget adjustment as per guideline	Monthly reports	12 x reports		12 x reports per annum
	Implementation of new financial system	Signing of agreement, signed take over from Sebata FMS	Sebata FMS in place and in use		Implementation of new Financial System
	Section 71 reports	Section 71 reports	Section 71 reports presented to the Mayoral Committee		To keep expenditure on the approved budgeted items/votes.
	Number of reports and evidence provided to show that the assets register for the directorate is maintained according to Asset Management Policy to satisfy the accounting standards.	GRAP compliant asset register	Asset Register in place, not fully GRAP compliant		Register to be GRAP-compliant
		Obsolete goods registered and handed in at stores	1 x report		1 x report
		All assets be registered	1 x report		1 x report
		Movement of assets registered	2 x reports		12 x reports per annum
	To practice sound and	% improvement on	Financial reports	65% revenue	80% revenue collection

sustainable financial management by strengthening internal control measures and compliance to relevant legislations and policies.	revenue collection		collection		
	Appointment of Service Provider to assist in revenue collection	Council Resolution	No Service Provider appointed		Appointed Service Provider for revenue collection
	Implementation of valuation roll	Approved valuation roll	Valuation roll in place		100% implementation
	Timeous submission of budget related policies to Council	Council Resolution	2012/13 budget related policies in place		All budget related policies approved by 31 May 2014
	Timeous submission of budget plan to Council	Council Resolution	Budget Process Plan in place		Budget process Plan approved by 31/8/2013
	Timeous submission of indicative figures, guidelines and templates to the directorates	Reports	-		Submit budget guidelines to directorates by 15/12/2013
	Timeous submission of drafts to the Council	Council Resolution	2013/14 draft budget tabled on 26/03/2013		2014/15 draft budget to be tabled by 31/03/2014
	Timeous submission of adjustment budget to Council	Council Resolution	2012/13 Adjustment Budget tabled on 28/02/2013		2013/14 Adjustment budget to be tabled by 31 January 2014

To promote a culture of accountability, transparency and performance excellence through proper implementation of performance management system, other compliance monitoring mechanisms and by ensuring effective internal audit services	Number of formal performance and competency review sessions with all direct reportees and a performance report for the directorate.	Report	–		To conduct formal performance reviews for Managers reporting directly to the CFO
To practice sound and sustainable financial management by strengthening internal control measures and compliance to relevant legislations and policies.	Number of reports on execution of Council resolutions submitted to portfolio committee	Minutes of portfolio committees acknowledging execution.	4 x reports to portfolio committee		4 reports submitted to portfolio committee
	2014/15 Budget approval by Council	Council resolution	2013/14 Budget to be approved		2014/15 Budget approved by Council
	Ensure that departmental meeting sit monthly	Minutes of departmental meetings	4 meetings		12 meetings per annum
	Percentage of internal & external Audit queries addressed within one Month and/or within 5 days as prescribed by AG	Audit reports	1		1
		Council meeting minutes where the AG's report will be discussed	1		0

	Timeous submission of the budget to community structures for participation and inputs	Council resolution on approving budget	31-Mar-13		01 April 2014
	Percentage completion of the Risk register	Report and development of risk register	None		31-Aug-13
	Number of section 71 reports submitted to Mayoral committee	Council Resolution	12 reports submitted to Mayoral committee		12 reports submitted to Mayoral committee
To practice sound and sustainable financial management by strengthening internal control measures and compliance to relevant legislations and policies.	Timeous submission of annual financial statements to the Auditor General	Copy of the AFS submitted and signed acknowledgement by AG	2011/12 AFS submitted		To submit 2012/13 AFS to the AG by 31/08/2013
	Timeous provision of financial ratios in order to determine viability	Council Resolution	4		4
	Audit recovery plan developed and implemented	Approved copy of the plan	2012/13 Audit recovery plan in place		To develop audit recovery plan and implemented
	Number of reports on asset management	Report	2 x reports		4 x reports
	Number of stock take reports	Report	1 report		2 x reports
	Number of reports on	Report on asset			1 report

	annual asset count	count	1 report		
	Payment of creditors within 30 days	Monthly creditors age analysis	12		12
	Payment of salaries on time	Monthly remittance advice	12 x remittance advice		12 x remittance advice
	Number of indigent households qualifying to receive Free Basic Services	Updated indigent register	10		12
	Number of DORA reports submitted to Treasury	Copies of reports	10 DORA reports		12 DORA reports

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Good Governance and Public Participation					
Objective	Key Performance Indicator	Portfolio of Evidence	Baseline	Budget	2013/2014 Target
To Develop a Credible IDP document	To improve the rating on IDP from low to medium	Improved rating on IDP assessment	2012/16 COGTA Rating - low		Medium rating of IDP 2013/2014 during IDP assessment and a credible IDP
	IDP Budget Process Plan approved by Council	Approved IDP/Budget Process Plan for 2014/15	Approved IDP/Budget Process Plan 2013/2014		Approved IDP and Budget Process Plan for 2014/15

	1 meeting per quarter for IDP/Budget Steering Committee	Minutes of meetings submitted with quarterly report	No meeting held in 2012/13		4 meetings per annum
	1 meeting per quarter for IDP/Budget Technical committee	Minutes of meetings submitted with quarterly report	No meeting held in 2012/13		4 meetings per annum
	1 meeting per quarter for IDP/Budget Representative forum	Minutes of meetings submitted with quarterly report	2 meetings held in 2012/13		4 meetings per annum
	Number of Community- and Stakeholder consultation meetings held towards the draft IDP 2014/15	Agendas, minutes and attendance registers of Community meetings	2013/14 IDP Phase One (Oct 2012)- 11 community meetings held i.t.o IDP review and Phase Two (April 2013) - 11 community meetings held i.t.o. the draft IDP and Budget		1. <u>Phase One</u> : Community meetings held i.t.o. IDP review (11 meetings - one meeting per ward) 2. <u>Phase Two</u> : Community participation meetings i.t.o. the draft IDP and Budget (11 meetings - one meeting per ward)
To ensure that the Internal Audit Plan is approved by council and be implemented	Approval of the Internal Audit Plan	Approved Internal Audit Plan for 2013/14 FY	2012/13 Internal Audit Plan		Adoption and implementation of the Internal Audit Plan for 2013/14 FY
To ensure that the Risk Assessment is noted and results be communicated to Directors for implementation	Development of Risk Management Register	Approved Risk Assessment Register	2012/13 Risk Register		Quarterly reports submitted on progress achieved on risk mitigation by departments

To ensure that the Fraud Prevention Plan is adopted by council and implemented	Development of Fraud Prevention Plan	Approved Fraud Prevention Plan	Draft Fraud Prevention Plan		To have an approved Fraud Prevention Plan that is implementable.
To ensure that the Audit Committee is effective and functional	Establishment of Audit Committee	Minutes of meetings held - 1 meeting per quarter	Dr PKISLM participate in a shared services audit committee with GSDM. 4 x meetings held and 4 x meetings attended.		Appointment of Audit Committee members and 4 meetings per annum
To ensure an effective PMS of the municipality	PMS Policy reviewed and approved	Reviewed PMS Policy	PMS Framework in place	N/A	Approved PMS Policy
To develop and adopt a departmental SDBIP aligned to the organisational structure, IDP and budget	Approved SDBIP 2013/2014	Approved SDBIP 2013/2014	SDBIP 2012/2013 in place and implemented	N/A	Signed and approved SDBIP 2013/2014 aligned to organisational structure, IDP and Budget
To promote accountable and transparent administration	All Section 57 managers signed Performance Agreements	Copies of the Performance Agreement signed and published on the Website	Performance contracts for MM and CFO signed	N/A	Signed Performance Agreements for Section 57 Managers, submitted to COGTA and published on the Website.

	Quarterly assessments for the MM and Section 57 Managers	Quarterly performance assessment report	No performance assessment report		Annual Performance report, including the quarterly performance assessment reports of the MM and Section 57 Managers
	Performance Audit Committee established	Minutes & Reports of the Performance Audit Committee	Performance Audit Committee not established		Performance Audit Committee established and functional
	Reviewed, approved delegation register	Council Resolution	Delegation register in place		To have a reviewed Delegation register
	Approved Standing Orders and Rules of Council	Council Resolution	Standing Orders and Rules of Council		To have a reviewed Standing Orders and Rules of Council
To ensure that monthly performance reports on the implementation of the SDBIP and Section 71 reports are submitted to the Mayoral Committee	1 report per month submitted to the Mayoral Committee	Monthly performance reports and Section 71 reports submitted to the Mayoral Committee	4 x monthly reports submitted to the Mayoral Committee	N/A	12 x monthly performance- and Section 71 reports submitted to the Mayoral Committee

To ensure that quarterly performance reports and Section 52 reports are submitted to Council	1 report per quarter submitted to Council	Quarterly performance reports and Section 52 reports submitted and approved by Council	4 x Quarterly performance reports submitted to Council	N/A	4 x Quarterly performance reports and Section 52 reports submitted to Council.
To ensure that Section 72 reports is submitted to Council	Section 72 reports submitted to Council	Council Resolution	2012/13 FY Section 72 reports tabled to Council		2013/14 FY Section 72 reports submitted to Council
To ensure that 2012/13 FY Annual Report is submitted to Council	2012/13 Annual Report	Council Resolution	2011/12 FY Annual Report tabled to Council		2012/13 FY Annual Report tabled to Council
To have functional Ward Committees	Reports, Minutes and attendance registers	Reports, Minutes and attendance registers	Ward committees are functional		Reports and minutes to be submitted to the Office of the Speaker on a monthly basis.
To promote ward based planning	Monthly report of Ward Committees	Monthly report of Ward Committees	No ward based plans / Community based plans		Developed Ward Based Plans in all Wards

To enhance participation of Traditional leader in municipal Council	Attendance Register	Delivery of invitations/agendas to all Council meetings/committees and send to the House of Traditional Leaders	Invites are sent to Traditional Leader		Delivery of invitations for all Council meetings/committees and invitations sent to the Traditional Leader
To ensure that community Izimbizo's are held in partnership with sector departments and other stakeholders	Reports	Reports	One Izimbizo's held for HIV/AIDS		6 Izimbizo's to be held
To maximise the utilization of CDW on municipal programmes	To promote participation of CDW's in municipal activities	Reports	CDW's are active and participating		Submission of quarterly reports by CDW's to the Office of the Speaker
To ensure that a Public Participation Strategy is developed, approved and implemented	Approved Public Participation Strategy/Policy	An approved Public Participation Strategy/Policy	No Public Participation Strategy/Policy		An approved Public Participation Strategy/Policy
To enhance the Functionality of Council's Section 79 & 80 Committees	Number of meetings held by the Local Government Name Change Committee	Minutes of meetings and reports	3 x LGNCC meetings per annum		4 x LGNC meetings per annum
	Number of Council Meetings held	Minutes of meetings	7 x Council meetings per annum		4 x Council meetings per annum

	Number of Mayoral Committee Meetings held	Minutes of meetings	7 x Mayoral Committee meetings per annum		12 x Mayoral Committee meetings per annum
	Number of Portfolio Committee Meetings held	Minutes of meetings	18 x Portfolio Committee meetings per annum		4 x Section 79 Committee meetings per annum 12 x Portfolio Committee meetings per annum
	Number of MPAC Committee Meetings held	Minutes of meetings	6 x MPAC meetings per annum		4 x MPAC meetings per annum

16 PROJECTS AND PROGRAMMES

16.1 PROGRAMMES AND PROJECTS FOR 2012/13

16.1.1 Capital Projects – Dr Pixley Ka Isaka Seme Local Municipality

16.1.1.1 Funded

Project Name	Funding Source	Ward	Planned Start Date	Planned Completion Date	Capital Budget		
					2012/13	2013/14	2014/15
Yard connections in Ward 6	Own	6	01-Jul-12	30-Jun-13	R 150 000	R 0	R 0
Internal Roads in Ward 1	Own	1	01-Jul-12	30-Jun-13	R 500 000	R 0	R 0
Internal Roads in Ward 4	Own	4	01-Jul-12	30-Jun-13	R 2 000 000	R 0	R 0
Electrification in Ward 1, 2, 3	Own	1,2,3	12-Mar-12	30-Jun-14	R 2 000 000	R 2 000 000	R 0
					R 4 650 000	R 2 000 000	R 0

16.1.2 Gert Sibande District Municipality

16.1.2.1 Funded

Project Name	Funding Source	Locality	Phase number	Capital Budget		
				2012/13	2013/14	2014/15

Sewer Reticulation Perdekop	GSDM	Perdekop	2	2 798 055		
WTW Completion Pipeline	GSDM	Amersfoort	2	1 500 000		
Amersfoort Water Treatment Plant	GSDM	Amersfoort	2	2 000 000		
Vukuzakhe Sewer Treatment Plant	GSDM	Vukuzakhe	2	4 000 000	6 000 000	6 500 000
Water and Sanitation Maintenance	GSDM	All	1	500 000	1 000 000	1 000 000
WTW Completion Pipeline	GSDM	Amersfoort	3	1 500 000		
Water Quality Testing – Blue and Green Drop	GSDM	All	1	400 000	550 000	600 000
Regional Bulk Infrastructure	GSDM	Dirkiesdorp, KwaNgema west, Mabola, Daggakraal	1	500 000	4 000 000	5 000 000
Sanitation (VIP's)	GSDM	All		1 000 000	1 200 000	1 200 000
Potholes	GSDM	All		500 000	500 000	500 000
New Boreholes	GSDM	All		1 250 000	1 000 000	1 000 000
Borehole Maintenance	GSDM	All		500 000	1 000 000	1 200 000
Total				16 448 055	15 250 000	17 000 000

16.1.3 Municipal Infrastructure Grant and EPWP(MTEF Capita Works Plan)

16.1.3.1 Funded

Project Name	Funding Source	Ward	Planned Start Date	Planned Completion Date	Capital Budget		
					2012/13	2013/14	2014/15
Rural Water-Windmills and Boreholes	MIG	All	08-May-12	30-Jun-15	R 1 469 091	R 7 800 000	R 15 600 000

Water Reticulation with House Connections in Ward 1	MIG	1	01-Jul-12	30-Jun-14	R 3 000 000	R 791 959	R 0
Water Reticulation in Ward 7	MIG	7	01-Jul-12	30-Jun-14	R 1 000 000	R 509 569	R 0
Water Reticulation in Ward 8	MIG	8	01-Jul-12	30-Jun-14	R 1 100 000	R 560 526	R 0
Water Reticulation with House Connections in Ward 9	MIG	9	01-Jul-12	30-Jun-13	R 3 336 335	R 0	R 0
Bulk Water in Ward 10	MIG	10	01-Jul-12	30-Jun-14	R 1 600 000	R 1 331 727	R 0
Water Reticulation with House Connections in Ward 10	MIG	10	01-Jul-12	30-Jun-14	R 1 800 000	R 352 103	R 0
Water Reticulation with House Connections in Ward 11	MIG	11	01-Jul-12	30-Jun-13	R 3 500 000	R 0	R 0
VIP Toilets in all farm areas	MIG	All wards	01-Jul-13	30-Jun-15	R 0	R 5 000 000	R 10 000 000
Toilets in Perdekop	MIG	6	01-Jul-12	31-Jan-13	R 493 452	R 0	R 0
Toilets in Vukuzakhe	MIG	1	01-Jul-12	30-Jun-14	R 2 254 792	R 1 569 356	R 0
VIP Toilets in Daggakraal	MIG	9,10,11	21-May-12	30-Jun-15	R 489 347	R 2 491 461	R 2 491 461
Sewer Reticulation in Ward 6	MIG	6	01-Jul-12	30-Jun-14	R 1 400 000	R 3 051 615	R 0
Sewer Reticulation with Toilet Top Structures in Ward 7	MIG	7	01-Jul-12	30-Jun-14	R 1 600 000	R 1 466 893	R 0
Sewer Reticulation with Toilet Top Structures in Ward 8	MIG	8	01-Jul-12	30-Jun-14	R 1 650 000	R 1 512 735	R 0

COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME (CRDP) DR PIXLEY KA ISAKA SEME LOCAL MUNICIPALITY 2013/14 BUSINESS PLAN								
Key Activity	Activities	Ward/ Village	Responsible Institutions	Jobs		Beneficiaries	Performance Indicators	Available
				Temp	Perm			
Output 1 : Sustainable agrarian reform with small and large scale farming								

Project 1.1: Livestock Development Programme (Masibuyele Esibayeni)									
1.1.1	Animal handling facilities construction	Erection of demarcated grazing camps, erection of plunge dip, water reticulation networks, and energy installation	5	DARDLA	15	-	75	Animal handling facilities constructed.	2 125 000
1.1.2	Grazing camps infrastructure construction	Fencing of 100 km of grazing camps	All	DARDLA	35	-	175	100 km fence completed	13 000 000
1.1.3	Developmenet of Sgwinyamani CPA cattle scheme	Erection of demarcated grazing camps, erection of plunge dip, water reticulation networks, and energy installation	10	DARDLA	15	-	36	Animal handling facilities constructed.	1 200 000
1.1.4	Poultry production	EIA, town planning and design of abattoir	7	DARDLA	255	188	925	EIA, town plan, and design of the abattoir completed.	4 000 000
					320	188	1 211	-	20 325 000
1.2	Project 1.2: Water supply for both domestic & agricultural services								
1.2.1	Boreholes domestic & gardens provision	Provision of 10 boreholes to Households and reticulation to 100 households for both domestic and food gardens	All wards	DARDLA	30	0	750	10 Boreholes drilled, tested and equipped & water reticulated to households and also for livestock	2 500 000
1.2.2	Boreholes provision	Provision of boreholes	All wards	GSDM	30	0	750	Boreholes drilled, tested & equipped	1 000 000

1.2.3	Rural water windmills & boreholes	Provision of windmills & boreholes	All wards	DRPKISM	30	0	750	Boreholes drilled, tested & equipped	7 800 000
					30	-	750	-	11 300 000
TOTAL OUTPUT 1					350	188	1 961	-	31 625 000
Output 2 : Improved access to affordable and diverse food									
2.1	Project 2.1: Masibuyele Emasimini (Crop Production)								
2.1.1	Plough, planting and harvesting provision	Planting and ploughing of 3200 ha linked with ME	All wards with more than 1ha land & agrarian farms	DARDLA	1 200	23	3 500	5000 ha ploughed and planted with various commodities linked with ME	6 611 263
2.1.2	Development of Kwasa apple project	Erection of hail netting and upgrading of irrigation system	7	DARDLA	15	0	7	Apple farm developed	2 500 000
2.1.3	Development of Mosakong tunnels	Revitalization of vegetable tunnels	10	DARDLA	32	0	42	vegetable tunnels revitalised	2 100 000
					1 200	23	3 500	-	11 211 263
2.2	Project 2.2 : Integrated nutrition programme								
2.2.1	Feeding Scheme1 (schools & hospitals) provision	Feeding schemes for primary & Secondary schools through acquisition of food from agric cooperatives for 30 368 leaners	All wards	DOE	-	65	325	School kids benefitting from the programme	15 574 228
					-	65	325	-	15 574 228

TOTAL OUTPUT 2					1 200	88	3 825	-	26 785 491
Output 3 : Improved rural services to support livelihoods									
3.1	Project 3.1: Primary Health and Home Based Care Services								
3.1.1	PHC Construction	Construction of one(1) PHC and two accommodation units	3	DoH	45	8	7 500	1 PHC constructed	10 141 000
3.1.2	CHC Construction	Construction of Wakkerstroom CHC and accommodation units	5	DOH	100	10	8 200	Wakkerstroom CHC and accommodation units constructed	5 000 000
3.1.3	5 NPO's and CBO's funded to provide community based services.	5 NPO's and CBO's funded to provide community based services.	ALL	DOH	-	115	200	5 NPOs funded for community based services	1 770 000
3.1.4	Establishment of four PHC outreach teams	Establish 5 PHC outreach teams	ALL	DOH	30	10	7 500	5 PHC outreach teams established	4 948 490
3.1.5	Old age home	Funding of 1 old age home	4	DSD	-	3	30	Old age home funded	582 120
3.1.6	Children home	Funding of children home	4	DSD	-	27	90	Children home funded	2 592 000
					175	143	23 400	-	25 033 610
3.2	Project 3.2 : Provision of Infrastructure & Services for Early Childhood Development & Quality Education								
3.2.1	ECD construction	Construction of 1 ECD centre	6	DSD	25	5	150	1 ECD constructed	2 500 000
3.2.2	Grade R facilities	Construction of grade R facility at Sizenzele primary	6	DoE	50	20	450	Grade R facility constructed	2 100 000
		Construction of grade R facility at Daggakraal primary	10	DoE	50	20	450	Grade R facility constructed	2 100 000
3.2.3	School renovations	Upgrading of Lauwra	4	DoE	200	100	2 000	School renovated	1 800 000

		school							
		Upgrading of Seme high	10	DoE	200	100	2 000	School renovated	20 000 000
		Upgrading of Nalithuba high school	11	DoE	200	100	2 000	School renovated	20 000 000
		Upgrading of Amersfoort primary	7	DoE	220	100	2 000	School renovated	18 000 000
		Upgrading of Hlelimfundu	5	DoE	220	100	2 100	School renovated	12 400 000
3.2.4	Office construction	Construction of 10 offices	9	DSD	20	15	11 000	10 offices constructed	7 000 000
3.2.5	ECD Funding	Funding of 15 ECD operations	All Wards	DSD	4	50	375	15 ECD centres funded	2 800 000
		Funding of 1 ECD centre	5	NDA	4	10	125	ECD centre funded	822 985
		Funding of 1 ECD centre	6	NDA	5	10	145	ECD centre funded	852 185
					1 198	630	22 795	-	90 375 170
3.3	Project 3.3 : Provision of Community Service Centres for access to basic services								
3.3.1	Youth Development programme	4 youth development centres supported offering life skills education & awareness campaigns to youth	4,5,6,& 9	DSD	-	15	800	4 youth development centres funded	1 300 000
3.3.2	Stimulation centre	Funding of 2 stimulation centres	2 & 8	DSD	-	10	32	stimulation centre funded	192 000
3.3.3	Service centre for older people	Funding of 3 service centres	2,6 & 9	DSD	3	-	100	Service centre funded	262 800
3.3.4	Family services	Funding of 1 family	4	DSD	-	-	20	Family funded	43 000
3.3.5	HIV/AIDS centres	Funding of 2 HIV/AIDS service centres	9	DSD	-	20	120	Services centres funded	940 400
					-	15	800	-	2 738 200

3.4	Project 3.4 : Housing Programme								
3.4.1	PHP construction	Construction of 300 PHP houses	All wards	DHS	50	-	1 200	PHP houses Constructed	12 000 000
					50	-	1 200	-	12 000 000
	Project 3.5: Access roads & regravelling								
3.5.1	Road Upgrading	Upgrading of road between Volksrust & Daggakraal	4 & 11	DPWRT	20	-	20 000	Upgraded road	31 700 000
3.5.2	Storm water drainage	Upgrading of storm water drainage	1	DRPKISM	20	-	11 000	Upgraded storm water drainage	1 270 880
					40	-	31 000	-	32 970 880
	Project 3.6: Water & Sanitation								
3.6.1	Bulk water	Connection of bulk water	10	DRPKISM	30	-	150	Water connected	1 331 727
3.6.2	Water reticulation	Reticulation of water	7 & 8	DRPKISM	30	-	150	Water reticulated	1 121 095
3.6.3	Water reticulation with household connection	Household connection	10	DRPKISM	45	-	225	Household water connected	352 103
3.6.4	Upgrade of bulk supply line	Upgrading supply line	7 & 8	GSDM	50	-	250	Supply line upgraded	2 000 000
3.6.5	Regional bulk water infrastructure construction	Construction of regional bulk water infrastructure	10	GSDM	50	-	500	Bulk water infrastructure constructed	4 000 000
					205		1 275		8 804 925

Project 3.7 : Sewer reticulation & sanitation									
3.7.1	VIP toilets	Construction of VIP toilets	4,5,6,7,8,9, 10 & 11	DRPKISM	45	-	225	Toilets constructed	7 491 461
3.7.2		Construction of VIP toilets	All wards	GSDM	45	-	225	Toilets constructed	1 200 000
3.7.3	Toilets	Construction of toilets	1,2 & 3	DRPKISM	45	-	225	Toilets constructed	1 569 356
3.7.4	Sewer reticulation	Reticulation of sewer system	5 & 6	DRPKISM	30	-	150	Reticulated sewer system	5 451 615
3.7.5	Sewer reticulation	Reticulation of sewer system	7	GSDM	30	-	150	Reticulated sewer system	3 000 000
3.7.6	Sewer reticulation with top toilet structure	Reticulation of sewer system	7 & 8	DRPKISM	30	-	150	Reticulated sewer system& top toilet structure	2 979 628
3.7.7	Sewer treatment plant	Upgrading of sewer treatment plant	4	GSDM	35	-	200	STP upgraded	6 000 000
					260	-	1 325		27 692 060
Project 3.8: Electrification									
3.8.1	High mast lights	Provision of high mast lights	5,9,10 & 11	DRPKISM	40	-	200	High mast lights provided	4 200 000

3.8.2	Electrification	Provision of electricity	1,2 & 3	DRPKISM	25	-	125	Households electrified	2 000 000
					65	-	325		6 200 000
TOTAL OUTPUT 3					1 463	788	79 195	-	201 202 515
Output 4 : Improved employment opportunities (linked to Outcome 4):									
Project 1 : Job creation through EPWP and cooperatives development programmes		Project 4.1 : Job creation through EPWP and cooperatives development programmes							
4.1.1	Cooperative site development	Establishment and development of Agric Co-operatives linking them to Food Nutrition feeding scheme of DoE	All wards	DARDLA	-	-	200	Cooperatives developed	375 000
4.1.2	Research, Development & Agricultural Colleges	Technology advance farmers applying best agricultural practices	All wards	DARDLA	-	-	1 000	Intergrated college & research	1 000 000
4.1.3	Gardners Employment	Gardners employed for food gardens in schools and clinics	All Wards	DoE	-	24	104	24 people employed as gardeners	400 308
4.1.4	1000 community work programme workers employed	Community workers working on different community infrastructure including schools, roads, clinics and hospitals.	All wards	COGTA	1 000	-	5 000	1000 Community work programme workers employed.	7 666 000
4.1.5	ECD Practitioners	10 ECD practitioners trained on NQF level 4 & 5	All wards	DoE	10	-	50	10 practitioners trained on ECD NQF level 4 and 5 programme	750 000
4.1.6	Training of child minders: 0-4 cohort.	Capacitation & training of 15 child minders.	All wards	DoE	15	-	75	10 child minders. 0-4 cohort capacitated & trained.	475 193

4.1.7	Construction training	Training & incubation of 90 learners on construction related trades.	1,2,3,4,5,7 & 8	MRTT	-	96	475	90 learners trained & incubated.	3 000 000
4.1.8	Support the implementation of CRDP projects. (Training & empowerment.)	Improved support to small businesses & cooperatives.	All wards	DEDET	-	-	1 000	Improved support to small businesses & cooperatives.	500 000
4.1.9	Fresh produce Market	Establishment & development of Fresh produce market	All wards	DARDLA	10	25	175	Fresh produce market established.	5 000 000
4.1.10		Establishment & development of Fresh produce market	All wards	DRDLR	10	25	175	Fresh produce market established.	5 000 000
4.1.11	NARYSEC Programme	Empowerment of youth through NARYSEC programme	All wards	DRDLR	-	17	34	17 youth trained through NARYSEC training program	1 685 210
					1 025	120	7 904	-	25 851 711
TOTAL OUTPUT 4					1 025	120	7 904	-	25 851 711
Output 5: Enabling institutional environment for sustainable and inclusive growth									
Project 1 : Competent Human Capital & Effective Institutional Arrangements at Local Level for Service Delivery		Project 5.1 : Human Capital & Effective Institutional Arrangements at Local Level for Service Delivery							
5.1.1	Municipality Integration	Integrating CRDP project into IDP through participating in IDP processes, and facilitating workshops	All	DARDLA	-	-	-	All CRDP projects integrated into IDP	200 000

5.1.2	Coordinated Comprehensive Rural Development programme & capacity building	Programme coordination through meetings & forums.	All	DARDLA	-	-	-	All provincial departments supporting CRDP	1 050 000
5.1.3	Coordination of all jobs activites	Coordinating jobs to facilitate that they become permanent by linking them to sustainability projects and activities	All	DARDLA & DRDLR	-	-	-	50%Jobs facilitated to be permanent	250 000
					-	-	-	-	1 500 000
Project 5.2: Community Programmes									
5.2.1	Community Outreach Programme	Community feedback session	All	DCSSL	-	-	-	Community safety sessions conducted	50 000
5.2.2	School safety programme	Intergrated social crime prevention	All	DCSSL	-	-	-	Problematic schools identified.	
5.2.3	Child protection organisation	funding of 2 child protetion organisations	4	DSD	-	-	-	Child protection oranisations funded	402 428
					-	-	-	-	452 428
Project 5.3 : Community Policing Programme									
5.3.1	Community Safety Forum	Coordinate Community Safety Forum activities	All	DCSSL	-	-	2 000	Community safety forums conducted	42 000
					-	-	2 000	-	42 000
Project 5.5: Social Cohesion									
5.5.1	Mass participation of schools	Sports, fun days & festivals conducted	All	DCSR	-	-	1 000	Mass participation of schools conducted.	620 000

5.5.2	Freedom day celebration	Commemoration, legacy projects & basket of services.	6	DCSR	50	-	1 000	Freedom day celebrated	1 400 000
					50	-	2 000	-	2 020 000
TOTAL OUTPUT 5					50	-	2 000	-	4 014 428
TOTAL FOR PIXLEY					4 088	1 184	94 885	-	289 479 145

Department of Public Works				
Project description	Start	End	Budget	Municipality
Selective Reseal: Road P97/1 between D2514 junction and D2117 junction	Aug-13	Mar-14	3 948	Pixley ka Seme
Design of culvert bridge Daggakraal 2	Jun-12	Nov-12	700	Pixley ka Seme
Design of culvert bridge 2 at Daggakraal 2	Apr-13	Sep-13	1 400	Pixley ka Seme
Construction of Daggakraal 2 Culvert	April-13	Dec-13	6 000	Pixley ka Seme

Department Of Social Development					
Project Name	Municipality	Project Beneficiary/Ward	Project Objective	Key Performance Indicator	2013/14 Budget Allocation (Annual) R
Daggakraal branch office	Pixely Ka Seme	Daggakraal	New block offices		R 1, 000

PART THREE: OPERATIONAL STRATEGIES (SECTOR PLANS)

This Section embodies Executive Summaries of the respective operational strategies (Sector Plans) compiled and prepared by Dr Pixley Ka Isaka Seme local Municipality and the Gert Sibande District Municipality. These Sector Plans constitute core components of the IDP of the municipality as per Section 26 of the MSA and plays a significant role in the integration process. Some of these plans were/are/will be prepared / developed and others reviewed in consideration of the relevant District wide development initiatives and directly inform and align with those of the constituent municipalities.

The Revised IDP for Dr Pixley Ka Isaka Seme local Municipality reflects a summary of each of the various sector plans that have been developed and/or reviewed. Each of the summary reports contained in this section are supported by more detailed, comprehensive plans and programmes which should be read if a more in depth reference framework is required.

The summary of sector plans herein includes among the following:

- Spatial Development Framework
- Integrated Water Services Development Plan
- Environmental Management Framework
- District LED Strategy
- Integrated Waste Management Plan (2006)
- District HIV/AIDS Plan
- Human Resources Strategy
- Communication Plan
- Risk based Audit Plan
- Fraud Prevention Strategy
- Disaster Management Plan
- Disaster Management Policy
- Air Quality Management Plan
- Integrated Transport Plan
- Tourism Plan for Wakkerstroom and Surrounding Areas
- Housing Chapters
- Performance Management Systems

The aforementioned Sector Plans are informed by the developmental priorities and objectives as articulated in this document. It is for this reason they are incorporated in this plan so as to forge a linkage with other Sector Plans and ensure seamless implementation of the IDP as an inclusive and coherent strategic planning tool of the District.

17 SPATIAL DEVELOPMENT FRAMEWORK

17.1 INTRODUCTION

The main aim of the Spatial Development Framework is to formulate spatially based policy guidelines whereby changes, needs and growth in the region can be managed to the benefit of the whole community. The Spatial Development Framework further guides and informs all decisions of the Municipality relating to use, development and planning of land. This will have to be balanced with the need to provide adequately for the social and economic needs of the growing population.

It identifies opportunities for future development and conservation and makes recommendations as to where and how development or conservation should take place. In doing so, the framework will not make detailed proposals for specific land portions, but will rather provide broad spatial guidelines to assist decision making with regard to land use/spatial planning.

The Land Use amongst the different administrative units differs in accordance to the economic services available.

17.2 ANALYSIS

The existing level of development and understanding of the nature, dynamics and causes of the status quo will be assessed. The analysis is based on spatial, socio-economic, infrastructure, environmental, legislative and policy analysis sub-groups. The analysis phase will pave the way for confirming a vision and establishing planning principles for the Spatial Development Framework and the study area.

17.3 VISION AND PLANNING PRINCIPLES

The vision for the Pixley Ka Isaka Seme Municipality, as per revised IDP 2010-2011 and broad planning principles and strategies are adopted. The vision and planning principle phase will establish Spatial Development Framework objectives, principles and ultimately provide guidelines with respect to the desired spatial form of the study area.

17.4 LAND USE MANAGEMENT (POLICIES & GUIDELINES)

The land use management guidelines includes strategies, policies and guidelines for each of the land use components, i.e. residential, rural development, business etc. These land use management guidelines are based on the vision and planning principles and will provide a policy framework for land use management decisions.

17.5 SPATIAL DEVELOPMENT STRATEGY

Based on the vision, planning principles and land use management guidelines, spatial development strategies are formulated for each of the urban nodes, rural areas and possible areas for key intervention. The spatial development strategies will provide specific guidance with respect to future land uses, urban edge and possible areas for extension.

17.6 KEY ISSUES

The land use profile and settlement dynamics within the area are important indicators reflecting the status quo and possible future land uses and growth patterns. The nature of the study area includes large rural areas with urban components, high potential agricultural land and natural areas mainly associated with eco-tourism towards the south east of the study area. The local settlement pattern of the various towns in the area differs substantially.

The urban form of a number of towns are characterized by former separate development policies. An important spatial imperative of this urban form was the Group Area 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 for example Volksrust and Vukuzakhe. This form of segregation planning created spatially separate entities and has resulted in the lack of social integration as well as costly infrastructure, service provision and maintenance.

A land use survey was conducted between 8 and 10 March 2010 to capture the land uses in each of the settlements within the municipal area as an indication of the status quo of land uses in the municipal area.

17.7 PROPOSED SPATIAL FRAMEWORK

The existing land use pattern within the Pixley Ka Isaka Seme Local Municipality area is reflected on the land use plans that were compiled as a result of the land use survey completed during March 2010 (see **attached Figures 5 - 10**). The proposed spatial development framework for each of the settlements and the rural area are indicated on (see **attached Figures 33 – 39**) and reflects the following components:

- A hierarchy of roads
 - * Mobility spines/fast moving access ways
 - * Activity spines
 - * Activity streets
 - Activity nodes/areas
 - Mixed land use
 - Open space system
 - Residential Development
 - * Infill development
 - * Densification
 - Social infrastructure
 - Industrial Development
 - Future Urban Extension
 - Extensive agriculture land use
 - Urban Edge
-

17.8 ACTIVITY NODES/AREAS

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

Volksrust

- **Primary Node**

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

- **Secondary Nodes**

There is no defined secondary node in Volksrust but the intersection of Joubert and Dan Pienaar Street could be developed as a secondary node since it is not part of the CBD and situated at the intersection of two major Activity Spines. Normally the secondary node manifests at the locality of a new mall in a town, but that is not the case in Volksrust and therefore this location is proposed for a secondary node.

- **Neighbourhood nodes**

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

- * Proposed neighbourhood nodes:

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

Vukuzakhe

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

- **Primary Node**

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

- **Secondary node**

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

- **Neighbourhood nodes**

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

Amersfoort

- **Primary Node**

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

- **Secondary Node**

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

- **Neighbourhood Node**

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

Ezamokuhle

- **Primary Node**

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

- **Secondary Node**

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

- **Neighbourhood Node**

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

Perdekop/Siyazenzela

- **Primary Node**

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

- **Secondary Node**

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

- **Neighbourhood Node**

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

Wakkerstroom/Esizameleni

- **Primary Node**

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

- **Secondary Node**

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

- **Neighbourhood Node**

A very small secondary node is proposed for the Wakkerstroom area situated at the intersection of Joubert and Luttig Street which forms the activity street to Newcastle. No other business property is

identified in this area of the town which is quiet a distance away from the primary node of the town. One neighbourhood node is proposed for Esizameleni in Mndebele Street which will serve the western part of the town.

Daggakraal/Sinqobile

- **Primary Node**

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

- **Secondary Node**

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

- **Neighbourhood Node**

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

17.9 SERVICE UPGRADING PRIORITY AREAS

The local and municipal SDF that forms the basis of this document identified specific projects or areas that need specific inputs in order to bring the proposed SDF to fruition. These projects must also be incorporated into the IDP budget. The following are the most important projects or areas identified during the SDF process:

- 1:100 year flood line determination is all settlements to ensure that no further development is situated within the flood line area.
 - Thusong centres for each administrative unit
 - Urban Design Framework for Volksrust CBD in order to revive the CBD and prevent degradation of the most important basis of economic development in the municipality.
 - Sport stadium development in each settlement in order to promote sports and provide decent open spaces for recreation purposes.
 - Township establishment on all the proposed areas that was earmarked for future development and infill development where necessary
 - Identification of a new site for the municipal airport should Volksrust Extension 4 be developed
 - Extension of other social facilities such as cemeteries and libraries
 - Establishment of communal grazing land for residents of Vukuzakhe
 - Registration of all municipal waste dump sites within the municipal area
 - Establishment of new access roads where necessary and upgrading of existing roads and service sin all the settlements
 - Upgrading of informal settlements identified in Perdekop and the formalisation of the residential area in Sinqobile.
-

- Investigating the possibilities of Public Private Partnerships for future projects close to the workforce
- Investigating potential high income residential development and promoting the municipal area for such development.
- Investigation of potential mining activity near Perdekop
- Potential Dam developments at Amersfoort and Martins dam.

17.10 REQUIREMENTS FOR SUCCESSFUL IMPLEMENTATION

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

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

Settlement Hierarchy

The concept of a settlement hierarchy, in principle, reflects levels of investment based on the hierarchy level of specific nodes and settlements. The GSDM classifies Volksrust as a 2nd order settlement and the rest of the settlements as 3rd order settlements. These settlements are defined as follows:

- **2nd order settlement**
In terms of the Gert Sibande district, Volksrust/Vukuzakhe is rated as a second order settlement. However, in the local municipality context Volksrust/Vukuzakhe is classified as a 1st order settlement since it has the highest level of service delivery in the local municipality context (see **Figure 32**).
- **3rd order settlements**
In terms of the Gert Sibande district, Amersfoort/Ezamokuhle, Wakkerstroom/Esizameleni, Perdekop/Siyazenzela, Daggakraal/Sinqobile is third order settlements providing only a localised service to the surrounding community. However in terms of the local municipality context Amersfoort/Ezamokuhle and Wakkerstroom/Esizameleni are classified as 2nd order settlements providing a supportive role to the rest of the municipality and Daggakraal/Sinqobile is classified as a 3rd order settlement (see **Figure 32**).
- **Rural Nodes**
No rural nodes were identified for Pixley Ka Isaka Seme Local Municipality within the Gert Sibande District SDF. However the CRDP pilot project at Emahashini can be classified as a rural node. Furthermore a second rural node was identified in the south western corner of the municipal area

17.11 CAPITAL INVESTMENT FRAMEWORK

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

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

VUKUZAKHE						
1.	1:100 year flood line determination	Technical & Engineering Services	R 200 000-00	R 200 000-00	-	-
2.	Extension of cemetery	Community Services	R 500 000-00	R 500 000-00	-	-
3.	Communal Grazing fields	Community Services	R 350 000-00	R 350 000-00	-	-
4.	Township Establishment: North of R543	Planning & Economic Development	R 2 200 000-00	-	-	R 2 200 000-00
5.	Thusong Centre	Community Services	R 1 500 000-00	R 1 500 000-00	-	-
6.	Register Waste dump site	Technical & Engineering Services	R 350 000-00	R 350 000-00	-	-
AMERSFOORT						
1.	1:100 year flood line determination	Technical & Engineering Services	R 150 000-00	R 150 000-00	-	-
2.	Extension of cemetery	Community Services	R 120 000-00	R 120 000-00	-	-
3.	Town Planning Residential infill	Planning & Economic Development	R 150 000-00	R 50 000-00	R 50 000-00	R 50 000-00
4.	Thusong Centre	Community Services	R 1 500 000-00	R 500 000-00	R 500 000-00	R 500 000-00
5.	Registered Waste dump site	Technical & Engineering Services	R 350 000-00	R 350 000-00	-	-
EZAMOKUHLE						
1.	1:100 year flood line determination	Technical & Engineering Services	R 150 000-00	R 150 000-00	-	-

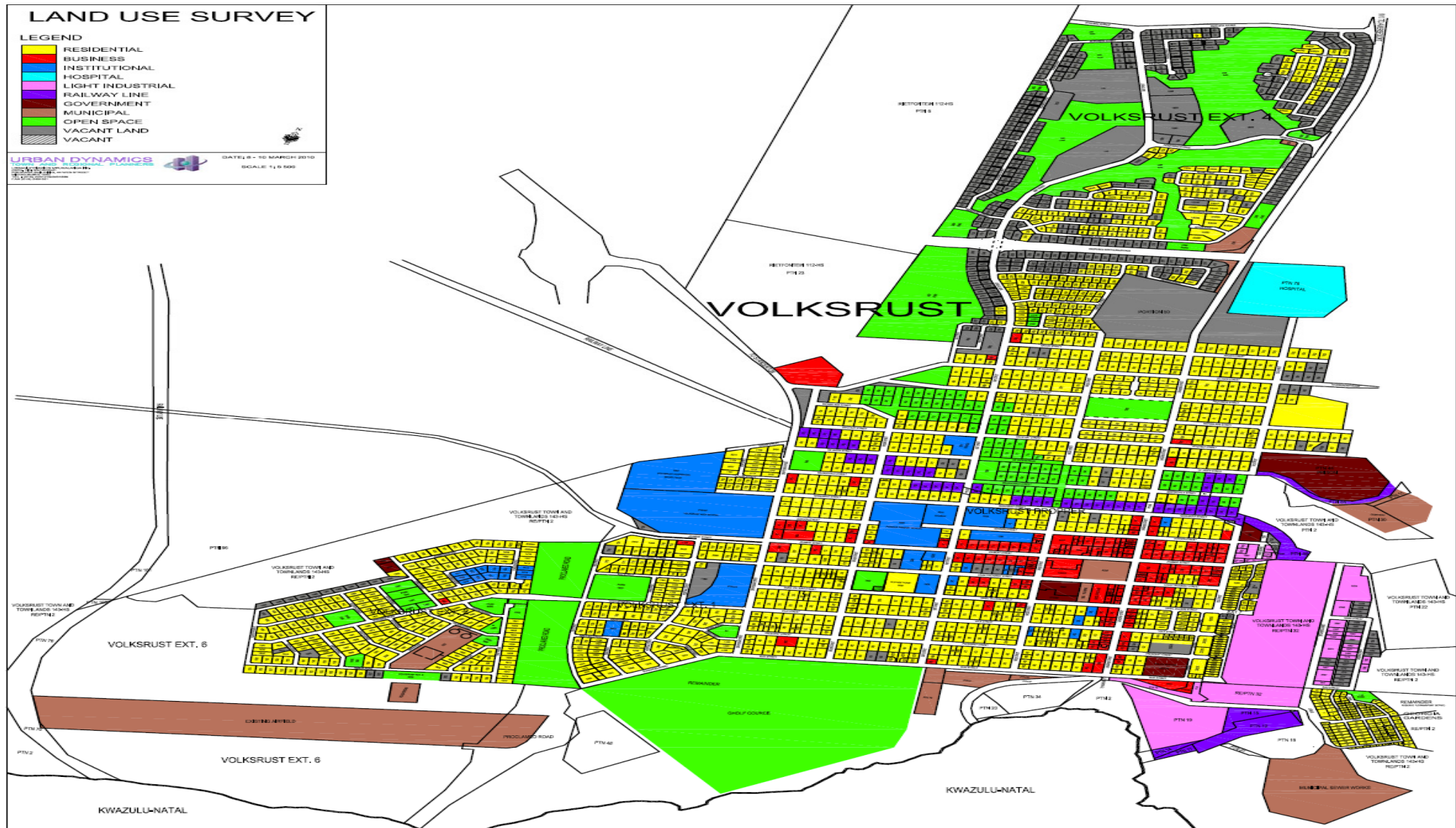
2.	Thusong Centre	Community Services	R 1 500 000-00	R 500 000-00	R 500 000-00	R 500 000-00
3.	Township Establishment: North East	Planning & Economic Development	R 1 200 000-00	R 500 000-00	R 700 000-00	-
4.	Sport stadium development	Community Services	R 4 000 000-00	R 1 000 000-00	R 1 000 000-00	R 2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

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

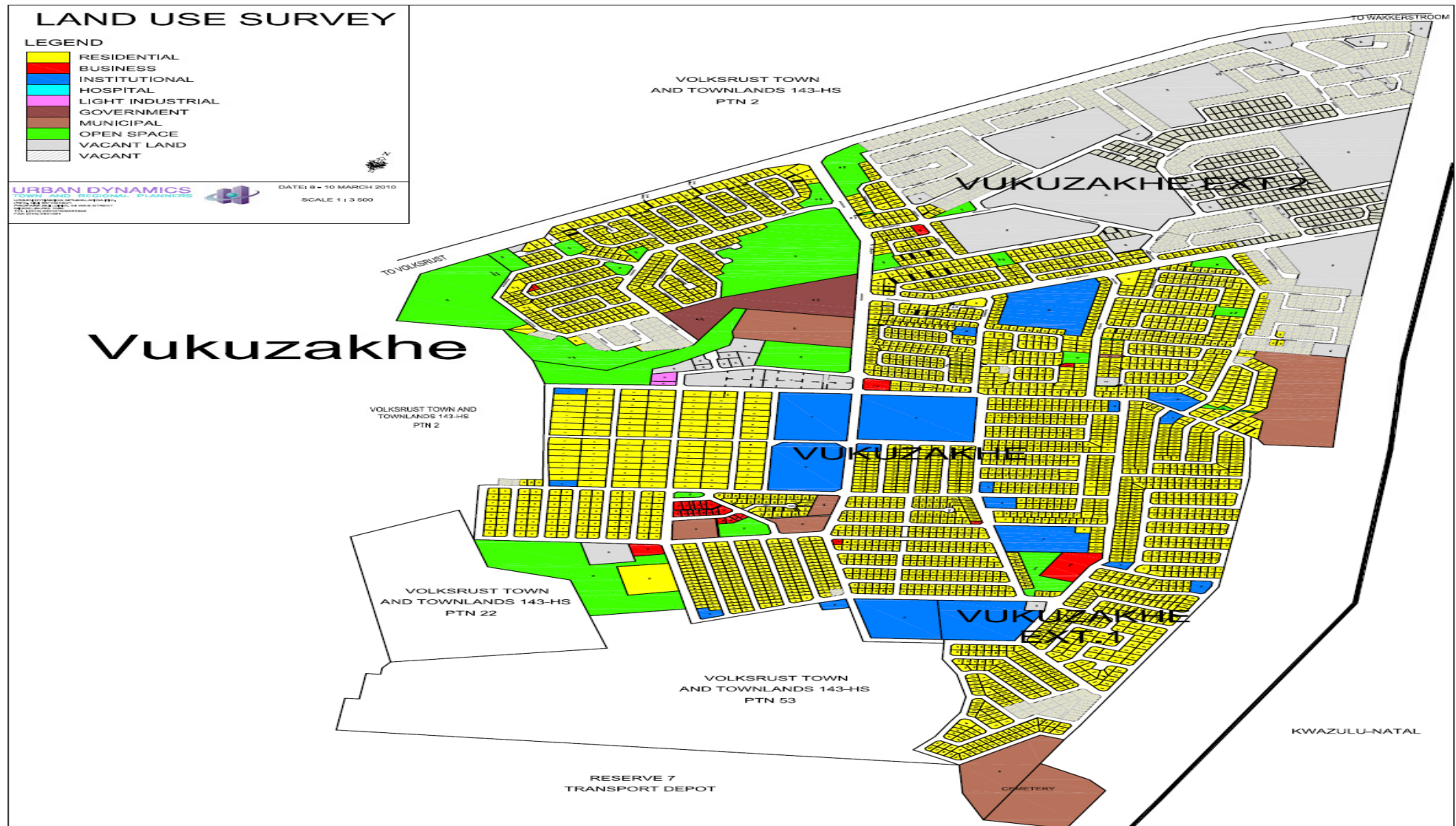
5.	Updated Aerial Photography	Planning & Economic Development	R 1 200 000-00	R 1 200 000-00	-	-
----	----------------------------	---------------------------------	----------------	----------------	---	---

Below are maps for all the administrative units under the jurisdiction of Dr. Pixley Ka Isaka Seme Local Municipality. The Maps below detail the current land uses within the various units. It's imperative to note that in essence the SDF should be a supporting tool for the EMF and also create a road map for the development of a implantable and functional LEDS. These three documents form a basis for the 3 pillars of sustainable development to be a reality for human development and the economy the jurisdiction of the municipality.

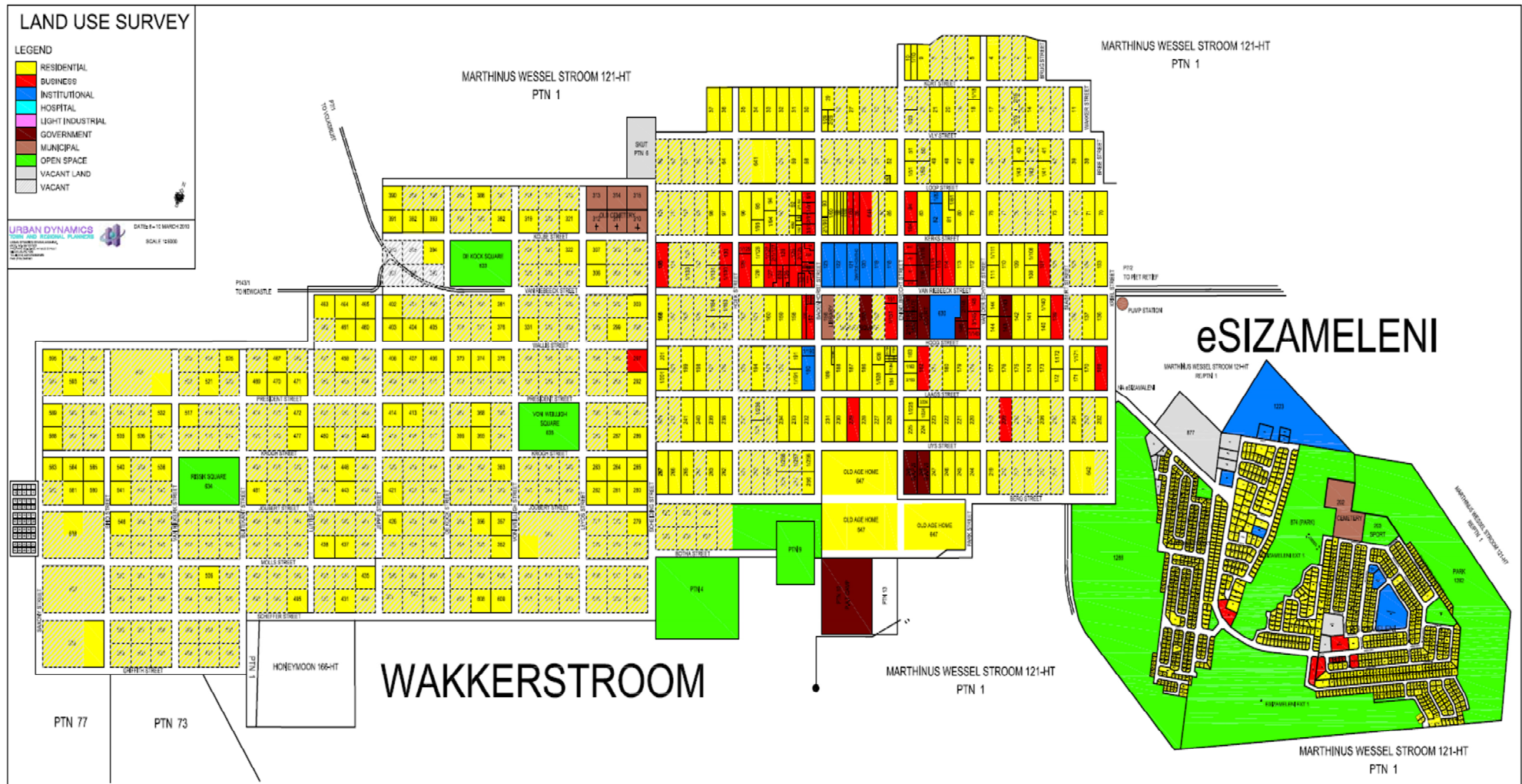
Map 4 – Land Use Survey (Volksrust)



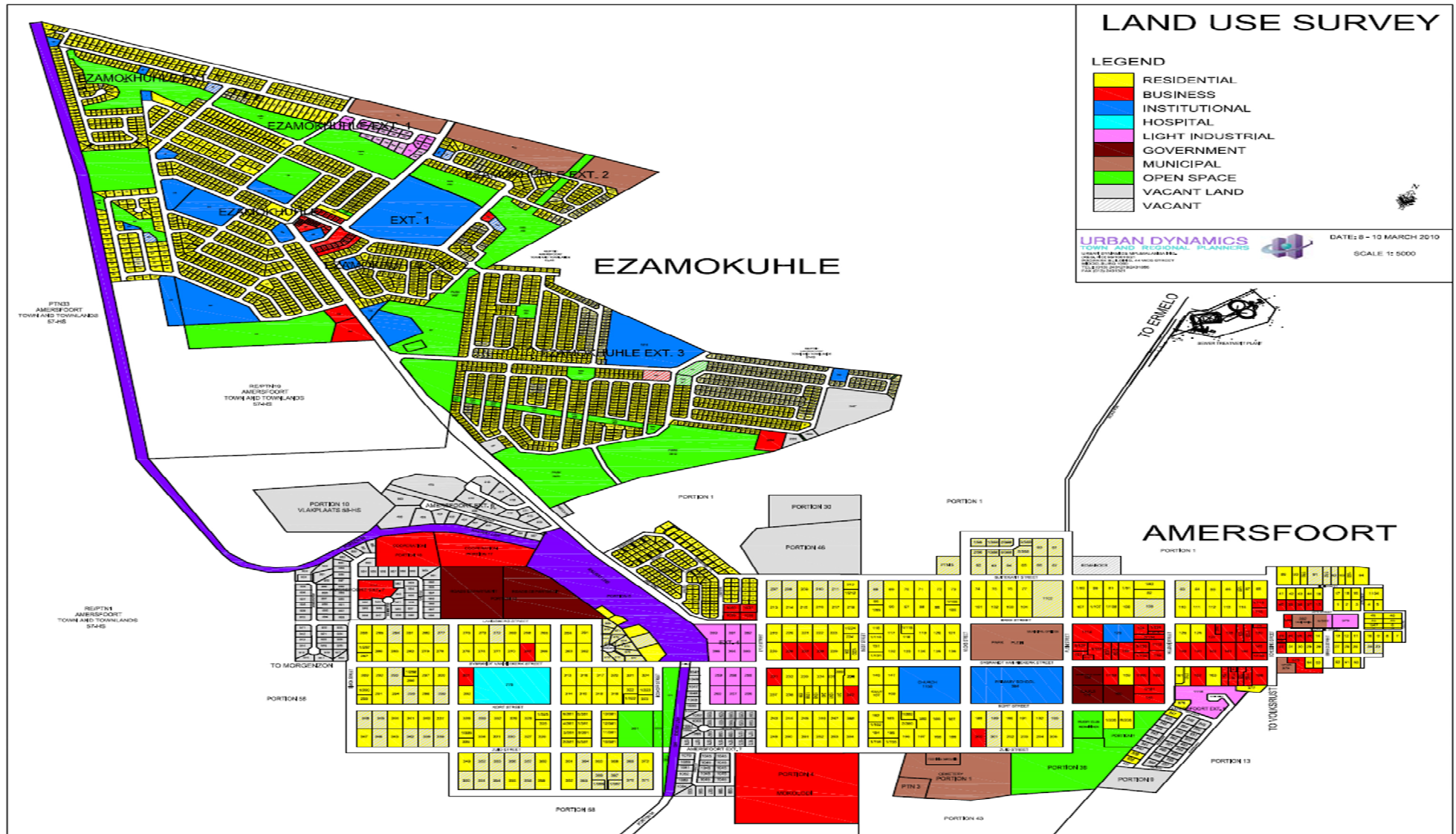
Map 5 – Land Use (Vukuzakhe)



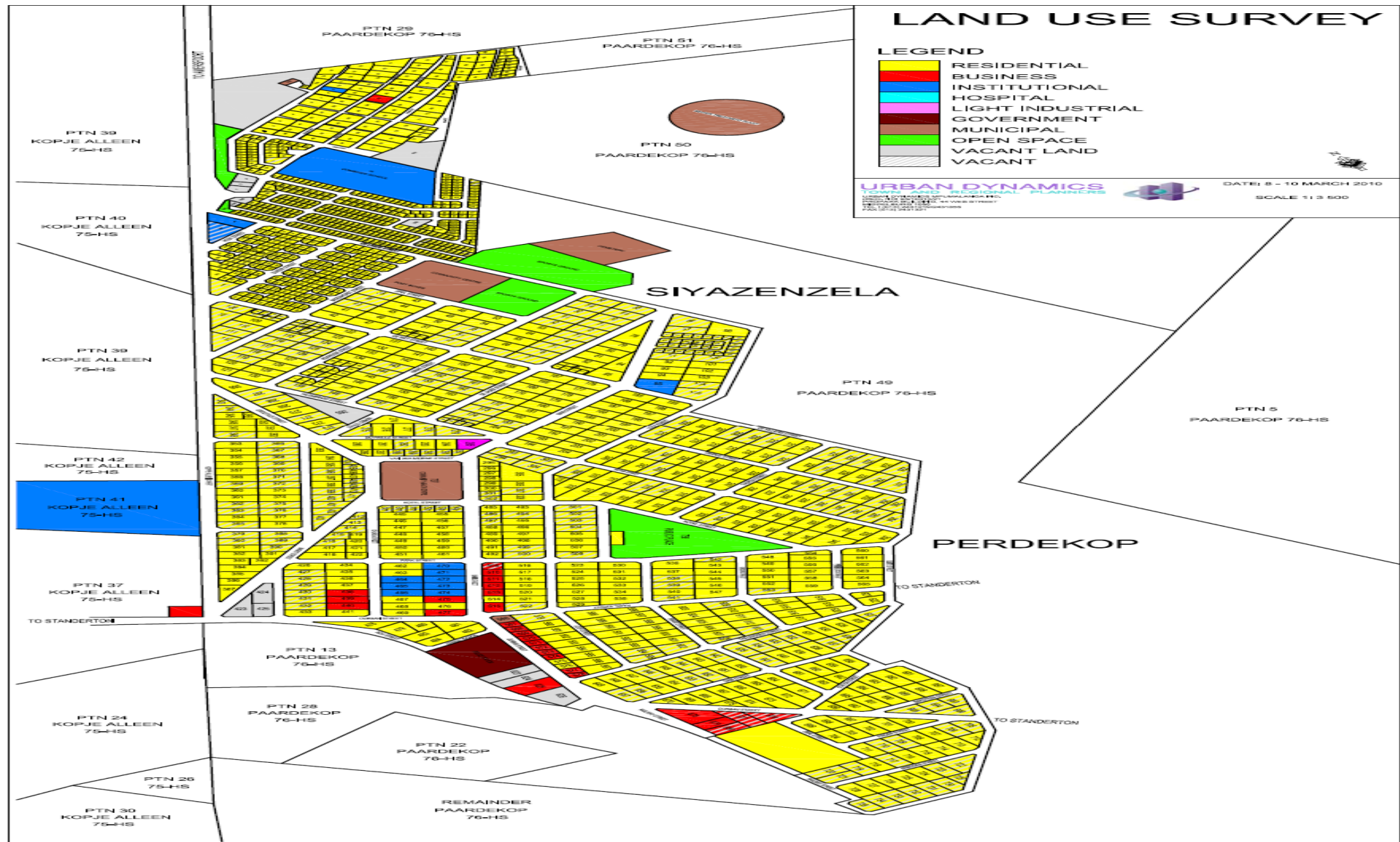
Map 6 – Land Use Survey (Wakkerstroom)



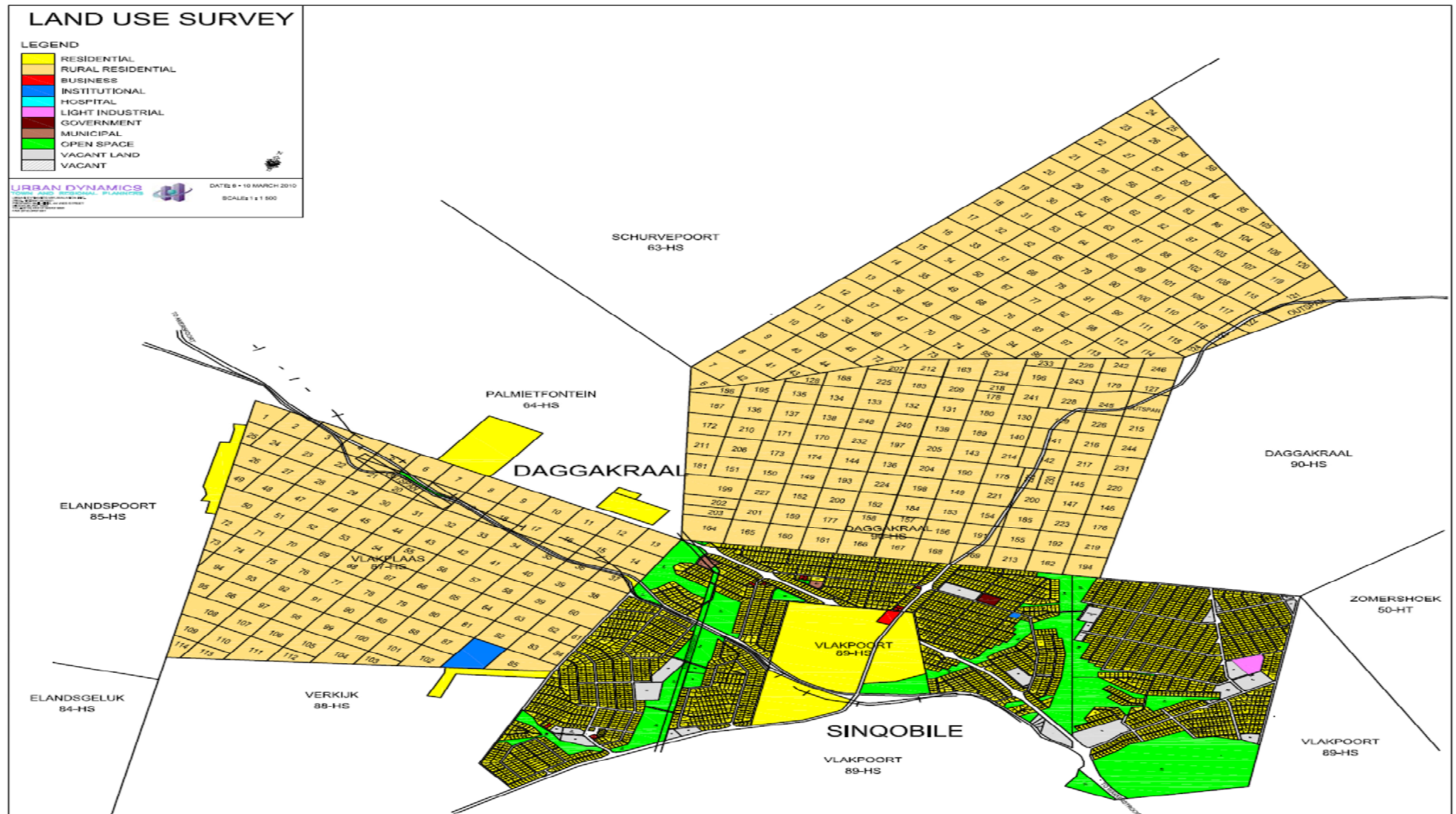
Map 7 – Land Use (Ezamokuhle)



Map 8 – Land Use Survey (Siyazenzela)



Map 9 - Land Use Survey (Daggakrall)



18 WATER SERVICES DEVELOPMENT PLAN

18.1 INTRODUCTION

Water Service Act prohibits any organization other than a water services provider to provide water services. A water services provider may be a WSA under a contract and in terms of section 19(1)b(i), or by way of a joint venture with another WSA as provided for in section 19(1)b(ii). When the WSA is performing the function of water services provider, the water services authority must manage and account separately for those functions.

The Dr Pixley Ka Isaka Seme Local Municipality acts as both WSP and WSA, and is also responsible for other services provided by the Municipality such as roads, storm water and refuse collection etc. All areas within the WSA's jurisdiction are currently being served by the WSP excepting privately owned farms (in the case of retail water). It is currently providing water services by way of a centralized internal mechanism structures as a division of the Technical and Engineering Services Department.

18.2 KEY ISSUES

Water Source

The WSA get water from the following surface water sources: Usutu Vaal Scheme, Schuilhoek, Balfour, Daggakraal, Martins, Amersfoort, and Mahawane Dams. The Slangrивer is only used in case of an emergency. The total bulk water abstracted via the various sources is approximately 3529ML/annum.

The Amersfoort Water Treatment Plant is situated on the banks of the Daggakraal Dam approximately 10km from the town of Amersfoort. The Dam is built in Schulpspruit which flows into the Rietspruit. The plant serves Amersfoort, Ezamokuhle, Daggakraal and Perdekop. It is estimated that the current water demand for the areas is approximately 1620ML/pa, the estimated future requirements is an additional 442ML/pa.

The Wakkerstroom Water Treatment Plant is located on the banks of the Martins Dam, approximately 1km east of the town of Wakkerstroom next to the road to Piet Retief. Water is pumped from the Martins Dam. The plant serves the communities of Wakkerstroom and Esizameleni. It is estimated that the current water demand for the areas is approximately 324ML/pa, the estimated future requirements is an additional 92ML/pa.

The Volksrust Water Treatment Plant is situated in the south-western section of Volksrust. Raw water is abstracted directly from a raw water storage dam (Volksrust Dam) that is fed by either the Schuilhoek or the Balfour Dam. The plant serves Volksrust and Charlestown with potable water. It is estimated that the current water demand for the areas is approximately 1213.6ML/pa, the estimated future requirements is an additional 61ML/pa.

The Vukuzakhe Water Treatment Plant is situated on the eastern side of Vukuzakhe and supplies the area with potable water. Raw water is abstracted directly from a raw water storage dam (Vukuzakhe Dam) which is supplied with water from the Mahawane Dam. It is estimated that the current water demand for the area is approximately 756ML/pa, the estimated future requirements is an additional 460.6ML/pa.

According to the Audit on the works in the WSA, most of the staff working at the treatment plants is not qualified to do the work. Staff employed at the plants must also be registered with DWA. Urgent training and capacity building is also required.

Water quality

Raw water, potable water and effluent quality measurements are key elements to understanding and plan according to water quality, availability and appropriate level of service. Section 3.2 contains information regarding sample points, the type of determinants tested for and the frequency of such testing. Drinking water is compared to SANS 0241 and effluent is compared to the specific DWA wastewater plant authorisations. In addition, this section provides information on the water resource, its quality and availability.

Dr Pixley Ka Isaka Seme operates and maintains a number of bulk water supply, water and sanitation schemes in the towns of Amersfoort, Paardekop, Daggakraal, Wakkerstroom, Volksrust and Vukuzakhe. Other areas are served by mainly groundwater sources with minimal treatment other than that of chlorination.

Waterborne Sanitation

The intention of the municipality is to provide full waterborne sanitation at the same level of service to all residents within the municipality. This is however depending on financial and economic viability of extending the current level of service from “VIP toilets” to “full waterborne” in all areas. The first priority however is addressing the existing backlogs and ensuring that all communities have access to basic level of sanitation. The areas affected are in the rural outskirts of the municipality’s jurisdiction and predominantly in the farm lands.

The extent of the full waterborne sanitation plans covered areas where on basic level service (VIP toilets) have been provided namely in Daggakraal, Amersfoort, Ezamokuhle, Siyazenzela, Wakkerstroom and the later rural areas in the municipality.

18.3 OBJECTIVES

- Improve potable water supply, at acceptable service levels and quality standards, to reach the entire population, and
 - Halve by 2015 the proportion of people without sustainable access to safe drinking water
 - Maintain existing water supply infrastructure.
-

18.4 STRATEGIES

- Increase available potable surface water by extending WTW's where possible, within the existing legal rights,
- evaluate the groundwater resource potential to enable efficient utilisation of this source in the rural areas,
- implement infrastructure asset management whereby efficient maintenance can be effected and timeously system replacements done to prevent asset stripping and catastrophic failures, by providing increased financial and human resources,
- a water sampling strategy (including groundwater) is required as well as a central database to effect an integrated management system,
- a Water Safety Plan and Incident Reporting Protocol are proposed to deal with threats from water pollution,
- there are at present no water conservation or demand management programmes in place and the WSDP had identified that scope exists for substantial savings to be achieved, provided data is obtained through proper metering, pressure control is instituted and pipe leakages reduced, and
- on the financial side, a comprehensive infrastructure investment plan is required, a service level policy and strategy should then follow where household affordability and infrastructure is taken into account to institute service level zoning.

Below is the list of proposed projects as per the WSDP and the DWA IDP input outflow

Project Name	Project Number	Project Category	Water/Sanitation Component	Water/Sanitation Project Type	Project Funding		
		Water Internal Bulk Water Regional Bulk Water Reticulation Water Treatment Works Sanitation Bulk Internal Sanitation Strategic Planning	Water Pipeline Water Pumpstation Water Reservoir Water Groundwater Water Reticulation Water Treatment Works Sanitation Basic Sanitation Low Flush Sanitation Water Borne Waste Water Treatment Planning	Water Infrastructure New Water Infrastructure Extension Water Infrastructure Upgrade Water Infrastructure Replace Water Resource Demand Management Water Resource Local Source Development Sanitation Infrastructure New Sanitation Replacement Buckets Sanitation Infrastructure Extension Sanitation Infrastructure Upgrade Sanitation Infrastructure Replace Water O&M Management: Refurbishment Sanitation O&M Management: Refurbishment Feasibility Only Institutional & Development Planning	Total Estimated	Total Allocated	Total Deficit
Rural Pixley ka Seme: Drought Relief (New)	PKS010	Water Reticulation	Water Groundwater	Water Infrastructure New	R 1,000,000	R 1,000,000	R 0
Rural Pixley ka Seme: Boreholes (New)	PKS011	Water Reticulation	Water Groundwater	Water Infrastructure New	R 3,000,000	R 1,000,000	R 0
Rural Pixley ka Seme: Boreholes (New)	PKS012	Water Reticulation	Water Groundwater	Water Infrastructure New	R 25,800,000	R 2,000,000	R 0
Rural Pixley ka Seme: VIP's (New)	PKS013	Internal Sanitation	Sanitation Basic	Sanitation Infrastructure New	R 11,000,000	R 5,300,000	R 5,700,000
Rural Pixley ka Seme: VIP's (New)	PKS014	Internal Sanitation	Sanitation Basic	Sanitation Infrastructure New	R 6,410,306	R 1,000,000	R 5,410,306
Wakkerstroom & Esizameleni: Raw Water Source Study (Water Resource)	PKS034	Strategic Planning	Planning	Water Resource Demand Management	R 500,000	R 0	R 500,000
Wakkerstroom & Esizameleni: WWTW (Refurbishment)	PKS035	Sanitation Bulk	Waste Water Treatment Works	Sanitation O&M Management: Refurbishment	R 1,500,000	R 0	R 1,500,000
Wakkerstroom & Esizameleni: WWTW (Upgrade)	PKS036	Sanitation Bulk	Waste Water Treatment Works	Sanitation Infrastructure Upgrade	R 5,000,000	R 0	R 5,000,000
Wakkerstroom & Esizameleni: Water Reticulation (New)	PKS037	Water Reticulation	Water Reticulation	Water Infrastructure New	R 500,000	R 0	R 500,000
Wakkerstroom & Esizameleni: WTW (Refurbishment)	PKS038	Water Treatment Works	Water Treatment Works	Water O&M Management: Refurbishment	R 300,000	R 0	R 300,000
Wakkerstroom & Esizameleni: WTW (Upgrade)	PKS039	Water Treatment Works	Water Treatment Works	Water Infrastructure Upgrade	R 3,000,000	R 0	R 3,000,000
Wakkerstroom: Pipeline (New)	PKS040	Water Internal Bulk	Water Pipeline	Water Infrastructure New	R 1,000,000	R 0	R 1,000,000
Wakkerstroom: Pumpstation (New)	PKS041	Water Internal Bulk	Water Pumpstation	Water Infrastructure New	R 850,000	R 0	R 850,000
Wakkerstroom: Reservoir (New)	PKS042	Water Internal Bulk	Water Reservoir	Water Infrastructure New	R 3,000,000	R 0	R 3,000,000
Wakkerstroom: Sewer Reticulation (New)	PKS043	Internal Sanitation	Sanitation Water Borne	Sanitation Infrastructure New	R 13,000,000	R 3,650,000	R 9,350,000
Amersfoort Dam: Source Augmentation Investigation (Water Resource)	PKS001	Strategic Planning	Planning	Feasibility Only	R 0	R 0	R 0
Amersfoort: Water Bulk Supply Line (Upgrade)	PKS002	Water Internal Bulk	Water Pipeline	Water Infrastructure Upgrade	R 7,057,342	R 4,007,104	R 3,050,238
Amersfoort: Water Bulk Supply Line (Upgrade)	PKS003	Water Internal Bulk	Water Pipeline	Water Infrastructure Upgrade	R 4,000,000	R 7,000,000	R 0
Amersfoort, Daggakraal & Paardekop: WTW (Refurbishment)	PKS004	Water Treatment Works	Water Treatment Works	Water O&M Management: Refurbishment	R 300,000	R 0	R 300,000
Ezamokuhle: Reservoir (New)	PKS056	Water Internal Bulk	Water Reservoir	Water Infrastructure New	R 3,000,000	R 6,574,465	R 0
Ezamokuhle: Sewer Reticulation (Extension)	PKS057	Internal Sanitation	Sanitation Water Borne	Sanitation Infrastructure Extension	R 1,300,000	R 1,000,000	R 0
Ezamokuhle: Sewer Reticulation (Extension)	PKS058	Internal Sanitation	Sanitation Water Borne	Sanitation Infrastructure Extension	R 4,285,498	R 1,042,658	R 3,242,840
Amersfoort & Ezamokuhle: Raw Water Source Study (Water Resource)	PKS005	Strategic Planning	Planning	Water Resource Demand Management	R 500,000	R 0	R 500,000
Amersfoort & Ezamokuhle: Sewer Reticulation & WWTW (Upgrade)	PKS006	Internal Sanitation	Sanitation Water Borne	Sanitation Infrastructure Upgrade	R 2,518,184	R 726,529	R 1,791,655
Amersfoort & Ezamokuhle: Water Reticulation (Upgrade)	PKS007	Water Reticulation	Water Reticulation	Water Infrastructure Upgrade	R 3,000,000	R 0	R 3,000,000

Amersfoort: Sewer Reticulation (Extension)	PKS008	Internal Sanitation	Sanitation Water Borne	Sanitation Infrastructure Extension	R 2,824,579	R 2,000,000	R 824,579
Amersfoort: WWTW (Refurbishment)	PKS009	Sanitation Bulk	Waste Water Treatment Works	Sanitation O&M Management: Refurbishment	R 250,000	R 0	R 250,000
Amersfoort: WWTW Phase 1 (Upgrade)	PKS059	Sanitation Bulk	Waste Water Treatment Works	Sanitation Infrastructure Upgrade	R 2,500,000	R 2,500,000	R 0
Project Name	Project Number	Project Category	Water/Sanitation Component	Water/Sanitation Project Type	Project Funding		
		Water Internal Bulk Water Regional Bulk Water Reticulation Water Treatment Works Sanitation Bulk Internal Sanitation Strategic Planning	Water Pipeline Water Pumpstation Water Reservoir Water Groundwater Water Reticulation Water Treatment Works Sanitation Basic Sanitation Low Flush Sanitation Water Borne Waste Water Treatment Planning	Water Infrastructure New Water Infrastructure Extension Water Infrastructure Upgrade Water Infrastructure Replace Water Resource Demand Management Water Resource Local Source Development Sanitation Infrastructure New Sanitation Replacement Buckets Sanitation Infrastructure Extension Sanitation Infrastructure Upgrade Sanitation Infrastructure Replace Water O&M Management: Refurbishment Sanitation O&M Management: Refurbishment Feasibility Only Institutional & Development Planning	Total Estimated	Total Allocated	Total Deficit
Volksrust: WTW (Refurbishment)	PKS027	Water Treatment Works	Water Treatment Works	Water O&M Management: Refurbishment	R 800,000	R 0	R 800,000
Volksrust: WWTW (Refurbishment)	PKS025	Sanitation Bulk	Waste Water Treatment Works	Sanitation O&M Management: Refurbishment	R 1,000,000	R 0	R 1,000,000
Volksrust: Sewer Pumpstation (Upgrade)	PKS023	Sanitation Bulk	Waste Water Treatment Works	Sanitation Infrastructure Upgrade	R 850,000	R 0	R 850,000
Volksrust, Vukuzakhe: WWTW (Upgrade)	PKS019	Sanitation Bulk	Waste Water Treatment Works	Sanitation Infrastructure Upgrade	R 8,200,000	R 0	R 8,200,000
Volksrust, Vukuzakhe: WWTW (Upgrade)	PKS018	Sanitation Bulk	Waste Water Treatment Works	Sanitation Infrastructure Upgrade	R 6,000,000	R 0	R 6,000,000
Pixley ka Seme LM: Reticulation (O&M)	PKS064	Water Reticulation	Water Reticulation	Water O&M Management: Refurbishment	R 3,186,000	R 0	R 3,186,000
Pixley ka Seme LM: Reticulation (Refurbishment)	PKS063	Internal Sanitation	Sanitation Water Borne	Sanitation O&M Management: Refurbishment	R 3,376,000	R 0	R 3,376,000
Pixley ka Seme LM: Planning (Water Resource)	PKS062	Strategic Planning	Planning	Water Resource Demand Management	R 4,920,000	R 0	R 4,920,000
Pixley ka Seme LM: Planning (Water Resource)	PKS061	Strategic Planning	Planning	Water Resource Demand Management	R 2,365,000	R 0	R 2,365,000
Volksrust: Water Bulk Supply Pipeline (New)	PKS026	Water Internal Bulk	Water Pipeline	Water Infrastructure New	R 4,500,000	R 6,000,000	R 0
Volksrust: Pumpstation & Pipeline (Upgrade)	PKS022	Water Internal Bulk	Water Pumpstation	Water Infrastructure Upgrade	R 15,000,000	R 0	R 15,000,000
Volksrust: Mahawane & Schuilhoek Dams: Source Augmentation Investigation (Water Resource)	PKS021	Strategic Planning	Planning	Feasibility Only	R 0	R 0	R 0
Volksrust, Vukuzakhe: Schuilhoek Dam (Water Resource)	PKS016	Water Internal Bulk	Water Reservoir	Water Resource Demand Management	R 25,000,000	R 2,000,000	R 23,000,000
Volksrust, Vukuzakhe: Raw Water Source Study (Water Resource)	PKS015	Strategic Planning	Planning	Water Resource Demand Management	R 500,000	R 0	R 500,000
Vukuzakhe: Water Reticulation (New)	PKS065	Water Reticulation	Water Reticulation	Water Infrastructure New	R 0	R 1,105,440	R 0
Amersfoort: Pipeline (New)	PKS066	Water Internal Bulk	Water Pipeline	Water Infrastructure New	R 0	R 160,000	R 0
Pixley ka Seme LM: VIP's (O&M)	PKS067	Internal Sanitation	Sanitation Basic	Sanitation O&M Management: Refurbishment	R 0	R 1,400,000	R 0
Vukuzakhe: Sewer Reticulation (New)	PKS068	Internal Sanitation	Sanitation Water Borne	Sanitation Infrastructure New	R 0	R 1,073,000	R 0
Rural Pixley ka Seme: Boreholes (New)	PKS069	Water Reticulation	Water Groundwater	Water Infrastructure New	R 0	R 11,296,000	R 0
Vukuzakhe: Sewer Reticulation (New)	PKS070	Internal Sanitation	Sanitation Water Borne	Sanitation Infrastructure New	R 0	R 5,574,937	R 0
Rural Pixley ka Seme: VIP's (New)	PKS071	Internal Sanitation	Sanitation Basic	Sanitation Infrastructure New	R 0	R 7,866,933	R 0
Esizameleni: Sewer Reticulation (New)	PKS072	Internal Sanitation	Sanitation Water Borne	Sanitation Infrastructure New	R 7,200,000	R 7,200,000	R 0
Esizameleni: Water Reticulation (New)	PKS073	Water Reticulation	Water Reticulation	Water Infrastructure New	R 4,500,000	R 4,500,000	R 0

Esizameleni: Water Reticulation (New)	PKS074	Water Reticulation	Water Reticulation	Water Infrastructure New	R 3,649,027	R 3,649,027	R 0
Esizameleni: Sewer Reticulation (New)	PKS075	Internal Sanitation	Sanitation Water Borne	Sanitation Infrastructure New	R 3,500,000	R 3,500,000	R 0
Perdekop: Sewer Reticulation (New)	PKS076	Internal Sanitation	Sanitation Water Borne	Sanitation Infrastructure New	R 2,957,967	R 2,957,967	R 0
Vukuzakhe: WWTW (Upgrade)	PKS077	Sanitation Bulk	Waste Water Treatment Works	Sanitation Infrastructure Upgrade	R 19,600,000	R 19,600,000	R 0
Vukuzakhe: Reservoir (New)	PKS080	Water Internal Bulk	Water Reservoir	Water Infrastructure New	R 3,000,000	R 3,000,000	R 0

Project Name	Project Number	Project Category	Water/Sanitation Component	Water/Sanitation Project Type	Project Funding		
		Water Internal Bulk Water Regional Bulk Water Reticulation Water Treatment Works Sanitation Bulk Internal Sanitation Strategic Planning	Water Pipeline Water Pumpstation Water Reservoir Water Groundwater Water Reticulation Water Treatment Works Sanitation Basic Sanitation Low Flush Sanitation Water Borne Waste Water Treatment Planning	Water Infrastructure New Water Infrastructure Extension Water Infrastructure Upgrade Water Infrastructure Replace Water Resource Demand Management Water Resource Local Source Development Sanitation Infrastructure New Sanitation Replacement Buckets Sanitation Infrastructure Extension Sanitation Infrastructure Upgrade Sanitation Infrastructure Replace Water O&M Management: Refurbishment Sanitation O&M Management: Refurbishment Feasibility Only Institutional & Development Planning	Total Estimated	Total Allocated	Total Deficit
Vukuzakhe: Reservoir (New)	PKS080	Water Internal Bulk	Water Reservoir	Water Infrastructure New	R 3,000,000	R 3,000,000	R 0
Amersfoort: WTW (New)	PKS078	Water Treatment Works	Water Treatment Works	Water Infrastructure New	R 4,000,000	R 4,000,000	R 0
Perdekop: Sewer Reticulation & Bulk (New)	PKS079	Internal Sanitation	Sanitation Water Borne	Sanitation Infrastructure New	R 3,000,000	R 3,000,000	R 0

A water services authority must report annually and in a public way on progress in implementing the plan.” The requirement that water services authorities regularly update their plans and report annually on progress against their plans will assist local communities and DWA to assess how well water services authorities are performing relative to their stated intentions and their capacity.

19 ENVIRONMENTAL MANAGEMENT FRAMEWORK

The PKISLM area is characterised by many wetlands and pan systems, and is an important water catchment area. Many endemic and threatened grassland species occur in the area and of particular significance are the areas around Wakkerstroom and Luneburg. Agriculture is the major contributor to the gross geographic product in the municipal area. There is also a high potential for additional tourism and agriculture development and growth in this area. The PKISLM area is also strategically important because it contains the sources of three river systems, including an important source of water for the Gauteng region.

Purpose

The PKISLM area is characterised by many wetlands and pan systems, and is an important water catchment area. Many endemic and threatened grassland species occur in the area and of particular significance are the areas around Wakkerstroom and Luneburg. Agriculture is the major contributor to the gross geographic product in the municipal area. There is also a high potential for additional tourism and agriculture development and growth in this area. The PKISLM area is also strategically important because it contains the sources of three river systems, including an important source of water for the Gauteng region.

The EMF report is structured as per the table below:

Chapter	Title	Content
Chapter 1	Introduction	Background to the EMF and legal framework
Chapter 2	Approach and methodology	An outline of how the EMF was developed and the public participation process
Chapter 3	Summary of environmental attributes	A brief description of the environmental attributes of the study area
Chapter 4	Environmental management priorities	A summary of the environmental goals and objectives
Chapter 5	Strategic environmental management plan	A description of the various management zones and associated guidelines

Tourism and recreation

The PKISLM falls within the Grass and Wetlands tourism region or 'route'. Its attractions include a varied mixture of natural and heritage attractions (PKISLM, 2008). Visitor numbers to the municipality are probably between 150,000 and 300,000 per year (Van Zyl, 2010). It is estimated that there are between 636 and 776 total direct tourism jobs at present in the study area. Tourism is still relatively small both in absolute terms and relative to the rich tourism assets offered by Wakkerstroom and the wider region.

Mining

Mining in the study area is dominated by relatively small scale coal production, with some sand and dolerite mining. The economic benefits associated with coal mining are not particularly significant in the local area. Employment is estimated between 100 and 200 persons (Van Zyl, 2010). The sizable coal deposits are at deeper levels and therefore often uneconomical at present prices. The use of underground coal gasification technology shows high levels of promise and may drive demand for deep-lying coal deposits.

Environmental Management Priorities

Management objectives are based on a set of fundamental principles that must be applied in order to realise the vision for the area. Section 2 of the NEMA provides the following guidance:

- Environmental management must place people first, serving their physical, developmental, cultural and social interests equitably;
 - Development must be socially, environmentally and economically sustainable;
 - The use and exploitation of non-renewable natural resources must be responsible and equitable, and should take into account the consequences of resource depletion, while renewable resources are utilised in a manner that does not jeopardise their integrity or that of the ecosystem;
 - The negative impacts of development on the environment and on people's environmental rights must be anticipated and prevented, and where they cannot be prevented, minimised and remedied;
 - Equitable access to environmental resources, benefits and services to meet basic human needs and ensure human well-being must be pursued, and special measures must be taken to ensure access to categories of persons disadvantaged by unfair discrimination;
 - Widespread participation of interested and affected parties in environmental governance must be promoted, and all people must be given the opportunity to develop the 'understanding, skills and capacity necessary for achieving equitable and effective participation;
 - Community well-being and empowerment must be promoted through environmental education, raising of environmental awareness, sharing of knowledge and experience and other appropriate means;
 - Decision-making must be open, and access to information provided in accordance with the law;
-

- There must be intergovernmental co-ordination and harmonisation of policies, legislation and actions relating to the environment;
- The beneficial use of environmental resources must serve the public interest and the environment must be protected as the people's common heritage; and
- Sensitive, vulnerable, highly dynamic or stressed ecosystems require specific attention in management and planning procedures, especially if subject to significant human resources usage and development pressure.

The success of the EMF as a decision-support tool depends on its efficient implementation by DEA, provincial, district and local authorities, as well as developers/consultants. The EMF is structured such that authorities and other users of the tool implement it in accordance with the Integrated Environmental Management process in effect at the time.

20 DISTRICT LED STRATEGY

As part of the Gert Sibande District Municipality's 2012/13 IDP review process, the review of the District LED Strategy which was adopted by Council in December 2009 took place. The current LED Strategy is divided into three parts A, B & C as discussed below.

Part A is divided into sections 1-5. Section 1 contains an introduction and background, document outline as well as methodology to the project. This section deals with definitions which include the definition and purpose of the LED which is a participatory process encouraging social dialogue and public-private partnerships within a specified geographical area.

Section 2 provides a synopsis of the legislative and policy framework, which underpins the LED. Amongst them are NSDP Principles; MTEF; National Industrial Development Policy Framework (NIPF) Micro Economic Reform Strategy (MERS); Strategy for Broad based Black Economic Empowerment; Draft Anti-Poverty Strategy together with related Provincial and Municipal Strategic or Policy documents.

Section 3 focuses on the delineation of the area in terms of its political and administrative boundaries, settlement patterns as well as its land and environmental profile.

Section 4 is dedicated to the analysis of demography and population dynamics of the District and its constituent local municipalities.

Section 5 presents an overview of the social and development indicators, including poverty, inequality, access to economic assets and unemployment as also discussed in this IDP document.

Section 6 covers the economic indicators of the area as well as analysis of its comparative and competitive advantages. Mining has the highest comparative advantage followed by agriculture and manufacturing.

Part B is divided into sections 7 and 8; where Section 7 the area's major strengths, weaknesses, opportunities, and threats are analysed and key economic constraints and opportunities are highlighted. Reliance on capital intensive limits the number of the people that can access employment while agriculture and forestry which are both labour intensive still lack investment thereby preventing beneficiation.

Section 8 the reports outlines the strategic framework for the LED which includes the LED vision, objectives and pillars, strategic levers and a project selection, appraisal and prioritisation approach.

Part C is divided into sections 9 and 10. Section 9 contains a matrix of LED programmes and projects which will have high impact in the economy of the District, this include projects like Bio-fuel plant, solid waste management plant.

Section 10 outlines the institutional options for the implementation of LED which among others include LED Forum and the setting up of the GSDM Development Agency.

21 REVENUE ENHANCEMENT STRATEGY

21.1 PURPOSE

The purpose of the document is to provide a strategic framework of resolving the deep seated financial challenges that undermine service delivery to Dr Pixley Ka Isaka Seme Local Municipality community.

The document may require annual adjustment based on changing socio-economic and political environment. Adjustments may be minimal unless the current national government funding formula changes drastically. In terms of the local government financial reforms as led by the introduction of the Municipal Financial Management Act (MFMA) (56 of 2003) introduced in 2004, the municipalities are expected to be financially sustainable in the foreseeable future. This suggests a scenario in which the equitable share is reduced and or is expected to be used solely to provide for free basic services than for operational budget. Currently the equitable share allocation funding model is being reviewed by National Treasury in order to be more relevant to the needs of government and this review process may have positive or negative effect to the municipality.

This document does not respond to the possibility stated above which will be catastrophic to Dr Pixley Ka Isaka Seme local Municipality. If the Municipality were to respond to such a scenario, fundamental changes on improving the powers and functions of the municipality would first have to be effected. The improved powers and functions will have to be followed by the improved funding for a medium term and improved capacity building on operations and maintenance for water and other services.

This document looks within the current financial funding and seeks to increase own revenue generation without suggesting additional powers and functions.

21.2 BACKGROUND

The development of this revenue enhancement strategy is a response to strategic risk identified from the risk assessment conducted for the 2012/2013 financial year. The risk assessment indicated that the inability to maximize revenue collection as risk number one threatening the survival of the Municipality.

The development of the revenue enhancement strategy is prioritized for implementation during the 2013/2014 financial year so that we are in a position to lay the foundation for the future sustainability of council and will be reviewed each year for effectiveness.

The average payment rate for Dr Pixley Ka Isaka Seme Local Municipality for the period July 2011 to June 2012 was 56%, resulting in an increase of approximately R24 million in arrear debt. The increase in arrear debt of R24 million over the financial year period can be attributed to a number of factors. Although high levels of unemployment are definitely one of the factors, it should be noted that registered indigent debtors are subsidized; therefore causes for non-payment must be identified. Lack of resources to implement effective debt collection and credit control, the unwillingness of consumers able to pay for their municipal services are possibly the major contributing factors to the current high levels of outstanding debt.

Developing effective turnaround strategies generally requires the following four phased approach, this ensures that the desired revenue enhancement outcomes are achieved and sustained in the long term. The four phases are the following;

- a) Phase 1: Status quo analysis
- b) Phase 2: Problem identification
- c) Phase 3: Project implementation
- d) Phase 4: Operational phase

Project implementation will include attending to the following issues in the next six (6) months as a short term strategy. The medium term strategy will be in a period between 6 – 8 months which will assist in the improvement of the systems that are already in place. The long term strategy will be during the period of 18 – 36 months, this strategy will ensure that systems are in place, processes and policies are still effective and hence collecting the remaining debt. The list below is an item list of the issues that will be attended to during the short term strategy:

- ✓ Top 10 Accounts
 - ✓ Increase Current Collection Rates
 - ✓ Application for SLA's
 - ✓ Inactive Accounts
 - ✓ Meter Reading Process
 - ✓ Illegal Connections
 - ✓ Updating the Indigent Register
 - ✓ Clearance Certificates
-

- ✓ Approval of Building Plans
- ✓ Resources in Debt Collection Unit
- ✓ Establishment and Responsibilities of a Back Office
- ✓ Writing off Bad Debt
- ✓ Internal Controls

22 INTEGRATED WASTE MANAGEMENT PLAN (GSDM)

As part of the Gert Sibande District Municipality's 2012/13 IDP review process, Integrated Waste Management Plan which was adopted in 2006 was reviewed. Hereunder is therefore a concise overview of the Integrated Waste Management Plan.

Legislative imperatives

In SA, each Municipality is expected to prepare an IWMP as part of its IDP process thus bringing waste management down to the Local level. The main objective is to optimise waste management so that the efficiency of waste management system is maximised and impacts and financial costs associated with waste management are minimised.

In line with the above, GSDM adopted its IWMP during 2006 which provide an overview of waste management planning incorporating all major stages of environmental planning processes namely:

- Review of existing baseline and legal environment
- Projections of legal requirement
- Setting objectives
- Identifying system components
- Identifying and evaluating methods for meeting requirements
- Developing and implementing an integrated waste management plan.

From the above, shortcomings are identified which will be used to develop the strategies and implementation plan for IWMP. Recommendations relating to identified gaps in service delivery will be made and strategies to be developed will provide details of where the existing systems and resources will be required to ensure that the entire municipal are is optimally covered in term of waste management services.

All this will be done in line with NEMA spirit which requires that "waste is avoided, or where it cannot be altogether avoided, minimised and reused or recycled where possible and otherwise disposed of in a responsible manner".

Overall Aims and Goals

In general the development and implementation of the IWMP besides being a legislative pre-requisite is to;

- Assess the current basic waste management system strategies and practices
-

- Highlight positive aspects and deficiencies in respect of waste management within the respective local municipalities
- Make recommendations for the improvement of services
- Where no services exist, to establish systems for the collection, transportation, treatment and disposal of waste.

By way of this plan GSDM intends to institute a process of waste management aimed at pollution prevention and minimisation at source, managing the impact of pollution and waste on the receiving environment and remediation of damaged environments. Waste management must therefore be planned and implemented in a holistic and integrated manner that extends over the entire waste cycle, with the overall goal of optimising waste management by maximising efficiency and minimising associated environmental impacts and financial costs.

Approach

The structure of the IWMP is guided by the principles contained in the NWMS as follows:

PHASE1: Gap analysis

- Obtain information on current population of the area, growth estimates, densities and the population's socio-economic categories and income levels.
- Identify and or estimate the types and amounts of general waste generated in the municipal area and composition thereof and defining distinctive waste management and generation area.
- Description and assessment of the existing waste management systems and practices
- Determine the costs associated with providing the waste management services.
- Appraise the services in terms of quantity, quality, legal and social and environmental impacts and public acceptance.

PHASE 2: Development of Management and Legislative instruments

- Identify the issues, key result areas and needs to be addressed in the IWMP
- Setting of targets and objectives
- Development of Integrated waste management policy
- Appraisal of legislative and management instruments

PHASE 3: Strategic Planning

- Development of a Strategic framework
- Public consultation in prioritisation of identified needs and gaps
- Develop strategic and operational objectives
- Set provisional targets

PHASE 4: Economic Viability Analysis\Feasibility Study

- Identification of alternative solutions to meet goals, objectives and policy statements.
- Evaluate and develop feasible scenarios
- Advise on opportunities and activities to institutes waste prevention and minimisation strategies, systems and practices
- Advise on appropriate implementation method for waste collection and transportation
- Determine the cost and financial viability of suggested/proposed waste collection, transportation, disposal, recycling or minimisation proposals over a period of five years
- Describe financing of the waste system and practices
- Identify key stake holders to be consulted in the drafting of waste management plans
- Advise on the acquisition, characteristics and cost implications of suitable Waste Information System (WIS) for use by the GSDM and the local municipalities.

PHASE 5: Plan of Implementation

- Manage the approval process for the approved Scenarios
- Develop strategy for implementation

Key Issues

- Lack of waste avoidance, minimisation and clean up campaigns.
- Lack of incentives for waste reduction
- Inadequate resource recovery and a general lack of commitment towards recycling
- Little or no enforcement of legislation and policy and an absence of waste awareness or waste management culture which promotes resource recovery or makes it financially viable
- Lack of appropriate waste treatment methods
- Use of unauthorised land fill sites

23 DISTRICT HIV/AIDS PLAN

As part of the Gert Sibande District Municipality's 2012/13 IDP review process, the District HIV/AIDS Plan was reviewed. Hereunder is therefore a concise overview of the District AIDS/HIV Plan.

As a response to the threatening situation of HIV/AIDS in the District, GSDM developed a plan in June 2007 that will assist in its efforts to fight the epidemic. The plan is still in its draft form.

Purpose of the plan

The HIV & AIDS Plan is a strategic response mechanism and a tool that will guide the District municipality through the District AIDS Council in coordinating programmes by all stakeholders in

partnership with government that have pledged their financial and/ human resources to mitigate the impact of HIV and AIDS.

Key issues identified:

- The existence of national and other roads connecting our District to other Districts, provinces and countries creates opportunity for commercial sex work between local young unemployed women and long distance truck drivers.
- The key economic activities in the District are mining, agriculture, forestry and tourism. Mostly these are primary in nature and are characterized by high levels of seasonal and migrant workers which have been identified as one of the contributing factors to the spread of HIV. The tourism industry as characterized by interaction between local community and tourists also plays a role.
- Unemployment which currently stands at 39,4% and poverty coupled by low literacy levels creates an unbalanced relationship between family members and couples leaving women with no voice in relationship matters including sexual relations.
- The traditional belief system, low status of women predisposes women to HIV infection.

24 HUMAN RESOURCES STRATEGY

24.1 BACKGROUND AND LEGISLATIVE FRAMEWORK

In the context of Developmental local Government, municipalities are tasked with the crucial responsibility of fulfilling the constitutional mandates dedicated to them. As the staff component of any municipality is the vehicle for service delivery and ultimately responsible for compliance with the listed constitutional mandate, it is incumbent on municipalities to ensure that its human resources capacity is developed to a level where it can perform its responsibilities in an economical, effective, efficient and accountable way.

In addition to legislation typically guiding human resources, amongst others the Labour Relations Act (Act 66 of 1995), BCEA (Act 75 of 1997), EEA (Act 55 of 1998), SDA (Act 97 of 1998) and the SDL Act (Act 9 Of 1999), within the local government environment specific obligations are placed on municipalities by means of local government Municipal Systems Act (Act 32 of 2000), concerning the alignment of its administration and specifically human resources with its constitutional responsibilities.

The HR related obligations placed on municipalities in terms of section 51 of the MSA is to organise its administration to:

- Be responsive to the needs of the local community
 - Facilitate a culture of public service and accountability among staff
 - Be performance orientated and focused on the objectives of local government
 - Align roles and responsibilities with priorities and objectives reflected in the IDP
-

- Organise structures and administration in a flexible way to respond to changing priorities and circumstances
- Perform functions through Operational, effective and appropriate administrative units
- Assign Clear responsibilities
- Maximise efficiency of communication and decision making
- Delegate responsibility to the most effective level within the administration
- Involve staff in management decisions as far as practicable
- Provide an equitable, fair, open and non-discriminatory working environment

This legislative mandate concerning HR is endorsed by Section 67 of the Local Government MSA stating, under the HRD, that “the municipality, in accordance with the EEA, must develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration”

DPKISLM biggest single budget item is its staff costs. The Municipal’s most valuable asset, when optimally utilized, motivated and developed, is its people. However this asset becomes its greatest liability when not effectively utilized.

The municipality needs a clear and simple strategy which will deliver the right people, at the right place, at the right time, with the right skills. This strategy needs to ensure that DPKISLM can afford its staff, so it is about ensuring correct alignment of people to needs will provide a value add result, which falls within budget parameters.

In this way we will be matching the municipality’s needs, the municipal budget and the individual needs into an outcome which will result in improved service delivery.

DPKISLM currently employs 389 permanent staff including Councillors i.e. 368 employees and 21 Councillors. The current implementable staff budget for salaries is R42 024 454 including allowances. The current training budget is R612 000.

24.2 HUMAN RESOURCES MISSION AND VALUES

Consistent with the constitutional mandate of Local Government, the legislative obligations for Human Resources and the Organisational Strategies, the Human Resources Section regards its mission as dedicating itself to serve and support the organization in achieving its strategic objectives, whilst serving the interest of Dr. Pixley ka Isaka Seme Local Municipality in general.

To give effect to its mission, HR endeavours to;

- I. Empower employees towards maximizing their personal potential and deliver on and exceed organizational requirements,
 - II. Continuously align the HR Strategy with the Organizational Strategy (IDP), Legislative Requirements and Best Practices in the HR field,
 - III. Champion the cause of our human resource (employees/people) as the DPKISLM most valuable resource and the key to success in service delivery,
 - IV. Promote and practice “People First Principles”, Equity, Fairness, Objectivity and Consistency,
-

- V. Actively influence the achievement of an employee corps with high morale, high commitment to organizational goals/values and dedication to community service,
- VI. Commit to professional conduct, promote professional HR management practices and advance the knowledge and proficiency of HR to the benefit of the Dr. Pixley ka Isaka Seme Local Municipality, and
- VII. Develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration.

In this context, the values that HR subscribes to include that:

- The human resource (our staff/employees) is Council's most valuable resource as every service is ultimately created or delivered through human intervention
- HR is focused on maximising the HR potential, guided by community needs (as contained in the IDP), and
- HR champion and support diversity

Now that the IDP (which contains the strategic objectives of the municipality for the next five (5) years) has been adopted by Council together with the budget as well as the policies that will govern administration of the implementation of the strategies and objectives of the municipality during the course of the present term, the municipality is in an opportune position to determine its Human Resource Strategy that will see it realize the Corporate Strategy.

The Strategy has been developed with the aim of ensuring that DPKISLM achieves its service delivery strategic goals within the resources that it possesses.

The DPKISLM HR Strategy is based on the following components:

24.3 THE STAFF ESTABLISHMENT (ORGANOGRAM)

The Staff Establishment for DPKISLM has been determined in line with the powers and functions of the district municipality, the IDP and the Policy Framework for the Staff Establishment in line with Section 66 of the Municipal Systems Act 32/2000, as amended.

KPA 1: RECRUITMENT AND SELECTION

The Recruitment and Selection process is primarily aimed at procuring staff with the necessary competencies, thus enabling the organisation to deliver on its strategic and operational priorities.

KPA 2: EDUCATION, TRAINING AND DEVELOPMENT OF STAFF

Education, Training and Development of Dr. Pixley ka Isaka Seme Local Municipality shall focus on the enhancement of knowledge, skills and behavioural competencies of employees and Councillors to be appropriate levels acquired to deliver on and exceed organisational requirements, as embedded in organisational strategy (IDP) and legislative prescripts.

KPA 3: OCCUPATIONAL HEALTH AND SAFETY

The Occupational Health and Safety function is primary focused on the following:-

- Creating and maintaining a safe working environment
 - Preventing workplace accidents
- A major obstacle in achieving these primary objectives was among other things, the unavailability of the section in the organisational structure; the inactive safety committees and the lack of awareness and capacity amongst members of staff to fulfil the responsibilities of Safety Representatives

KPA 4: EMPLOYEE WELLNESS

Employee Wellness is based on the premise that “People who are well work well”. In this context, Employee Wellness entails all the strategies, action plans and methods used to promote physical, emotional and mental health of employees.

KPA5: LABOUR RELATIONS

The background of Dr. Pixley ka Isaka Seme local municipality indicates that: --The Municipality has been operating without the Labour Relations Section; Municipality was mostly represented by external labour attorneys. That there was an element of inconsistent application or initiation of disciplinary procedures that were reported to be discriminative;

These issues of fairness and consistency have been addressed with the inception of section 139 wherein the organogram was revised including the Labour Relations Section. Discipline is however acknowledged to not yet being at the required level to support optimal functioning of the workforce.

KPA 6: EMPLOYMENT EQUITY & DIVERSITY MANAGEMENT

As an employer designated in terms of the Employment Equity Act (Act 55 of 1998), Dr. Pixley ka Isaka Seme local Municipality is under legal obligation, in terms of Section 20(1) of the Act to draft and approve the Employment Equity Plan, for a period between 1 and 5 years in duration, effective from 1 July 2007 expiring in 30 June 2012.

Dr. Pixley ka Isaka Seme local Municipality’s Employment Equity Plan shall always be informed by:- The relevant stipulations in the Employment Equity Act, The strategic priorities of the municipality as captured in the Integrated Development Plan (IDP), The Codes of Good Practice on the “Employment Equity Plans”, “HIV/AIDS and Employment”, as well as “Employment of people with disabilities”; and The previous Employment Equity Plan of the municipality as submitted to the Department of Labour,

KPA 7: SUCCESSION PLAN

DPKISLM will engage in delegation of sharing of duties as well as rotation of responsibilities to prepare existing staff for senior positions should they, for whatever reason, leave the employ of the Municipality.

KPA 8: INDIVIDUAL PERFORMANCE MANAGEMENT

In terms of Section 67 (1) and specifically Section 67 (1)b of the Local Government Municipal Systems Act (Act 32 of 2000), the Municipality is compelled to “develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration, including (d) “the monitoring, measuring and evaluating of performance of staff.”

KPA 9: WORKFORCE PLANNING AND PERSONNEL ADMINISTRATION

Personnel Administration is attending to the administration of all employee contracts, benefits and conditions of service as well as all administration and procedures incidental to employee appointments and terminations.

25 COMMUNICATION STRATEGY

INTRODUCTION

We operate in an environment that is influenced by different interests in which daily personal needs play a significant role on how the public view, approach and respond to certain issues. We therefore need to be able to read and understand the public mood so that our communication strategy and messages are relevant for the target groups. What is also important is for us as different spheres of government to communicate with one voice and avoid sending conflicting messages to the public. According to chapter three of the constitution section 41 (1) (h) “All spheres of government and all organs of state within each sphere must co-operate with one another in mutual trust and good faith by:

- (1) Fostering friendly relations;
- (2) Assisting and supporting one another
- (3) Informing one another of, and consulting one another on matters of common interest;
- (4) co-ordinating their actions and legislation with one another.”

Strategizing for communication should therefore be taken seriously and these strategies should translate to concrete programmes that are supported by all, including the highest office of the Municipality.

The strategy framework:

- Is the basis for work action plans and communication from the Municipality;
 - Lays the framework for the work of the Communications Unit;
 - Provides a basis for communication to advance Council’s development agenda;
 - Lays the basis for the promotion of the political leadership of the Council;
 - Requires all employees and representatives of the municipality to communicate the strategy, vision and action plans of the Municipality ;
-

- Is a set of “rules” by which all employees of the municipality will abide by;
- The communications strategy will be updated annually to ensure it is relevant, and that it promotes the Council’s Strategic Direction and therefore the Council’s priorities each year.

COMMUNICATION OBJECTIVES

To promote and enhance public awareness and understanding of Municipal programmes, services and achievements.

Plan 1 Economic development and job creation

- (a) Communicate economic opportunities to all communities of Dr Pixley ka Isaka Seme Local Municipality.

Plan 2 Quality living environments

- (a) Communicate ways of sustaining quality living environments.
- (b) Create awareness about access to household and community facilities and services.

Plan 3 Safe, healthy and secure environments

- (a) Promote and create awareness about safe, healthy and secure environment.

Plan 4 empowering our citizens

- (a) Profile Dr Pixley ka Isaka Seme Local Municipality as a learning organisation.
- (b) Promote Municipality’s skills development programmes to both internal and external stakeholders.

Plan 5 Celebrating our cultural diversity

- (a) Communicate opportunities and benefits in participating in sports, arts, culture and heritage activities.

Plan 6 Good Governance

- (a) Promote and market corporate identity of Dr Pixley ka Isaka Seme Municipality.
- (b) Profile processes and procedures that support and promote community participation in Municipal activities.

Plan 7 Financial viability and sustainability

- (a) Promote and create understanding of Municipal Finance Management Act both internally and externally.
-

Table 55 – Communication Tools and Channels

AUDIENCE	TOOLS
Staff	<ol style="list-style-type: none"> 1. Intranet 2. Internet 3. Online Newspapers 4. Workplace Newsletter 5. Newspapers 6. Structured induction programme 7. Notice Board 8. Workshops
EMA Community (External Media Association)	<ol style="list-style-type: none"> 1. A Council newsletter,) was the primary source of Council news, communiqués from the Mayor and from the Municipal Manager it carried Council vacancies, tenders and notices). 2. An annual magazine promoting the town, activities and people of Dr Pixley ka Isaka Seme. 3. Council website 4. Road shows, Imbizos and regular briefings. 5. Annual Report, IDP Review and Five-Year Report. 6. Use of local commercial and community media both print and radio 7. An in-house communication tool at all customer care entry points
Media	<ol style="list-style-type: none"> 1. Press releases 2. Media briefings 3. Media tours
AUDIENCE	TOOLS
Local organisations and other spheres of government	<ol style="list-style-type: none"> 1. Council newsletter 2. Website 3. Stakeholders Forums 4. Government communications forum
External stakeholders with regards to tourism and economic development	<ol style="list-style-type: none"> 1. Advertising programme as part of the investment marketing and tourism marketing strategies. 2. Website 3. A set of regular communications tools such as brochures,

COMMUNICATION CYCLE**Action Plan**

This action plan is informed by Programme of Action based on adopted council IDP and budget. The plan talks to activities that Dr Pixley ka Isaka Seme Local Municipality communication section will perform during different events. This plan will also follow a monthly advisory as guided by the national Communication cycle for Local Government.

Table 56 – Communication Action Programme

THEME MONTH	PROJECT NAME / RESPONSIBILITY	ACTIVITY OUTLINE	BUDGET
August to June	Profiling of the	•Research compilation of	

	municipality in a book form	municipality achievements since 2006 <ul style="list-style-type: none"> • Will look into challenges in decision making processes of local government 	
August to June	Improving Municipality Signage's of Road	<ul style="list-style-type: none"> • Identify all entry exit routes from the municipality and have welcoming and bid farewell boards • Improve on Volksrust's roads signage's to the Municipality office 	
July	Crime prevention Handing over of projects	<ul style="list-style-type: none"> • Support crime prevention programmes • Sod turning ceremony • Site visits to projects under construction • Official handing over of projects 	
August	Women's Celebration Day	<ul style="list-style-type: none"> • Public Notice (If there are activities to the municipality) • 10 minutes Radio slots to be secured with uKhozi & Ligwalagwala FM 	
September	Arbor Week (Greening Month)	<ul style="list-style-type: none"> • Greening Campaigns • Public notice • Distribution of promotional material • Radio campaigns project if planned for the municipality 	
	Heritage Month	Public Notice subject to planned events	
	Printing of our newsletter	• Printing and distribution of newsletter	
		• 10 minutes Radio slots to be secured with uKhozi & Ligwalagwala FM	
October	IDP Consultation Process	• Community mobilization and public notice	
	Imbizo Focus Week	<ul style="list-style-type: none"> • Sod turning ceremony • Site visits to projects under construction • Official handing over of projects 	

		<ul style="list-style-type: none"> •Community mobilization, public notices, distribution of pamphlets, marketing and promotional material, Securing of entertainment and programme directors 	
		<ul style="list-style-type: none"> •10 minutes Radio slots to be secured with uKhozi Ligwalagwala and Ikwewezi FM 	
November	16 Day of activism against the abuse of women and children	<ul style="list-style-type: none"> •Council Message Print media and printing of banners 	
		<ul style="list-style-type: none"> •10 minutes Radio slots to be secured with uKhozi & Ligwalagwala FM 	
December	Disability Month	<ul style="list-style-type: none"> •Public notices, total event planning on communication matters 	
	World AIDS Day	Public notices	
January	Midyear Budget Assessment	Setting of 2 nd term agenda, printing of messages through print media on updating IDP and budget, Municipality izimbizo campaigns	
	Back to School	<ul style="list-style-type: none"> •Scanning the environment in the schools and encouraging learners and educators to do the best in the year ahead. 	
		<ul style="list-style-type: none"> •10 minutes Radio slots to be secured with uKhozi Ligwalagwala and Ikwewezi FM 	
	Council Meeting	<ul style="list-style-type: none"> •Public notice and media briefing 	
February	State of the Nation Address State of the Province Address	<ul style="list-style-type: none"> •Community mobilization •public notices, •media invitations, •distribution of pamphlets •Working with GCIS setting up big screens •10 minutes Radio slots to be secured with uKhozi & Ligwalagwala FM 	
	Printing of the Annual Report	<ul style="list-style-type: none"> •Designing, printing and duplication of the annual 	

		report for public consumption	
March	Human Rights Celebration	<ul style="list-style-type: none"> •Community mobilization. • public notices •Creating awareness •distribute pamphlets (If there are activities coming to the municipality) •10 minutes Radio slots to be secured with uKhozi & Ligwalagwala FM 	
April	National Imbizo Focus Week	<ul style="list-style-type: none"> •Community mobilization •public notices •Printing & distribution of pamphlets •Radio slots, Newspapers •adverts interviews •Media statements •Articles for newsletter 	
	Freedom day celebration	<ul style="list-style-type: none"> •Community mobilization • public notices •distribution of pamphlets •radio interviews •media statements •articles for newsletter 	
	Printing of Newsletter	•Sourcing of articles. Printing and distribution	
		•10 minutes Radio slots to be secured with uKhozi & Ligwalagwala FM	
May	State of the Municipality address	<ul style="list-style-type: none"> •Public notices • distribution of marketing material of the municipality • media invitations and briefings sessions • advertorials 	
	Worker's Day Celebration	•Assist in distribution of information, especially if there will be an even coming to the municipality.	
	Re-launch of District AIDS Council	<ul style="list-style-type: none"> •Public notices • media invitations •Organize media interviews •Development of the program • Protocol observation 	
		•10 minutes Radio slots to be secured with uKhozi & Ligwalagwala FM	

June	IDP Campaigns	<ul style="list-style-type: none"> •Internal Promotion of IDP and budget •Public mobilization •media invitations •promotional pamphlets 	
	Youth Summit	<ul style="list-style-type: none"> •Public mobilization •Media invitations • Interviews. 	
	IDP	<ul style="list-style-type: none"> •Printing and distribution of IDP 	
	Mayoral Cup Games	<ul style="list-style-type: none"> •Public mobilization •Media invitations •Entertainment •Embroidment of cups •Medals •Kits •Entertainment •Venue •Development of video transcripts 	
	Mayoral Excellence Awards		
		<ul style="list-style-type: none"> •10 minutes Radio slots to be secured with uKhozi & Ligwalagwala FM 	
	IDP Consultation processes	<ul style="list-style-type: none"> •Public notices •Set of Pen (August) •Pens (Loose) (October) •Jackets (August) •Umbrellas (August) • (Flag poles (August) •Branded Water (Ongoing) •Desk pads (January) •Desk Watch •Calendars (September) •Diaries (September) •Communication Workshop •Newspapers •Folders PRINTING Quarterly activity 	

26 RISK BASED AUDIT PLAN

26.1 INTRODUCTION

The internal audit process provides oversight to obtain reasonable assurance regarding management's assertions that objectives outlined in the IDP and SDBIP are achieved especially for effectiveness and efficiency of operations, reliability of financial information, and compliance with laws and regulations. Internal audit unit will proactively partner with management in undertaking financial, compliance, information technology, operational and performance audits, as well as consulting reviews, to maximise value added contributions from the process.

26.2 PURPOSE

This document sets out the Annual Plan for the financial year ending 30 June 2013 for consideration and approval by the Audit Committee.

The plan incorporates:

- The Three-year strategic rolling internal Audit plan; and
- The Annual Internal Audit Plan for the financial year ending 30 June 2013

The Internal Audit Plan for the municipality was prepared to provide efficient and effective assurance and consulting services to:

- The Municipal Manager
- The Audit Committee; and
- Management

Internal Audit Mandate

The Internal Audit Unit's mandate emanates from Section 165(1) of the Municipal Finance Management Act, No.56 of 2003 (MFMA) which states:

- (1) Each municipality and each municipal entity must have an internal audit unit.
- (2) Internal Audit unit of a municipality or municipal entity must:

- Prepare a risk based audit plan and an internal audit program for each financial;
-

- Advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to:
- Internal audit;
- Internal controls;
- Accounting procedures and practices;
- Risk and risk management;
- Performance management;
- Loss control; and
- Compliance with this act, The annual Division of Revenue Act and any other applicable legislation

26.3 STRATEGIC APPROACH

A risk based strategic approach is adopted which takes into account the results of the risk assessment conducted during 2012/2013, subsequent discussions with management. This approach involves a focus on understanding the work of each focus area and identifying risks associated with that focus area. It further includes a process of linking risk analysis to assigned planning and audit program development.

This approach is a risk based plan aligning the priorities of internal audit work with the objectives and goals of the Municipality and the related risks as identified for the municipality.

26.4 SCOPE OF THE PLAN

The plan takes account of management's risk appetite and budgetary constraints, as well as the perception of the control environment at the Municipality to address identified risks, and managements' own plans to address risks. Consequently a number of non-financial risks highlighted by the risk analysis might not be addressed by internal audit in the period under review.

26.5 AUDIT COMMITTEE

The Audit Committee places high expectation on the Internal Audit operational plan and its implementation and we are committed to provide:

- Efficient and effective audits which react and report promptly;
 - Timely completion of audits;
 - Audit coverage on high risk areas;
 - Reliability of control environment;
 - Effectiveness of internal controls;
 - Risk management;
 - Governance processes.
-

RISK REPORTING & THREE YEAR ROLLING STRATEGIC INTERNAL AUDIT PLAN FOR THE PERIOD ENDING 30 JUNE 2015 AND ANNUAL INTERNAL AUDIT PLAN ENDING 30 JUNE 2013

Table 57 – Internal Risk Audit Plan

FOCUS AREA	RISK NUMBER	RISK RATING	EXTERNAL AUDIT	INTERNAL AUDIT	AUDIT COVERAGE		
					2012/13	2013/14	2014/15
REVENUE	1	Maximum Risk	✓	✓	✓	✓	✓
FINANCE	2	Maximum Risk	✓	✓	✓	✓	✓
	3	Maximum Risk					
	4	Maximum Risk					
	5	Low Risk					
SUPPLY CHAIN MANAGEMENT	6	High Risk	✓	✓	✓	✓	✓
	7	Maximum Risk					
	8	Maximum Risk					
	9	High Risk					
EXPENDITURE	10	High Risk	✓	✓	✓	✓	✓
	11	Medium Risk					
FOCUS AREA	RISK NUMBER	RISK RATING	EXTERNAL AUDIT	INTERNAL AUDIT	AUDIT COVERAGE		
					2012/13	2013/14	2014/15

BUDGET, ASSETS & TREASURY	12	High Risk	✓	✓	✓	✓	✓
	13	Maximum Risk					
	14	Maximum Risk					
	15	Maximum Risk					
	16	Maximum Risk					
	17	Maximum Risk					
INFORMATION TECHNOLOGY	18	Maximum Risk	✓	---	✓	✓	✓
	19	High Risk					
	20	High Risk					
	21	Maximum Risk					
	22	Maximum Risk					
	23	Maximum Risk					
	24	Maximum Risk					
WATER & SANITATION	25	Medium Risk	✓	✓	✓	✓	✓
	26	High Risk					
FOCUS AREA	RISK NUMBER	RISK RATING	EXTERNAL AUDIT	INTERNAL AUDIT	AUDIT COVERAGE		
					2012/13	2013/14	2014/15

PROJECT MANAGEMENT	27	High Risk					
	28	Maximum Risk	✓		✓	✓	✓
	29	High Risk					
COMMUNITY SERVICES	30	Medium Risk	✓	✓	✓	✓	✓
	31	Maximum Risk					
TOWN PLANNING	32	Maximum Risk	✓	✓	✓	✓	✓
	33	Low Risk					
PERFORMANCE MANAGEMENT	34	Maximum Risk	✓	✓	✓	✓	✓
COMMUNICATIONS	35	Maximum Risk	✓	✓	✓	✓	✓
	36	Maximum Risk					
LOCAL ECONOMIC & DEVELOPMENT	37	Maximum Risk					
	38	Maximum Risk	✓	✓	✓	✓	✓
	39	Maximum Risk					
CORPORATE SERVICES	40	Medium Risk					
	41	High Risk	✓	✓	✓	✓	✓
	42	Maximum Risk					

26.6 FRAUD AND OTHER IRREGULARITIES

The current level of fraud in South Africa has reached unprecedented levels and is great cause for concern. Inherent limitations exist in the reliance on internal audit controls and procedures, as errors and lapses in control can result from staff carelessness, misunderstanding of instructions, collusion between individuals and management override.

Our work is planned so that we have a reasonable expectation of detecting significant control weaknesses in the areas reviewed, and subject to the agreed scope. However, internal audit procedures alone, even when carried out with due professional care, do not solely guarantee that fraud will be detected. Accordingly, our reviews and investigations as internal auditors should not be relied upon to disclose fraud, defalcation or other irregularities, which may exist.

Definition of the various Internal Audit Reviews

In planning and executing the internal audit plan, the various risks identified can be reviewed through various approaches. It is not suggested that all the approaches be applied in one year or one single review, as budgetary constraints, the current client control environment and client needs often dictate the nature and focus of the review. Set out below are definitions of the various reviews that could be undertaken in addressing the various risk identified:

Table 58 – Audit Reviews

Type of Review	Main Objective
Financial Review	Validation of internal controls to facilitate the integrity and reliability of financial information and safeguarding of assets.
Compliance Review	To verify the level of compliance with policies, procedures, standards and relevant legislation.
Operational Review	To review the activities in relation to the adherence to or achievement of the relevant control and business objectives.
Pre-determined objective Review	The review of the adequacy and effectiveness of the application of generally accepted management principles in achieving the desired objectives of the municipality. To ensure the completeness, accuracy, validity and timely reporting of the entity performance achievements against the KPI and strategic plan.
Governance Review	To review and evaluate the adherence to corporate governance practices and principles.
Follow up Reviews	To determine the progress made by management with the implementation of the action plans agreed upon with the internal audit activity.
Annual Financial Statements Review	Review of the Municipality's Annual Financial Statements

26.7 SOURCES OF INFORMATION

Internal audit evidence is gained from discussions with members of the management team and administrative staff of the operations. Where considered necessary and specifically noted in our reports, walkthrough tests are conducted to confirm compliance with key control.

26.8 REPORTING

A formal internal audit report will be prepared on completion of each focus area. Our Internal Audit report and detailed summary of findings will be discussed and agreed with line management prior to the issuing of such report(s) to the audit committee. Where obtaining management comments and approval will unduly delay the finalisation of audit reports these may be distributed marked “Issued without Management Comments”. All copies of internal audit reports will be submitted to the Municipal Manager.

27 FRAUD PREVENTION STRATEGY

27.1 PURPOSE

The purpose of the document is to provide guidelines to enable the Institution to develop a fraud prevention policy.

Statement of attitude to fraud

Fraud represents a significant potential risk to Dr Pixley ka Isaka Seme Local Municipality’s assets, service delivery efficiency and reputation. The Institution will not tolerate corrupt or fraudulent activities, whether internal or external to the Institution, and will vigorously pursue and prosecute any parties, by all legal means available, which engage in such practices or attempt to do so.

The Public Service Anti-Corruption Strategy

During 1997, Government initiated a national anti-corruption campaign. This campaign progressed to a National Anti-Corruption Summit held in April 1999 at which all sectors of society (public and private) committed themselves to establishing sectorial anti-corruption strategies. At the same time, they also committed to the co-responsibility for fighting corruption through the coordination of these sectorial strategies. A range of other resolutions emanated from this Summit and all the sectors committed to implementing these.

The Department of Public Service and Administration (DPSA) was instructed to forget various initiatives across the public service into a coherent strategy with the support of other Departments. A public Service Task team (PSTT) consisting of key Department was convened for this task and representation from local government and public entities were included in order to establish a platform for the roll-out of the strategy to the whole of the public sector (public Service, Local Government and Public Entities).

The Local Government Anti-Corruption Strategy

Local Government developed the Local Government Anti-Corruption Strategy (LGACS). Which is modeled around the Public Service Anti-Corruption Strategy? The main principle upon which the LGACS is based as follows:

- Creating a culture within municipalities, which is intolerant to unethical conduct, fraud and corruption;
- Strengthening community participation in the fight against corruption in municipalities;
- Strengthening relationships, with key stakeholders, that are necessary to support the actions required to fight corruption in municipalities, for example, South African Local Government Association (SALGA), Employee Representative Unions, and Communities;
- Deterring and preventing if unethical conduct, fraud and corruption;
- Taking appropriate action in the event of irregularities, for example, disciplinary action, recovery of losses, prosecution, etc. and
- Applying sanctions, which includes redress in respect of financial losses.

Dr Pixley ka Isaka Seme Local Municipality's anti-fraud and corruption strategy and prevention plan

This Anti-Corruption Strategy and fraud prevention plan has been developed as a result of the expressed commitment of Government to fight corruption. It is also an important contribution to the National Anti-Corruption Strategy of the country and supplements both the Public Service Anti-Corruption Strategy and the Local Government Anti-Corruption Strategy.

27.2 DEFINITION OF FRAUD AND CORRUPTION

In South Africa, a common definition of **fraud** is defined as “the unlawful and intentional making of a misrepresentation which causes actual and or potential

prejudice to another”. The term “fraud” is also used in a wider sense by the general public.

In this regard, the term is used in this document in its widest possible meaning and is intended to include all aspects of economic crime and acts of dishonesty. In other words, fraud can be described as any conduct or behavior of which a dishonest representation and/or appropriation forms an element.

The general offence of corruption is contained in section 3 of The Prevention and Combating of Corruption Activities Act. This section provides that any person who gives or accepts or agrees or offers to accept / receive any gratification from another person in order to influence such other person in a manner that amounts to:

- The illegal or unauthorized performance of such other person’s powers, duties and functions;
- An abuse of authority, a breach of trust, or the violation of a legal duty or a set of rules;
- The achievement of an unjustified result; or
- Any other unauthorized or improper inducement to do or not to do anything is guilty of the offence of corruption.

Corruption in its wider meaning, and as referred to in this document, includes any conduct or behavior where a person accepts, agrees or offers any gratification for him/her or for another person where the purpose is to act dishonestly or illegally including making illegal offers or undue pressure to officials to commit fraud or corruption. Such behavior also includes the misuse of material or information, abuse of a position of authority or a breach of trust or violation of duty.

27.3 FORMS OF CORRUPTION

Corruption takes various forms in the public service and elsewhere in society. The following are examples of different types of corruption:

✓ **Bribery**

Bribery involves the promise, offering or giving of a benefit that improperly affects the actions or decisions of public servants or elected public representatives.

✓ **Embezzlement**

This involves theft of resources by person who control, authority or have access to such resources.

✓ **Fraud**

Any conduct or behavior by an agent, supplier, official, member of public including elected representative of which a dishonest representation and/or appropriation forms an element.

✓ **Extortion**

Coercion of a person or entity to provide a benefit to a public servant, another person elected representative or an entity, in exchange for acting (or failing to act) in a particular manner.

✓ **Abuse of power**

The use by a public servant or elected representative of his or her vested authority to improperly benefit another public servant, person, elected representative or entity (or using vested authority to improperly discriminate against another public servant, person or entity).

✓ **Conflict of interest**

The failure by a public servant, elected representative to act or to consciously fail to act on a matter where the public servant, elected representative has an interest of another person or entity that has some form of relationship with the public servant has an interest.

✓ **Abuse of privileged information**

This involves the use, by a public servant, agents, representative's service providers, contractors including elected representative of privileged information and knowledge that a public servant possesses as a result of his/her office to provide unfair advantage to another person or entity to obtain benefit.

✓ **Favoritism**

The provision of council services, procurement or resources according to personal affiliation (for example cultural or religious) of a public servant or elected representative.

✓ **Nepotism**

A public servant ensuring that family members are appointed to public service positions or that family members receive contracts from the state is regarded as nepotism.

These manifestations are by no means exhaustive as corruption appears in many forms and it is virtually impossible to list all of these.

Fraud and Corruption Control Strategies

The approach in controlling fraud and corruption is focused into 4 areas, namely:

- Structural Strategies;
- Operational Strategies; and
- Maintenance Strategies.
- Policy alignment and implementation

Detection strategies

Detection of fraud and corruption may occur through:

- Vigilance on the part of employees, including line management;
- The Internal Audit function;
- Ad hoc management reviews;
- Anonymous reports; and
- The application of detection techniques.
- Electronic and other Surveillance mechanism allowed by law

The risk committee or manager public safety will recommend to the Accounting Officer after review of identified risk, measures to be taken to deal with the risk or to investigate or monitor risk identified. The procedures will be dealt with in line with the safety and security measures of policy. The Institution will embark on initiatives as will be directed by national laws and safety and security measures in place or policy to detect fraud and corruption in the workplace.

Internal Audit

Similar to the prevention strategies, a strong Internal Audit plan which focuses on the prevalent high Fraud and Corruption risks also serves as an effective detection measure. As part of the detection strategy, the Internal Audit plan will cover the following:

- unplanned audits: Unplanned audits conducted on specific business processes at any time or day that the internal audit may deem necessary or will be directed by the accounting officer or at the request of the head of the department;
-

- **Post-transaction reviews:**

A review of transactions after they have been processed and completed can be effective in identifying fraudulent or corrupt activity. In addition to the possibility of detecting fraudulent transactions, such as strategy can also have a significant fraud prevention effect as the threat of detection may be enough to deter a staff member who would otherwise be motivated to engage in fraud and corruption;

- **Forensic data analysis:**

The Institution's computer system is an important source of information on fraudulent and sometimes corrupt conduct. Software applications will be used during internal audits, surprise audits and post-transaction reviews to assist in detecting any possible fraud and corruption; including external electronic mechanism that may assist to verify or clarify data or provide evidence.

- **Management accounting reporting review:**

Using relatively straightforward techniques in analyzing the Institution's management accounting reports, trends can be examined and investigated which may be indicative of fraudulent conduct. Some examples of the types of management accounting reports that can be utilized on a compare and contrast basis are:

- Budget reports for each department / section;
- Reports comparing expenditure against public sector benchmarks; and
- Reports highlighting unusual trends in bad or doubtful debts.

The Institution will implement a strategy to ensure appropriate management accounting report reviews are conducted.

External Audit

The Institution recognizes that the external audit function is an important control in the detection of fraud. The Chief Finance Officer will need to hold discussions with all engaged external auditors to ensure that due consideration is given, by the auditors, to ISA 240 "The Auditor's Responsibility to consider Fraud in the Audit of a Financial Statement"

28 DISASTER MANAGEMENT POLICY

28.1 INTRODUCTION

According to the Disaster Management Bill 2002, the responsibility of disaster management rests with government at National, Provincial and Local (Municipalities) level. Within the Dr Pixley Ka Isaka Seme Local Municipality's planning process a Disaster Management Policy is a single inclusive policy that comprehensively guides all municipal activities, responsibilities and budget allocation in this regard.

28.2 OBJECTIVES

The objective of the policy is to enforce an integrated multi-sectorial, multi-disciplinary process of planning and implementation of measures. These measures are aimed at:

- Preventing or reducing the risk of disaster in Seme;
- Mitigating the security or consequences of such disaster;
- Emergency preparedness in the pre/post disaster situation;
- Integrated multi-sectorial rapid and effective response to disasters;
- Post-disaster recovery, rehabilitation and reconstruction.

28.3 STRATEGIES

Preparedness

- Co-ordinate the training of Councillors, officials and communities;
- Provide awareness campaigns for local communities
- Assess and evaluate the level of preparedness in Seme on an ongoing basis.

Mitigation

Hazard assessment

There needs to timeously assessment of hazards in disaster-prone areas. This assessment must highlight areas, which are extremely vulnerable to different forms of disaster. A classification of such areas must be such that:

- High Risk areas

These are 'hot spots' areas where there is no resource capacity of infrastructure of dealing and managing any form of disaster

- Low risk areas

These are areas with limited resources capacity and infrastructure and most likely to be highly vulnerable to certain form of disasters.

Warning Systems

The centre must act repository of and conduit for information concerning disasters and disaster management for this purpose:

- a) collect information on all aspects of disasters and disaster management;
- b) process and analyse such information, and;
- c) Develop and maintain an electronic database.

Other strategies do include:

- Reconstruction and rehabilitation
- Risk reduction
- Rescue and relief

29 DISASTER MANAGEMENT PLAN

29.1 VISION

To have an effective and sustainable Disaster Management Plan

29.2 Mission

To strive for effective prevention, mitigation and emergency relief response to catastrophes and disastrous fatalities through optimal utilization of financial, human and material resources to amicably reduce risks for the people of Dr. Pixley ka Isaka Seme Local Municipality

29.3 AIMS AND OBJECTIVES

To enforce an integrated multi-sectorial, multi-disciplinary process of planning and implementation of measures as adopted by the Dr. Pixley ka Isaka Seme Local Municipality,

1. Preventing or reducing the risk of disaster in Dr. Pixley ka Isaka Seme
 2. Mitigating the security or consequences of such disaster
 3. Emergency preparedness in the pre/post disaster situation
 4. Integrated multi-sectorial rapid and effective response to disasters
 5. Post-disaster recovery, rehabilitation and reconstruction
-

29.4 INTRODUCTION

The Dr. Pixley Ka Isaka Seme Disaster Management Plan is aimed at establishing the framework for implementation of the Disaster Management Act as well as the related provisions of the Municipal Systems Act.

The Disaster Management Plan will form an integral part of the Dr. Pixley Ka Isaka Seme Local Municipality's Integrated Development Plan.

Disaster Management is a continuous and integrated multi-sectorial and multi-disciplinary process of planning and implementation of measures aimed at disaster prevention, mitigation, preparedness, response, recovery and rehabilitation.

The preventative elements of this plan must be implemented and maintained on a continuous basis.

Pro-active measure must supersede the emergency or reactive elements of the plan that will be implemented in the Dr. Pixley Ka Isaka Seme Municipality whenever a major incident or disaster occurs in its area of jurisdiction.

The responsibility for the implementation of the plan is that of the Head of the Disaster Management.

The Disaster Management Act requires the Municipality to take the following actions:

- Prepare a disaster management plan for its area according to the circumstances prevailing in the area.
- Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role players; and
- Regularly review and update its plan.

The municipality must submit a copy of its disaster management plan, and of any amendment, to the District and Provincial Disaster Management.

As the integral part of the Municipality's IDP the plan should:

- Anticipate the likely types of disaster that might occur in the Municipality's area and their possible effects.
 - Identify communities at risk
 - Provide for appropriate prevention and mitigation strategies.
 - Identify and address weakness in capacity to deal with possible disasters.
-

- Facilitate maximum emergency preparedness.
- Establish the emergency management policy framework and organization that will be utilized to mitigate any significant emergency or disaster affecting the Dr. Pixley Ka Isaka Seme Municipality
- Establish the operational concepts and procedures associated with day to day operational response to emergencies by the Municipal Departments.
- Contain contingency plan and emergency procedures in the event of a disaster , providing for:
 - (i) the allocation of responsibilities of the various role players and co-ordination in the carrying out of those responsibilities;
 - (ii) prompt disaster response and relief;
 - (iii) disaster recovery and rehabilitation focused on risk elimination or mitigation;
 - (iv) the procurement of essential goods and services;
 - (v) the establishment of strategic communication links;
 - (vi) The dissemination of information.

29.5 PURPOSE

The purpose of this plan is to outline policy and procedures for both the pro-active disaster prevention and the reactive disaster response and mitigation phases of Disaster Management.

It is intended to facilitate multi-agency and multi-jurisdictional co-ordination in both pro-active and reactive programs.

29.6 APPROACH TO DISASTER MANAGEMENT

The Disaster Management Policy Framework comprises of four key performance areas and three supportive enablers required to achieve the objectives set out in the KPAs.

KPA 1: INTEGRATED INSTITUTIONAL CAPACITY FOR DISASTER RISK MANAGEMENT

The objective of KPA1 is the establishment of an integrated capacity to enable the effective implementation of disaster risk management policy and legislation. This involve the institutional arrangement to ensure the integrated and coordinated implementation of disaster risk management policies and legislation by applying the principles of cooperative governance, putting appropriate emphasis on arrangement that will ensure the involvement of all the stakeholders in disaster risk management in order to strengthen all organs of state

KPA 2: DISASTER RISK ASSESSMENT

The objective of KPA2 is to establish a uniform approach to assessing and monitoring disaster risk that will inform disaster risk management planning and disaster risk reduction undertaken by organs of state and

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

KPA 3: DISASTER RISK REDUCTION

The objective of KPA 3 is to ensure all risk management Stakeholders develop and implement integrated disaster risk management plans and risk reduction programmes in accordance with approved framework

KPA 4: RESPONSE AND RECOVERY

The objective of this KPA is to ensure effective response and appropriate disaster response and recovery.

This will be achieved by coming up with mechanism to Implement a uniform approach in disseminating of early warning and reducing of potential impact in respect of personal injury, health, loss of life, property, infrastructure, environment and government services

30 ENVIRONMENTAL MANAGEMENT FRAMEWORK

30.1 BACKGROUND

The Dr Pixley Ka Isaka Seme local municipality is committed to promoting a safe and healthy environment for all, in achieving this mandate the development of the framework plan in line with the guidelines contained in the National Environmental management Act is crucial to ensure that we manage our natural environment and balance the need to exploit the natural resources found within the district to the benefit of the present and future generations.

Covering an area of 522,204 hectares (ha), the Dr Pixley Ka Isaka Seme Local Municipality (PKISLM) is located in south-eastern Mpumalanga. This municipality is one of the seven local municipalities' in the Gert Sibande district Municipality (GSDM) (see Map 10). PKISLM falls within the grassland biome – one of the most threatened biomes in South Africa. In February 2010, the National Department of Environmental Affairs (DEA) in partnership with the Chief Directorate of Environmental Services which used to be under Mpumalanga department of Agriculture and Land Administration (MDALA) and now Mpumalanga Department of Economic Development, Environment and Tourism (MDEDET), together with the PKISLM, commissioned the development of an Environmental Management Framework (EMF), including a Strategic Environmental Management Plan (SEMP), to support decision-making that will ensure the sustainable development and Management of the natural resource of the PKISLM.

The PKISLM area is characterised by many wetlands and pan systems, and is an important water catchment area. Many endemic and threatened grassland species occur in the area and of particular significance are the areas around Wakkerstroom and Luneburg. Agriculture is the

major contributor to the gross geographic product in the municipal area. There is also a high potential for additional tourism and agriculture development and growth in this area. The PKISLM area is also strategically important because it contains the sources of three river systems, including an important source of water for the Gauteng region.

30.2 PURPOSE OF THE PLAN

The PKISLM area is characterised by many wetlands and pan systems, and is an important water catchment area. Many endemic and threatened grassland species occur in the area and of particular significance are the areas around Wakkerstroom and Luneburg. Agriculture is the major contributor to the gross geographic product in the municipal area. There is also a high potential for additional tourism and agriculture development and growth in this area. The PKISLM area is also strategically important because it contains the sources of three river systems, including an important source of water for the Gauteng region.

30.3 SPATIAL DECISION SUPPORT TOOL

The environmental attributes layers and Consolidated Environmental Attributes Map (CEAM) form the basis for the GIS-based spatial decision support tool (SDST) intended to aid the identification of developmental constraints / environmental sensitivities in the PKISLM area.

30.4 RESPONSIBILITIES

The Municipal Manager and the Heads of Department will be responsible for the implementation of the plan.

31 AIR QUALITY MANAGEMENT PLAN (GSDM)

31.1 BACKGROUND

The district municipality due to industrial and power generating industrial activities has been declared a high air quality priority area due to its high pollution levels within five of its seven local municipalities. The level of air quality within these municipalities is of poor quality and not within the minimum air quality standards.

31.2 PURPOSE OF THE PLAN

The plan aims to put mechanisms in place to comprehensively address Air quality issues, the plan put in place systems and method of managing Air quality within the district in relation to national targets and programs. The main objective of the plan is to reduce the current levels of Air Pollution and prevent future deterioration of Air quality within the district.

31.3 RESPONSIBILITIES

The Municipal Manager and the Heads of Department are responsible for the implementation of the plan.

32 INTEGRATED TRANSPORT PLAN

32.1 INTRODUCTION

The land transport vision, goals and objectives have been developed and well documented in the Provincial Land Transport Framework (PLTF), the Public Transport Plan and Integrated Development Plan. These documents have been drafted in line with the National Policies and therefore do not have potential conflicting statements of intent among them.

Three types of planning authorities are distinguished. The types of integrated transport plan to be prepared by these planning authorities are as follows:

- **Type 1 Planning Authorities:** These include transport authorities, core cities, metropolitan municipalities and larger district municipalities designated as Type 1 by the MEC. These planning authorities shall prepare a Comprehensive Integrated Transport Plan (CITP).
- **Type 2 Planning Authorities:** These include all other district municipalities designated as Type 2 by the MEC which are required to prepare a District Integrated Transport Plan (DITP)
- **Type 3 Planning Authorities:** These include all local municipalities designated as Type 3 by the MEC and are required prepare a Local Integrated Transport Plan (LITP).

Dr Pixley Ka Isaka Seme Local Municipality is the authority responsible for the planning of public transport services. However, the CPTR for Dr Pixley Ka Isaka Seme Local Municipality is coordinated by the Mpumalanga Provincial Government: Department of Road and Transport under the auspices of the Department of Transport (DOT).

It needs to be noted that the formulated vision, goals and objectives for the Gert Sibande District Municipality and Dr Pixley Ka Isaka Seme Local Municipality clearly strive towards addressing most of the transport challenges addressed in the above documents. However, it would seem that the following have not been considered in detail and need to be tested for applicability within the district:

- **Convenience**, i.e. a transport system that is accessible within short distances with reduced travel times to destinations
-

- **Comfort**, i.e. a transport system that meets the comfort of different segments within the population

32.2 TRANSPORT GOALS

A goal is perceived as the state of affairs that a plan is intended to achieve and that (when achieved) terminates behaviour intended to achieve it. It is basically an idealized end-state of the transport system, in this instance, for which planners would strive towards. The goals hence provide a focus towards the vision of the Municipality. The goals of Gert Sibande District Municipality and Dr Pixley Ka Isaka Seme Local Municipality are the same as outlined in the Provincial Land Transport Framework and include the following:

- **Transport Infrastructure** : To co-ordinate, facilitate and provide efficient and effective transport infrastructure for all private, public passenger and freight transport.
- **Financial Framework** : To ensure a sustainable financial dispensation for the transport function.
- **Institutional Framework** : To ensure that transport is managed within a sound institutional framework.
- **Planning and Co-ordination**: To ensure that municipal transport planning and co-ordination procedures are developed and applied.
- **Transport Service Provision**: To co-ordinate, implement, monitor and regulate efficient and effective public transport services and facilities within a balanced market demand and supply framework.
- **Regulation and Competition**: To ensure that freight transport can be provided in a free competitive market environment, but within an orderly technical regulated system that would protect transport infrastructure and other users.
- **Traffic Control and Safety** : To improve traffic management and safety through co-ordinated planning, maintenance, education and law enforcement actions.

32.3 OBJECTIVES

Transport infrastructure

- To maintain and develop cost effective and sustainable transportation infrastructure and facilities
 - To ensure that transport infrastructure provision is economically viable and requires minimum financial support
-

- To provide and maintain transport infrastructure in support of the demand for passenger and goods transport
- To provide transport infrastructure to enhance the competition of the industry and to protect people and goods in terms of safety and security, reliability and mobility
- To advance human resource development in the provision of transport infrastructure
- To prioritize projects in terms of sustainable economic and development needs

Transport Service Provision

- To ensure that all members of the community that are dependent on public transport for their mobility needs, have access to an affordable and effective public transport system
 - To ensure that passenger transport services satisfy user needs, including those of commuters, pensioners, scholars, disabled, tourists and long distance passengers
 - To ensure that public transport operations become economically viable and would require minimum financial support
 - To develop and establish an effective regulatory system in the district
 - To promote and implement a system of regulated competition for public transport routes based on approved transport plans
 - To develop and institute practical mediation and arbitration procedures to manage incidents of conflict and violence on an on-going basis
-

33 TOURISM PLAN FOR WAKKERSTROOM AND SURROUNDING AREAS

33.1 INTRODUCTION

Tourism development is about people and in the context of 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 centre 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.

33.2 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.

33.3 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.

34 HOUSING CHAPTERS

34.1 INTRODUCTION

The housing chapter is a housing sector plan that is intended to guide current and future housing development interventions and programmes in the municipality within the context of a municipal integrated development plan. In terms of section 26 (2) of the Constitution of the Republic of South Africa (Act 108 of 1996), everyone has the right to have access to adequate housing, and the state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realization of this important right. In this respect, the Integrated Development Plan is a statutory instrument through which housing planning and delivery must be addressed.

34.2 KEY ISSUES

In line with the Constitutional and national housing policy imperative to ensure that every South African citizen has access to adequate housing, the Mpumalanga Department of Housing aims to provide an adequate supply of permanent residential structures – with secure tenure – which will provide the poor with access basic services, privacy and protection and to regulate the development of a single residential property market.

Within this context, strategic priorities for the comprehensive plan entailed:

- (i) Accelerated housing delivery;
- (ii) Improved quality of housing products and environment to ensure asset creation;
- (iii) A single and efficient formal housing market;
- (iv) Restructured and integrated human settlements;
- (v) The use of housing as a job creation strategy, and
- (vi) Housing property as an instrument for wealth creation and empowerment.

34.3 OBJECTIVES

During the municipal integrated development planning review, a number of objectives were formulated for the housing sector, and are accepted with adaptation herein as follows:

- Provision of adequate housing to meet community needs and stimulate economic growth and development;
- Provision of housing for all income groups at Pixley ka Seme;
- Provision of affordable housing in strategic development areas close to economic opportunities;
- Facilitation of the delivery of houses at sufficient rate to address current housing backlogs;
- Instituting measures to address the problem of informal settlements and land invasions.

One of the key and critical experiences of government is that citizens are more aware of their constitutional right to housing. This places pressure on the government and related institutions to deliver on their mandates including housing development. The volatile demonstrations witnessed pertaining to perceived lack of service delivery has further exacerbated pressure on government not only to deliver services but to ensure that the services are of an acceptable quality.

35 PERFORMANCE MANAGEMENT FRAMEWORK

35.1 INTRODUCTION

The White Paper on Local Government provides an outline for local municipalities to adopt a developmental approach. It highlights the importance of performance management and community participation in confronting the legacy of underdevelopment and poverty within municipal areas.

The model that will be utilised by the municipality is aimed at ensuring alignment of the PMS to the IDP and is linked to the Regulations, 2001, the Five-Year Local Government Strategic Agenda and the Vuna Municipal Excellence Awards. The following national key performance areas (KPA) as propounded in the Five-Year Local Government Strategic Agenda form the thrust of performance management model of the municipality:

- I. Municipal Transformation and Organisational Development
- II. Infrastructure Development and Service Delivery
- III. Local Economic Development
- IV. Municipal Financial Viability and Management
- V. Good Governance and Public Participation

Additionally, the Municipal Systems Act call for municipalities to develop performance management systems that includes specific performance targets based on the goals as set out in the IDP of each particular municipality.

35.2 OBJECTIVES

The Dr Pixley Ka Isaka Seme Municipality's OPMS is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives set out in the IDP. The system will fulfil the following objectives:

- **Facilitate increased accountability**

The performance management system provides a mechanism for ensuring increased accountability between the local community, ward councillors, the Municipal Council and the municipal administration of Dr Pixley Ka Isaka Seme Municipality.

- **Support municipal oversight**

The performance management system supports oversight by the Municipal Council and community over the performance of the Mayoral Committee and Municipal Administration.

- **Facilitate learning and continuous improvement**

The OPMS reinforces the culture of a learning organisation, thereby facilitating enabling the Municipality to continuously improve on service delivery and development facilitation.

- **Provide early warning signals**

The Dr Pixley Ka Isaka Seme Municipality's OPMS will ensure that decision-makers are timeously informed of performance-related risks, so that they will facilitate intervention where necessary.

- **Facilitate decision-making**

The performance management system provides appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

The objectives listed above are not exhaustive, but summarise the intended benefits of the system. These intended objectives will be used to evaluate and review the performance management system on a regular basis.

35.3 STRATEGIES

The cycle of performance management in the Dr Pixley Ka Isaka Seme Municipality commences with performance planning, followed by performance monitoring, performance measurement, performance analysis, performance reporting and lastly performance review. The outcome of the performance review feeds back into the performance planning process. It is important to note that each of the stages in the cycle will be underpinned by Municipal Council and community oversight over the performance of the Mayoral Committee and the administration.

Figure 4 – Performance Management Cycle

